



2009

**Independent Sector and
Council of Michigan Foundations
ANNUAL CONFERENCE**



Opening Plenary: Navigating Change Together

November 4, 2009

Welcome to Detroit:

- THE HONORABLE DAVE BING, mayor, City of Detroit

Opening remarks:

- MELONIE COLAIANNE, chair, Council of Michigan Foundations; president, MASCO Corporation Foundation
- DEBBIE DINGELL, co-chair, Annual Conference Host Committee
- MARIAM NOLAND, co-chair, Annual Conference Host Committee; IS board member; president, Community Foundation for Southeast Michigan
- STEPHEN HEINTZ, IS board member; president, Rockefeller Brothers Fund

Featured Speaker:

- MELODY BARNES, domestic policy adviser and director, Domestic Policy Council, The White House

Moderator:

- LUIS UBIÑAS, president, Ford Foundation

Speakers:

- AARON DWORKIN, president, Sphinx Organization
- BRIAN GALLAGHER, president and CEO, United Way Worldwide
- BENJAMIN TODD JEALOUS, president and CEO, NAACP
- GAIL MCGOVERN, president and CEO, American Red Cross
- MARGARET MCKENNA, president, Wal-Mart Foundation
- JANET MURGUÍA, IS board member; president and CEO, National Council of La Raza
- MICHELLE NUNN, chief executive officer, Points of Light Institute
- SEAN PARKER, chairman, Causes on Facebook; managing partner, Founders Fund
- JIM WALLIS, JR., president and CEO, Sojourners

Moderator:

- JIM CANALES, president and CEO, The James Irvine Foundation

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ANNOUNCER: Ladies and gentlemen, please welcome the Co Chair of the Annual Conference Host Committee, Debbie Dingell.

MS. DINGELL: Good afternoon.

ATTENDEES: Good afternoon.

MS. DINGELL: That is not loud enough. You're in Detroit. Good afternoon.

ATTENDEES: Good afternoon.

MS. DINGELL: Welcome to the 2009 Independent Sector and Council of Michigan Foundations Conference, and welcome to Detroit.

[Applause, cheering.]

MS. DINGELL: It's great to see so many of you here. It is really exciting.

And please join me also in thanking the Detroit Symphony Orchestra's Youth Jazz Ensemble for their wonderful welcome music as you were coming in the room.

[Applause.]

MS. DINGELL: I take great pleasure in announcing that over 1,100 people from 32 States have registered for this conference, a number you might have expected to see in a different kind of economy, but you're here, and it's great.

I believe this remarkable number is a testament to the fact that nonprofit and philanthropic leaders understand that tough times require new solutions. The challenges we face in serving our communities have brought us together this week to learn from each other, share creative ideas, and build a stronger future.

But I also believe it's got something to do with Detroit. In many ways, Detroit has become a symbol for our nation's greatest challenges, but it's also a symbol of our national spirit for innovation and hard work. It is. We're proud of it.

[Applause.]

MS. DINGELL: Everybody loves to talk. You're all well aware of the challenges we face here in Detroit: record unemployment, the decline in our industrial base, and a struggling school system. But too many people aren't aware of the extraordinary and unprecedented efforts being led by Michigan foundations to address these issues.

It's worth remembering as you're here and we hope you see firsthand that Southwest Michigan has the assets necessary for a strong innovation economy, a busy international border, major research universities, unparalleled manufacturing capacity, and a creative class in our historic and innovative

spirit. That's why 10 Michigan foundations have committed \$100 million to create the New Economy Initiative to accelerate the transition of this region's economy.

Throughout this conference, you will learn more details about this revitalization work and all the exciting initiatives taking place in our community. One of my favorite quotes has become you know, I read this Time magazine story, which wasn't my favorite that many of the greatest achievements of the world were accomplished by tired and discouraging individuals who kept on working, and you'll see in Detroit and in this region, we're keeping on working.

It's been an honor to co chair the Conference Host Committee along with Mariam Noland, president of the Community Foundation for Southeastern Michigan, and she did much of the work, and we're lucky for her leadership, period, in this region.

Mariam and I are grateful to the members of this Host Committee for their tireless efforts to raise funds for the conference and to get the word out to their colleagues, and we're truly fortunate that so many foundations and corporations have generously supported this year's conference.

I want to make special mention of those who contributed at the leaders level: Ford Foundation, the W.K. Kellogg Foundation, the Charles Stewart Mott Foundation, the John S. and James L. Knight Foundation, The Kresge Foundation, American Express Foundation, and the Bank of America.

We're grateful to all of our sponsors and to you as individuals for supporting this important gathering and for your belief and your commitment to the future.

Maya Angelou is my favorite quote. As we begin this conference, remember these words, "Great achievements require time."

And now I would like to introduce Melonie Colaianne, president of the MASCO Corporation Foundation and chair of the board for the Council of Michigan Foundations.

Melonie?

[Applause.]

MS. COLAIANNE: Thanks, Debbie.

Well, good afternoon. I want to echo Debbie's welcome to those of you who have come across the country, from across town, and some literally from across the street. It's with great pride that we present this 2009 conference as a collaborative effort between the Council of Michigan Foundations and Independent Sector, two organizations that have worked side by side for many years.

At both of our organizations, we realize that during challenging times like these, when we all face the prospect of doing more with less, the opportunity to learn from our peers is particularly valuable. It's more important than ever for us to be working collaboratively, keeping the best interests of the entire sector and the people we serve front and center.

So many people have contributed in a significant way to creating what promises to be a very special conference. I particularly want to recognize the commitment, hard work, and creativity of the IS and CMF Program Committees.

The IS Committee was led by Ed Skloot of Duke University.

Ed, are you out there?

We'd like to give him a round of applause.

[Applause.]

MS. COLAIANNE: The CMF Program chairs are Brenda Price of the John S. and James L. Knight Foundation and one of our newer foundations this year, Jodee Fishman Raines from the Erb Family Foundation. The two of you, thanks so much.

[Applause.]

MS. COLAIANNE: I hope you can see from the program that their hard work has paid off. There are so many wonderful sessions to select from. Each one is sure to offer new ideas, depend our knowledge, and challenge our thinking.

In addition to the terrific substantive sessions, the conference will offer several informal opportunities for you to meet old friends and make new connections. One that I particularly want to highlight is the reception this evening at the Detroit Institute of Arts.

The DIA has been a beacon of culture for the Detroit area for well over a century and is one of the top art museums in the country; I would argue in the world.

As a special treat, the Detroit Symphony Orchestra will perform a work inspired by the Diego Rivera Fresco at the Art Institute. The piece has been called "a road trip through the sounds of Detroit." It will be a fabulous close to the evening at 8:30. I hope you'll join us for that, and that you'll stay for that special performance.

We're so proud of the extensive number of extraordinary cultural offerings in Detroit, and we're pleased to be able to share two of them with you this evening. I look forward to seeing you there.

And, at this time, I would like to invite Mariam Noland over to the podium.

[Applause.]

MS. NOLAND: Thank you, Melonie and Debbie.

We have been looking forward to today, and it is so great to have all of you with us in Detroit.

We're very eager to share with you many of our successful innovations and initiatives, including collaborations among philanthropy, nonprofits, organizations of all types, government and business.

There's a wonderful example of that kind of collaboration just outside the doors of this hotel. The Detroit Riverfront Conservancy is a prime example of what a private public partnership can accomplish.

In less than five years, the Conservancy has turned a nearly inaccessible waterfront into a fantastic place for people to come together and enjoy one of the country's finest natural resources.

The three and a half miles of walkway will eventually grow to five, and, as you can see, there are numerous pavilions and fountains and green space. Over 2 million residents and others from across the country visited our waterfront last year.

If you're interested in exploring the riverfront, please join us for an organized walk early Friday morning. It won't be too cold. The details are in your registration materials.

Now it's my great pleasure to introduce a person I truly admire. Many of you in this room will recognize the name "Dave Bing" as a basketball player with the Detroit Pistons. He was a seven time All Star before being named one of the NBA's 50 Greatest Players.

After retiring from 12 years with the NBA, Bing launched his own steel company, and, today, Dave Bing is still founder and chairman of The Bing Group, a diversified set of manufacturing companies that employ over 500 people and is housed in over 30 acres in Detroit's North End.

Dave Bing is a philanthropist. Until recently, he was a long serving trustee of the McGregor Fund. He has helped create programs to retain and retrain unemployed auto workers and has a special interest in ensuring quality education for all.

And if he wasn't already committed enough, after a special election in May of this year, Dave Bing stepped into the post of Mayor of Detroit. He has worked to bring a renewed sense of trust and hope to the City of Detroit, with a focus on good performance and integrity.

And yesterday and yesterday he was elected to a four year term as Mayor.

[Applause, cheering.]

MS. NOLAND: Dave Bing has led on the basketball court, in the board room, and now the halls of government.

It is now my great honor to introduce the Mayor of the City of Detroit, the Honorable Dave Bing.

[Applause.]

MAYOR BING: Thank you. Thank you very much, Mariam, and I want to welcome everyone on behalf of all the residents of Detroit.

We are pleased to have the IS holding its annual national conference here in Detroit for the first time. The theme of your conference, Challenging Times, New Opportunities, speaks directly to what we are experiencing here in the City of Detroit. We've been hit hard by the economic crisis, as many of you know, and many Detroiters are facing very difficult economic times.

The challenge we face as leaders is to bring jobs to improve our schools and clean up our neighborhoods, but things are coming together here in Detroit as they never have before. We have a real opportunity to make the changes necessary to fix Detroit in the long term.

I am honored to have been reelected for a full four year term by the people of Detroit, and with some of the new members on City Council, I am very enthusiastic about our opportunity to work together to bring the changes that are so necessary and we need, but I know I can't do this alone.

The challenges are larger than any mayor or city councilperson can tackle alone. We need the support of everyone, businesses, our faith based community, community organizations, and all of you in the philanthropic community.

I've seen many friends here today, friends of Detroit, personal friends of mine, and there's too many of you to try to name on an individual basis. Thank you for being here, and thank you for committing to be part of the solution for Detroit. My door is always open to you, and I welcome your ideas and support.

I would like to specifically recognize Alberto I think I'm pronouncing his name right Ibarguen and the Knight Foundation who just committed \$5 million to a number of programs in Detroit, including

[Applause.]

MAYOR BING: funding to train our workforce and emergent industries and to expand Internet access in our Detroit neighborhoods.

I'd also like to thank Melody Barnes, who was here representing the Obama administration. President Obama has shown a true commitment to Detroit. He understands that we're still one of the country's most important cities and that we're facing some very difficult economic times.

Detroit is one of our country's top recipients for stimulus support, and I look forward to working with President Obama and his administration to continue the progress we've made over the last six months.

And to those from other communities, I look forward to hearing about what is working in your cities and what new ideas you can bring to the table for the City of Detroit.

I believe the City of Detroit will again be a great American city. Our people are hardworking. They're resilient and full of hope, and Detroit's best days are still ahead of us.

I encourage you in the coming days to go out and see our city. Talk to our residents, and enjoy our fine hospitality, restaurants and cultural attractions. We are putting Detroit back on the right track, but those changes take time and support from everyone.

Once again, let me thank you for coming to our city, and have a wonderful conference and a great time in Detroit, and tell people that we're okay.

Thank you.

[Applause.]

MR. HEINTZ: Thank you, Mayor Bing. Boy, it's an honor to have you with us today in this great City of Detroit, and congratulations on your reelection as mayor.

I'm Stephen Heintz, the president of the Rockefeller Brothers Fund and a member of the Independent Sector Board of Directors, and I want to add my welcome to all of you. It's terrific to have such a big and diverse community of nonprofit leaders together here in Detroit for this important conference.

I hope that all of us are going to find the next few days are going to be both inspiring and productive. There is much work we need to do together in the years ahead, and my job at this Opening Plenary is to share with you some of the changes that we've incorporated into the conference program this year. We've tried to design this event to generate and share very practical ideas and knowledge and understanding, all of which are so crucial to achieving our missions now and in the future.

An important part of this work includes creating the kind of space where everybody's voice can be heard, and to this end, we have built into the conference program this year some rather experimental formats, which we hope will enhance your experience.

In fact, we have four new formats to share with you where the role of speakers is to spark the conversation and the role of participants is to engage in the issues and carry the conversation forward.

We're now going to show you a little video on the philosophy that is behind these experimental sessions.

[Video presentation.]

MR. HEINTZ: So you're going to find

[Applause.]

MR. HEINTZ: Thank you very much.

You're going to find as you page through the program that about half of the sessions at the conference will be offered in these new experimental formats. The other half, of course, will be in the more traditional formats we've all experienced at many other conferences, panel discussions, workshops, and site visits.

Let me give you a little further explanation of these new formats. In the Insight Exchange Sessions, these are designed to transform panel formats by engaging everybody in the room very quickly in the process and having the audience actually guide the content of the session.

The Pecha Kucha sessions and I just learned what this term means. It's actually taken from the Japanese word for "chatter." The Pecha Kucha sessions start with very quick visual presentations that illustrate a particular idea or point of view and then move to small group discussions on each of those topics.

Idea labs open with discussion leaders briefly sharing their idea or perspective on a particular topic and then allow ample time to explore those ideas in small group conversations.

Future labs are mini laboratories designed to anchor conversations where we are today and then help us project forward with a vision for where we want to be 10 years from now.

Pecha Kucha, future labs, and ideas labs sessions will weave small and large discussions together, allowing you to explore and expand your current understanding of key issues.

Now, these sessions have some simple rules of engagement. First, we ask that you arrive on time and stay for the entire session. These new formats are very, very interactive with the session content and the momentum of a conversation building throughout the time allotted.

Late arrivals or early departures will be disruptive to the process.

We also encourage you to try to arrive early because we are limiting the number of participants in each of these sessions, so that they truly can be small group conversations.

Tickets will be given out at the door of each session, starting 20 minutes before the scheduled time of the session itself.

Second, we encourage you to participate actively. Our work together rests on the premise that everybody in this room is an expert, everybody has something important to share, everybody has something to learn from others, and we will all benefit from the experience of learning from our peers and our colleagues, and we hope that everybody will feel comfortable participating fully and actively.

Third, please be prepared to become part of a creative physical space. You will find that the environment in the rooms for these sessions may look and feel pretty different from the kind of standard conference meetings design that you've seen so many times before, and there will be transitions during these sessions where discussion leaders and participants will move around the room and form new clusters of conversation.

So we hope that you're going to enjoy all of the sessions at the conference, the more traditional ones and these new experimental ones, and we also encourage you to give us your candid feedback about some of these experiments, what worked, what didn't work for you, what could we try differently in the future, but give it your best. Give us your ideas. Give us your passions, and let's see where the conversation takes us.

Now, I've been giving you a lot about the process, and I'm sure you're really more interested in getting to the substance of this conference. So it is now my pleasure to introduce my friend and colleague, Luis Ubinas, the president of the Ford Foundation, who will welcome our superb keynote speaker.

Thank you all very, very much.

[Applause.]

MR. UBINAS: Thanks, Stephen. What a terrific person!

And good afternoon to all of you. I have to say that an administration filled, filled with talented people, it's my honor to introduce one of the most exceptional. Melody Barnes has been at the center of change in this country and around the world for over two years now, first as a Senior Domestic Policy Advisor to Barack Obama's campaign and since January as the President's Domestic Policy Advisor and the Director of the Domestic Policy Council.

Now, while she serves our nation in the executive branch now, we have to remember that Melody is profoundly one of us. Like so many people in the administration, her career has been rooted in the independent sector.

Prior to joining the administration, Melody served as the executive vice president for Policy at the Center for American Progress, leaving work on issues important to my institution and to many of your institutions, issues of great concern to all of us, including civil rights, voting rights, education, and women's health.

I can think of no better person to kick off this exciting exploration of navigating change together than our opening speaker. We're enormously grateful. You all know how busy things are in Washington right now. You all know that yesterday was an Election Day. We are enormously grateful to have her here with us today and honored that she'll be sharing her thoughts.

It's my great honor to welcome Melody Barnes to the Independent Sector Annual Conference.

[Applause.]

MS. BARNES: Well, good afternoon, everyone.

ATTENDEES: Good afternoon.

MS. BARNES: Good afternoon, everyone.

ATTENDEES: Good afternoon.

MS. BARNES: It is a pleasure to be here with you, and, Luis, I want to thank you for that kind introduction and thank you, Diana, for inviting me to be here today. It is wonderful to be here at this fantastic gathering. Independent Sector, the Ford Foundation, and the Council of Michigan Foundations, you have taken such spectacular leadership in the philanthropic and nonprofit communities helping to make sure that each of our efforts leverage the others and that we advance social progress here in Michigan and around the country.

The work you are all doing is very important in any year, but it is particularly important today at a time when we're facing challenges unlike any that many of us have seen in our lifetimes from health

care reform to education reform to creating jobs and transforming our economy to preserving our environment for the next generation.

So, first, I want to thank each of you for your passion, for your tireless work, and for the many challenges that you face as you tackle the challenges facing our nation.

Diana and Luis invited me to be here today to tell you more about what we are doing in Washington to support your everyday efforts in communities across the nation. I decided that the best approach for doing that would be to talk about the work of the Office of Social Innovation and civic participation, which cuts across the Domestic Policy Council's entire agenda.

The premise of this office's work is very simple, and it's something that President Obama has said time and time again. The government alone is not the solution to all of our problems.

As the President said recently at Texas A&M University and I know that Michelle Nunn is out there somewhere, and she hosted the wonderful Points of Light Conference that the President spoke at, at that time. The President said, "When it comes to the challenges we face, the need for action always exceeds the limits of government."

We've seen this time and again and again throughout our history. Government has a role to play in protecting our civil rights, but it takes folks like Rosa Parks and Fannie Lou Hamer and all those who sat in and protested and marched and folks like Dennis and Judy Shepard, the parents of Matthew Shepard, to push government to fulfill that role.

Government can pass regulations to protect workers' rights, but it takes folks like Cesar Chavez and the United Farm Workers to make sure that employers are actually following those rules and people aren't being exploited.

Government can work to transform our schools, but we need parents and businesses and communities to support that work. We need innovative nonprofits like Teach for America to help us get more good teachers into our classroom.

We need everyone involved in the work of meeting our nation's challenges. This is an all hands on deck, walk and chew gum kind of a moment, and it will require the strength and talents of individuals, nonprofit organizations, foundations, and corporations, as well as government to find the solutions we need. We need to draw on the ingenuity, energy, and ideas from people from every sector all across the nation.

This is why the President asked me to create the Office of Social Innovation and Civic Participation. Put simply, the office's mandate is to figure out how government can try and help catalyze innovation, service, and cross sector partnerships to produce larger scale change in communities across the country.

So the office has three main goals: (1) investing in what works and creating the environment for innovative solutions to thrive; (2) bringing together partners from all sectors of our society, corporations, nonprofits, educational institutions, government and more to solve our pressing challenges; and (3) inspiring all Americans to serve their communities and investing in the next generation of community leaders.

Today, I just want to talk a little bit about each of these goals; first, investing in what works and creating the environment for innovative solutions to thrive. We are creating a policy climate to catalyze innovation while we're searching cities and towns, urban and rural, for the smartest, most effective solutions to our nation's problems.

We can invest Federal funds in these programs that work, programs that are making a real difference in the local level and could and should be replicated in communities all across the country. We're not looking to make marginal or incremental progress here. We recognize that limited taxpayer dollars need to be directed at efforts that show evidence that they work.

We are looking for programs that are nothing short of transformative, and I just want to give you an example. And this example is on my mind just because it's a program that I recently visited.

As all of you probably know, the President was recently in New Orleans, and he had to leave to go on to California, but I stayed with some colleagues in New Orleans, and along with the Lieutenant Governor and the president of Tulane University, we visited a program, a job training program for at risk youth. And when I say "at risk," I mean all of the problems that you can imagine. We're talking about teen pregnancies, those who had a brush with the juvenile justice system, drug related problems, problems at home, school dropout problems, all of these issues surrounding and a part of the lives of these teenagers and young adults.

But they were at this particular program because there was job training and life skills providing for those who could go on and then work in the hospitality industry, obviously a thriving industry in Louisiana and certainly one that's still strong in New Orleans.

And when we sat around the table and we talked to the students and those who were participating in this program, I have to tell you that all of us at some point had tears in our eyes because what we heard were not only the stories of their educational process, going on to get their GEDs, those who were going on to community college, learning skills, going on to get jobs in the hospitality industry in New Orleans but also the skills that they were learning, the family atmosphere that was created for them.

Some of them were telling us about how, you know, for the first time, they had clothes to put on to go to work, real clothes, clothes like they've never had before, and how their nine brothers and sisters got up the first day they started work just to see them get dressed and to hear about later what happened when they went to work.

We heard from a young couple who had met, the young man who had been in jail now working full time, had been on his job for several months. They were planning to get married. She had been a teen mother.

Over and over, stories like this, stories of redemption, lives that were being renewed, but the other piece of this on a more macro level is that this very organization now is becoming the centerpiece for economic growth in a really troubled part of the city, and there are other businesses starting to grow and starting to thrive around this particular cafe and job training program.

And, at the same time, Tulane University was actively engaged in that program, developing a program within their academic stream to help train people to go into nonprofit management, and then we heard about the fact that this very program had received over 100 requests to replicate all over the State. It's that kind of transformation that we're talking about, changing lives, changing communities.

Transformation, as I said, is the mission of our newly created Social Innovation Fund at the Corporation for National and Community Service. That's a promise that the President made during the campaign, and that's a promise that we're going to fulfill.

We believe that somewhere out there, there's the next Teach for America or Harlem Children's Zone, a program with potential to bring about unprecedented change, and we want to find it and to support it.

Another example is the Department of Education's new \$650 million Investing in Innovation Fund. We call it I3. I3 will invest in high impact, potentially transformative education interventions. We're encouraging school districts and nonprofit organizations that are working together as partners to apply for this funding, and we'll assess them based on the progress they are making to close achievement gaps, increase proficiency, raise graduation rates, and recruit and retain high quality teachers and principals.

Investing in what works means that we need to have a better understanding of what works. The Domestic Policy Council and Office of Management and Budget working with other policy councils in the White House have begun a process within government and to identify the best way to find successful programs and to develop common standards for metrics and evaluation across the government. We're very excited about this effort.

Finally, the President has called on foundations and the private sector to partner with us in identifying programs that work and bringing them to more communities across the country. We have gotten an enthusiastic response from major national foundations, regional foundations, and community foundations, many of you in this room, and I want to thank you for that.

We know that these partnerships will be critical to the long term effectiveness of these important initiatives that grow what works.

And that brings us to the second goal of the Social Innovation Office to help build a range of partnerships to address our nation's toughest challenges.

As I said earlier, government can't do this alone. No one sector of our society has all of the answers. We need folks to start working together here. We need government to play a variety of roles here, from convener to megaphone to funder to partner.

One example of how this could work can be found right here in Michigan. In June, at Macomb Community College, President Obama announced support for the American Graduation Initiative, designed to strengthen community colleges and expand course offerings. Based on this public commitment, Cisco stepped up to the plate. Building on the demand for health care IT professionals, they started working with community colleges to develop an online training platform and a new curriculum.

The Michigan Workforce Retraining Initiative is now offered in 5 schools in 11 locations. They have 20 instructors participating in 23 classes and roughly 300 students.

Another example is the response of the sports and entertainment industries to the President's call for renewed commitment to service through United We Serve. For example, through the efforts of the Entertainment Industry Foundation, 93 television programs across all networks promoted service activities and themes during a week-long effort in October. Some partnerships have built organically on one another.

The White House launched Data.gov to make important public data easily available to the public. It quickly spawned a competition by the nonprofit Sunlight Foundation called "Apps for America." The winner, Datamaster.org I'm sorry Datamaster.org.

[Laughter.]

MS. BARNES: That would be another nonprofit.

[Laughter.]

MS. BARNES: The winner, Datamaster.org, allows average citizens to merge two datasets, for example, on poverty and unemployment, and compares how the 50 States fare. What partnerships might develop as a result of this citizen driven effort?

The third goal of our Social Innovation and Civic Participation Office is to get more individual Americans to serve their communities. We know the difference that service can make. We know that it doesn't just change lives and lift up communities. It can change history.

This is a story told again and again throughout our history, from our founders, to the abolitionists and suffrages and civil rights workers, and the men and women in uniform who fought for our ideals.

That's why in the first 120 days, the President worked with the bipartisan majorities in Congress to pass the Edward M. Kennedy Serve America Act which expands AmeriCorps from 75,000 to 250,000 members in the next 8 years and provides more opportunities for people of all ages to give back to their communities.

[Applause.]

MS. BARNES: Absolutely.

And that's why this summer, the President and First Lady launched United We Serve, a nationwide effort calling on all Americans to make service a part of their daily lives.

We partnered with more than 400 organizations, made more than 250,000 service opportunities available on the website, Serve.gov, and watched as nonprofits, foundations, corporations, and individuals spent hundreds of thousands of hours serving their communities, and I know many of you are here in the audience this afternoon. So thank you, thank you, thank you.

But, in the end, what matters isn't just the number of people serving. It's the impact that service has had on them and on their communities. It's about the state service gives people in their neighborhoods and the connections it gives to them with their fellow Americans.

It's about the hundreds of thousands of AmeriCorps and Peace Corps alumni and the millions of military veterans who keep on serving after their obligations are up, becoming teachers and firefighters, police officers, public defenders, and volunteer soccer coaches.

We need these folks' service now more than ever. The Bridgespan Group estimates that by 2016, there will be a serious shortfall of leaders in the nonprofit sector. If we want to meet our society's challenges, we need to inspire young people like these, folks from all different backgrounds, all across the country to make their careers in public service, and that's why we are so excited that the President has nominated Patrick Corvington to be his CEO of the Corporation for National and Community Service.

[Applause.]

MS. BARNES: Patrick's extensive experience in community organizing and nonprofit leadership means that he's particularly well suited for the job of inspiring this next generation.

So it's been a busy nine months. That might be the understatement that I've made today, but this is only the beginning. This work will be unfolding over the next few years, and we'll need each of you to take part. It won't be easy. We'll need your energy and input and ideas to make these initiatives work.

So I hope to be hearing from many of you in the coming months, and I'll look forward to working with you in all of the months and the years ahead.

Thank you for what you do. Thank you for inviting me to be here, and I look forward to working with you in the years to come. Thank you so much.

[Applause.]

MR. UBINAS: Thank you, Melody. I want to thank you in particular for calling out Matthew Shepard. It's important not to forget the martyrs who we lose along the way.

You started by talking about the fact that our nation is facing enormous challenges, and you talked about how the President has said that this is an all hands on deck moment. I think we all know what that means, but it may be hard for some of the nonprofit leaders here to imagine taking on new initiatives, given that many are struggling just to stay afloat this year.

What can you say to us in the nonprofit sector that may inspire us to seize this moment, to fight through these challenges?

MS. BARNES: Absolutely. I think about this question in kind of two parts because, you know, as Luis said, we know these are hard times. For foundations, for not for profit organizations, the economic squeeze that people are feeling sitting around their kitchen tables, you're feeling when you

go back to your office at the Ford Foundation and other foundations and communities all across the country and certainly as you go back to the not for profit organizations that many of you run.

That's something that we tried to recognize when we were working on the stimulus package by trying to increase funding where we knew we could try and push up capacity, as so many not for profit organizations are filling in the gaps that State and local governments aren't able to fill because they are feeling the economic squeeze as well, and that's something that we have our eye on and are trying to think creatively about as we go forward because we know, unfortunately, even as we see things starting to shift very slowly, that the squeeze that the economy has on us right now is going to last for a while longer as we start to fight our way out.

So we're looking for ways to try and support not for profit organizations. I mentioned the Social Innovation Fund, also I3. We're also looking for other opportunities to support innovation and try and use even the limited Federal dollars to try and leverage the work that you're already doing.

At the same time, several of us have been talking today. Many of you may have also tuned in last night to see "By the People." It was a movie, a documentary that's been done about last year's election of President Obama.

And when I was looking at it and looking at the long lines that were snaking around the block on Election Day and I remember going all over the country during the campaign and just feeling this incredible energy, this wonderful energy, because people were involved. They felt as though the work that they were doing in their communities and separate and apart from the campaign because there were so many service projects that came out of that feeling, that they could, in fact, make a difference.

And I know I continue to feel that as people come to me and say, "You know, I've never thought about this before, but I want to serve. I want to be involved." And I think it's that energy.

Even the meeting that we were just sitting in, with people talking about Detroit and talking about the work that needs to be done here, that this moment of crisis also provides a wonderful opportunity to collaborate, to work together, and to try and use this opportunity to do the things that need to happen for our communities, but, to do that, we are also thinking, government, how we can work in a different way, in a more transformative way to support that work, thinking about the capacity issues that not for profits are facing, thinking about ways that the Corporation for National Service can adjust the way it's doing business, so it better serves non profit organizations and better works with the business and philanthropic communities and, certainly, as I mentioned, through some of the funds that we are developing, ways that we can try and invest some of our government resources into the great work that you're doing.

So we continue to think not only about what's happening immediately and kind of the nitty gritty, nuts and bolts issues that you're facing, but also how we can capture this really wonderful moment on all the energy that's out there, people who want to serve and want to give back and want to face the tough problems that are facing our country.

MR. UBINAS: That's wonderful.

Now, you just described and the President has pursued a number of ways, a number of new ways of doing business, supporting innovation, investing in what works, helping the government become a more effective partner in a myriad of ways. How do you make sure that this is a governmentwide effort? That you clearly need all the agencies. From implementation, you clearly need all the agencies brought into this agenda if it's going to make a difference.

MS. BARNES: Well, the most effective weapon that we have is the fact that the President and the First Lady have said this is a priority. So all of the Cabinet Secretaries and the people working in the Departments and agencies are responding to that.

I mean, I think one of the things that you all should know is that when the President you know, when he talks at the Points of Light Foundation, when the First Lady goes to the Corporation for National Service, and they talk about national service, when they talk about social innovation and community solutions, that it isn't just a public conversation.

When we're back at the White House and we're sitting around the table, and we're thinking about how we're going to tackle these tough problems. The work that you are doing figures heavily in those conversations. They believe in this work. They have personally experienced this, you know, from the First Lady and the work she did at Public Allies to the President and the work that he did prior to going to the State legislature and certainly as he worked in communities all around Chicago. So they believe in it. They talk about it, and it is a part of the bloodstream.

We also have really wonderful, dynamic, creative Cabinet Secretaries, people who have been governors, those who have worked in the local communities, who have worked in and with not for profits and with the philanthropic community. They understand that you bring wonderful not just resources, but you bring expertise. You bring a knowledge of your local communities. You know what works. You know what doesn't work. So we are all trying to engage with you and to benefit from what you're doing.

We also have a culture of collaboration and cross fertilization. Arne Duncan, who heads the Department of Education, and Shaun Donovan, who heads the Department of Housing and Urban Development, talk to each other about the different ideas and programs. They go out, and they travel together. They come back. We talk about the things that they've seen, that I've seen, and ways that we can work together, and so, in doing that, in that spirit of collaboration, in that top down "we have to work together to get this done," it really insists that we work across the government.

On a very practical level and kind of day to day level, for example, with the idea of innovation and the idea around these the kinds of funds that I talked about, the innovation, invest in innovation, Social Innovation Funds, we are working across the different agencies and coming together on a regular basis to talk about ways that we can generate those funds, ways that we can look to future budgets, to find resources, that we can then use to try and leverage the resources that you already have. So we are talking and working collaboratively to do that.

MR. UBINAS: Now, you mentioned the First Lady.

MS. BARNES: Mm hmm.

MR. UBINAS: The First Lady and the President have clearly made expansion of national service a top priority.

MS. BARNES: Right.

MR. UBINAS: Is their agenda different from the Clinton and Bush agendas? Both of them also wanted to expand national service.

MS. BARNES: Well, I think it's building. You know, we are seeing a continual evolution that people are you know, this President and this First Lady are learning from and building on the wonderful work that President Clinton, President Bush One and Two, that both of them have done over the years, so that we can build an even stronger foundation to support the work that you all are doing.

I think the particular things that we have talked about and that we want to bring to the table, something that I mentioned in my remarks a few minutes ago, the idea that service is sustained and that it has to be impactful and that it can be a part of everyone's life throughout their life. So we are specifically looking not only to working with youth, but all the way from youth all the way through seniors and also saying this isn't just you know, it's a wonderful thing for that one act of service, but what if this were a regular part of your life?

So we're looking for ways to try and encourage that and also to try and shift the thinking in the narrative from a certain number of hours served to what was the impact that I had on my community.

If we have a high school dropout rate that's incredibly high and we know that we do if we have problems with literacy rates, if we have health care and education issues that we have to confront in our communities, how can we work collaboratively through national service to try and tackle those specific problems?

And I would also add and I think the President and First Lady are also great models for this we also want to build the diversity in the national service community. I mean, I think that's something that all of us believe is very, very important, and not only thinking about the communities that we serve but also the leaders who are serving in those communities, so everyone believes that understands that service is for them and should be and can be an important part of their lives. So those are the things that we hope to add to the good work that's already been done and also, obviously, in collaboration with the implementation of the Edward M. Kennedy Serve America Act and building the AmeriCorps numbers in the way that we want to do and also thinking about the new areas of service that we can put on the table.

MR. UBINAS: We're just about out of time, but I can't help but ask you just one personal question.

MS. BARNES: Mm hmm.

MR. UBINAS: Two years ago, many of the people currently serving in the administration were sitting in this audience, maybe even you.

How has it been? How has the transition been from being a leader in the independent sector to being a leader in the executive branch?

MS. BARNES: I think all of us you know, I've heard the First Lady talk about this. I talk about this with my peers and colleagues. My colleague, Michelle Jolen [ph] is here. My colleague, Joshua DuBois, I think is somewhere here. He was speaking at a lunch this afternoon. That all of us have learned from that experience.

I mean, the skill sets, the networks, the experiences that we've all had throughout our lives of public service help us when we're here.

Now, I have worked in the House and the Senate. I worked for not for profit organizations, which means that I also worked with the philanthropic world. I worked in the private sector. All of those experiences shape the way I think and go about doing business in the White House. It also means that when we sit around the table and I have colleagues who come from the academic community and colleagues who come have spent, you know, most of their lives in the private sector, we all bring something different to that table.

And the President has made it very, very clear. He said, "I need you, and I need your perspective on the table, so we can have a rich and robust debate about the very difficult problems that we face."

I have one colleague who says, "Why must every problem be so hard?" And we feel like a lot of the easier problems have been solved. It's very rare that someone puts something in front of us, and we go, "Oh, it's easily A." That really doesn't happen very often.

So, having that mixture of experiences and the things that I can bring to the table from having been a part of the not for profit sector, from having been and having worked in government, in the House and the Senate before, I think helps to inform that debate and ultimately gives the President the information he needs, so that he can make the best possible decisions for the country.

MR. UBINAS: Melody, thank you. We all look forward to working with you and the President and the rest of the administration in years ahead. Thank you very much.

MS. BARNES: Great. Thank you so much.

[Applause.]

MR. UBINAS: We're lucky people to have this country run as well as it is.

[Applause.]

MR. UBINAS: Now it's my pleasure to introduce someone I can only describe as a good man. It's particularly funny because, every once in a while, he and I get confused with each other. Other than being Hispanic and speaking only Spanish for the first few years of our lives, we don't really look much alike.

[Laughter.]

MR. UBINAS: I'd like to introduce my friend, my fellow San Franciscan, my colleague, Jim Canales, president of The James Irvine Foundation.

[Applause.]

MR. CANALES: Thank you, Luis, and I will let you judge which of us is the better looking one. I think you already have that.

[Laughter.]

MR. CANALES: But it's a pleasure to be with you today, and now we're going to have an opportunity to do what Melody, I think, encouraged us to do, which is to think through some hard problems, not necessarily the easy ones.

I think in this time of economic upheaval, it's very easy for us to retrench and to focus on short term needs and to view the opportunity to think expansively and creatively about the future as a luxury that we can ill afford, but I think your presence here today and the remarkable turnout for this IS conference, an all time record, speaks to the fact that you're ready to roll up your sleeves and think creatively about that future, and that's what we hope to do in the panel today.

Independent Sector is one organization that has deliberately focused on this question of how we prepare for the future, by engaging through both in person and online dialogues over the last year as part of its Envisioning Our Future Initiative.

This plenary discussion in partnership with the Council on Michigan Foundations is an opportunity to extend that dialogue and to engage all of you in this conversation.

So, joined by this panel of extraordinary leaders, we're going to launch the convergence with a future oriented discussion about how the sector can be truly transformative.

The overarching questions that are driving the Envisioning Our Future Initiative are what do we want 2020 to look like, and what will it take from all of us to realize that vision?

We hope that the ideas that we will explore together over the next 90 minutes will provide you ample food for thought as you engage in the next few days of learning and working together.

We have with us eight leaders who are going to help us to think about how we build and shape this future, rather than reacting to it, and as you heard earlier from my colleague, Steven Heintz, in keeping with the unconventional theme of the conference, we're going to engage in a slightly different format today.

I'm going to lead each of us, each of these groups in three distinct but related conversations, and then we will come together as a group of the whole to talk about some common themes and engage all of you in that discussion as well.

There will be microphones that will rove about. We ask you to raise your hand, and throughout the full group discussion, I will be calling on your questions.

The three themes that we intend to explore are working with government, building inclusive social movements, and prioritizing for greater impact.

One final point, regretfully, Sean Parker from Causes on Facebook could not be with us today. So we're just going to proceed with the eight terrific leaders that we have here.

So, with that, let me move us into our first conversation, and let me introduce you to Aaron Dworkin from the Sphinx Organization here in Detroit.

[Applause.]

MR. CANALES: Gail McGovern from the American Red Cross.

[Applause.]

MR. CANALES: And Michelle Nunn from the Points of Light Institute.

[Applause.]

MR. CANALES: You have their biographies. So I'm not going to take our limited time to introduce any of our speakers today. So let me just dive into the conversation.

It's fitting that we're starting with the working with government theme, having heard from Melody Barnes, and I think an apt place to start would be to hear your reactions to what you just heard about the administration's priorities, its emphasis, and the ways in which it would like to work with our sector going forward.

MS. McGOVERN: Should I start?

MR. CANALES: Sure. Please, Gail.

MS. McGOVERN: I thought her words were phenomenal. They were music to my ears. When Luis said that she gets us, she's one of us, it was very apparent to me that's the case, and her words about strengthening the partnership between the private sector, as well as the independent sector and government were wonderful, and I just applaud this administration for trying to galvanize our citizenry to serve.

So I found it very heartwarming and optimistic.

MR. CANALES: Michelle?

MS. NUNN: I would just reinforce that. I think Melody did a beautiful job of articulating the vision of the administration. They're still in the early days. They have been terrific listeners. They really do come from our sector. I mean, it's a remarkable thing that we have so many leaders from within the White House, including the First Lady and the President himself, who really come from a deeply held experience and value system that I think is rooted in the independent sector, in the nonprofit sector, in their experiences.

And I think the orientation towards impact is very much being led by the administration but also has been bubbling up and has been in some ways, signifies the partnership between the sector and

government because I think that many nonprofit leaders have helped shape that agenda that the administration has advanced, and the Serve America Act and the extraordinary progress in the last nine months during a lot of competing demands, I think, demonstrates the leadership that we can expect and look forward to tackling the tough challenges with them.

MR. CANALES: Michelle, let me just stay with you for a moment and ask you to comment on a theme that's emerged as we've been engaging in this Envisioning Our Future Initiative, and it's the whole theme about what is the nature of the relationship between government and the independent sector.

And some have commented that it often feels more like a funder contractor relationship than an authentic partnership. Can I ask you to say a few words about your view on whether that's an accurate depiction and, if so, how we might evolve that into a more authentic partnership as we move to the future?

And then I will ask Gail and Aaron to chime in as well.

MS. NUNN: So, as we, I think, all have been preparing and thinking about this panel and this question, I think one of the things that is striking is the complexity and the nuance of the relationship between government and the nonprofit sector. So it really is not any one thing. It is a variety of things that includes contractor. It includes investor. It includes the nonprofit and independent sector as catalyst for change and advocate for change and often, hopefully, an aggressive pusher for government leadership, exemplifying and modeling something that can be scaled.

So I think it's hard to simplify and categorize exactly what the relationship is. I think the opportunity is to reimagine, in this time of opportunity and challenge, what it can be in a variety of different ways.

I come from the service field, and I think that the Corporation for National and Community Service, the Serve America Act, the Social Innovation Fund, all speak to an investor relationship with government, one that is multi sector, that brings out the matching of Federal funds with local community funds, that is decentralized, so I think a lot of great lessons just in that particular arena about what it can look like to have a true partnership between government and independent sector.

MR. CANALES: Gail?

MS. McGOVERN: I think that we're going to have to evolve into a partnership, as Michelle said, and I think it's going to be multifaceted.

I think, first of all, we need to sit down with government and figure out ways to share best practices. We need to coordinate better. We need to share responsibilities. I think of the American Red Cross and how we are on the ground during disasters, and there's a tremendous amount of coordination that needs to take place.

One of our volunteers told me that he was volunteering at a military base, and I have to say we need to coordinate as a sector even better. He told me that there were about a half a dozen of the nonprofits on this military case, and they were trying to support families during the holiday season.

And if no one had intervened at present course and speed, each one of those military families would have received six turkeys.

[Laughter.]

MS. McGOVERN: Fortunately, the commander at the base did intervene and said, "You bring the turkey. You bring the pumpkin pie. You bring the sweet potatoes," and I think that that little example is a microcosm of the need for coordination. In these economic times, we have to be very careful to make sure we don't waste a dime of our donors' funds, of government funds. We have to be really careful that we're coordinated on the ground, and this is going to take us working with government on a very local basis, a State basis, and a Federal basis. The relationship, I think, can only strengthen as a result.

MR. CANALES: Aaron?

MR. DWORKIN: Well, I think that, first of all, the administration, I think, is off to a fantastic start, and not just in words but even the inauguration and coming from a field focusing in terms of arts and culture and diversity, the music that was involved in the inauguration, I think spoke volumes about the administration's view on culture and music and diversity.

And now the music forums that have been going on monthly at the White House and, ironically, some of our Sphinx students are there in partnership with government as we speak.

I think, though, that when it comes to the arts especially, I think that there are some limitations that often take place with government. When you look at certain funding, when you look at the NEA, there's limitations there, and I think that there are some things that we can do as a sector that might expand the scope of our relationship and our partnership with government, which in the end I think sometimes is limited because there can be a sense that the curation of art and culture rests with what is perceived to be an elite few.

So there is a sense of a lack of motivation to provide the resources of many to something that is curated by a few.

And I think that if we can look at ways that we can broaden the way that we adjudicate, the way that we provide inclusiveness, the way that we curate, the art that is exposed to our constituents, that I think that will have potentially a big impact on our ability to partner greater with government, which I think is critical for our sector.

MR. CANALES: Aaron, let me stay on that point for a moment and ask you maybe to extend it a bit, because I think this whole issue about diversity as it relates to the arts, we often think about it in terms of audience development, we need to diversify our audiences because, obviously, our audiences are aging, they're becoming younger, they're becoming more diverse.

The question, I think, is as you think about the curation of the arts and how you engage a broader cross section in that curation, say a little bit more about what you have seen, what you perhaps have done that has sort of made that shift. That's a major shift for the arts field.

MR. DWORKIN: Yes, it is, and, unfortunately, one of the senses that we all have, I think, as artists and musicians is a concern that if you broaden the curation, if you broaden the inclusiveness that somehow the artistic merit of what is taking place might be impacted and might be impacted negatively and I can speak directly from our experiences at Sphinx when this was certainly a concern in classical music 13 years ago at our inception, that you can. You can build diversity and not have it negatively impact the artistic merit in contrast. I think it actually expands it because it brings wider interpretations, new interpretations, often innovations. Any time you bring new voices, new ideas into anything, of course, it provides that innovation.

And we just had here in Michigan in Grand Rapids a great visual art competition that brought thousands of works across the city and public venues, and that I think many people know about with a major prize, curated by the public. And, in my very naive visual art capacity, my sense was that the winning exhibits were of tremendous artistic value and curated by over 35,000 public citizens.

So I think it's possible, but it definitely requires innovation, and I think as long as the administration is encouraging that, I think that that will bring the sector forward.

MR. CANALES: Great. Let's stick on the them of innovation. We heard a lot about the Office of Social Innovation, the work that it intends, the investment the administration would like to make, and I'd love to hear a little bit from each of you about how you see the role of innovation as it relates to our work with government, the opportunities that this office may be creating, the opportunities that this additional investment may be creating from the vantage point that you come from.

Do you want to start, Gail?

MS. McGOVERN: Sure.

I think it's really exciting. I think that particularly innovation, as it pertains to technology, can just completely change the way the independent sector operates.

I know many of us are in a space where we're providing high touch services, but technology can really propel innovation, even in those areas.

A few months ago, there was a clip of President Obama visiting a homeless shelter, and one of the residents in that homeless shelter was taking a picture of the President with his BlackBerry. That was such a stunning scene to me because, in the far reaches of India where people have never laid eyes on a computer, they have cell phones.

We observed when we were responding to the tsunami in American Samoa that different tribes had cell phones. That's why they were able to move to higher ground.

This technology and innovation in general can really change the way that we provide services. I think of all of the applications that are possible, and people can check their cell phone to figure out on Google maps where is the closest shelter, if there is a disaster, for example.

I recently asked a number of Red Crossers to participate in a brainstorming session to come up with what the year 2020 might look like, and they came up with some of the most outrageous, wacky ideas of how to harness innovation, and it's an exercise I would encourage all of you to do because I do think that that is going to make us more efficient, more effective, and better able to really help the people that need our services so desperately.

MR. CANALES: Michelle?

MS. NUNN: I think it's very exciting. I think it formalizes in many ways the relationship of seen innovation in the sector and then government helping support and incent that.

I think that the opportunity for me is how do you take that model and really think about the next level because \$50 million is a relatively small amount in the Social Innovation Fund. It's a great start, but I think the significant question is how do you take the lessons learned in this exercise and really think about how that will inform legislation, policy, and how government goes about its programming because I think the biggest opportunity is not just to replicate programs in a few extra cities, but it's actually to influence and transform and change the way that we might do our business around social services, around many of the things that these innovative programs are addressing.

So I think it's wonderful and something that we need to all build a lot of intentionality around, how do we take it all the way to the next step to really ensure that it changes the possibilities for how innovation gets modeled and scaled and is truly helping solve and alleviate problems.

MR. CANALES: Aaron?

MR. DWORKIN: I was just going to add that, obviously, I think innovation is key and is a big focus that we have, but I think it does not happen in a void, and I think it often doesn't happen unless it's required.

I think all too often for example, I think probably the past year has probably been the most innovative for the nonprofit sector because of need, because absent of some type of innovative approach to something, we were going to be in big trouble, and so I think that it's important to look at our own institutions and see how can we build an infrastructure and environment that encourages innovation, that by default requires innovation, so that we aren't left kind of only being responsive to something or to kind of look and say, "Well, we'd like to be innovative because it's kind of hip," but to look and say, "It's part of the everyday process that our organization goes through."

MR. CANALES: Great. Let's conclude this conversation by talking about one of the creative tensions that I think exists as we think about partnership with government, and that's the creative tension between wanting to have partnership and the authenticity of that but at the same time maintaining our independence as nonprofit organizations, as, in fact, the independent sector.

I'd love to hear a little bit from each of you as we wind down this conversation and move into the second one about how we strike that balance.

MS. McGOVERN: Well, I'm happy to start.

We have this debate at the Red Cross all the time. If we partner too closely with government, will we lose our independence? Will our donors think we're a government agency and, therefore, suppress donor funds? We have the debate endlessly.

I participate in it, and I have argued both sides of it, but the reality is that we have 13 congressional committees that provide oversight to the American Red Cross. When there is a major disaster, we work with every single Cabinet member. I don't think, in a way, it's even relevant to talk about whether we should partner with government at this point. I think it's more relevant to talk about how we partner with government.

I've been struck by some words that I've heard Craig Fugate use. He's the Administrator of FEMA, as all of you know. In his speech, he says, "During a disaster, FEMA is not the team. FEMA is part of the team," and he said, "That team needs to consist of neighbors helping neighbors, the private sector providing in kind donations, and nonprofits helping people in shelters," et cetera.

And I really think that what he is describing is going to be the future of how the independent sector will be working with government, particularly in this difficult economy that we're facing.

MR. CANALES: Terrific.

Why don't I actually wind this down at this point and move us onto our second conversation, with thanks to Aaron, Gail, and Michelle, and now let us move on to our second conversation, which is going to focus on building inclusive social movements.

We have Janet Murguia from the National Council of La Raza joining us. I will wait for Janet's name and picture to come up in a moment. There we go. There's Janet.

MS. MURGUIA: Well, thank you.

MR. CANALES: You're welcome.

[Applause.]

MR. CANALES: And Jim Wallis from Sojourners is joining us. So thank you both.

[Applause.]

MR. CANALES: One only needs to look at your biographies to know that you have each dedicated your lives to this whole issue of how you build social movements and not just building social movements but building inclusive social movements and certainly where you sit today in terms of your leadership of two important organizations engaged in this work.

I'd like to invite you to really move us into the future and help us understand how what you have done and what you have learned to date is going to help us think about how we can be even more effective in the future as we seek to build inclusive social movements.

Why don't we start with you, Janet.

MS. MURGUIA: Sure. Thank you. Thank you very much.

Well, I think an important lesson learned or an example of where we saw a movement of sorts and I'm not saying this to be partisan, but, if you'll look at what happened in the Obama election as he moved his campaign forward, we saw in the Presidential election results historic turnouts among so many different groups that haven't traditionally been represented in those election polls and results, and I think there's some lessons learned there in terms of how do we then take that same type of energy and engagement and now transfer it into advancing agendas that will help serve the greater good and the interest of our communities.

And, certainly, that's something that we're very focused on, and I believe one key ingredient is going to be looking toward the future, is the importance of advocacy involved in social movement. I think we have to be able to concentrate and focus on the skill sets and the tool kit, if you will, of how we are investing in advocacy and building advocacy to include a diversity and everyone. And I mean that in terms of a representative's point of view.

So, for us, I think we want to see the whole tool kit, and for us, that means it's not just list building, but it's actually working with research and policy analysis and mobilization efforts, and I think in order to see that kind of movement sparked now to engage in moving policies and changing laws, we need to have advocacy as part of that whole effort to look at social movements today.

MR. CANALES: Great. I'm going to bring us back to that theme after Jim's comments.

MR. WALLIS: Well, first of all, I live in Washington, but I'm from Detroit, and I want to thank

[Applause.]

MR. WALLIS: I want to thank Diana and IS for coming. Detroit needs you here, and do take that river walk. It's the coolest thing to see the hope in Detroit.

And Dave Bing, I used to watch him play. I mean, it's kind of a thrill for me to see Dave Bing up there, and the word on the street, he still has a very sweet outside jump shot.

[Laughter.]

MR. WALLIS: I'm from the faith community. So I thought I'd tell a religious story from two nights ago, putting my six year old to bed and he's doing his prayers, and he says, "Thank you, God, for my brother and my mom and dad and my cousins, and I pray for all the people that are hungry and homeless, and I pray for all people who don't have who don't have uh, life insurance."

[Laughter.]

MR. WALLIS: I said, "Jack, do you mean health insurance?"

"Oh, yeah. I knew it was one of those."

[Laughter.]

MR. WALLIS: So you can tell what topic has been big in our house.

And I want to start with some honest conversation. In this room, I know who's here. These issues, health care, immigration, climate, financial regulation, these are issues in our households, in our hearts, our minds, and our kids' prayers.

And you know what, they're all difficult right now. A year ago, as Janet said, a lot of folks voted for a change we can believe in, and that now seems like a thousand years ago.

What we've learned that we didn't know before my town where I live now, my new hometown, Washington, D.C., is wired to block change. It's wired to block real change from happening, the power of money and the trip of power, and what changes things is more than elected someone new in the White House. It's the social movements that change the wind and change Washington.

And so Melody referred to some of our history and our heroes, but, you know what, I would just say maybe a challenge for us here, philanthropy, I think, maybe has to be rewired too. If inclusive social movements are our goal, then we have to focus not just on supporting programs and even advocacy, but how you rewire philanthropy to build social movements, I think that's a really big question.

I'd love the smart people here to figure it out during these days. So I'll just leave it at that.

[Applause.]

MR. CANALES: Well, as somebody who represents philanthropy, you've certainly given us a great challenge. So let's stick on that for a moment.

I think you are right that one might observe that philanthropy has been more focused on funding programs and services and needs, if you will, and that people have talked about the need to fund advocacy, and I do want to come to that as well, but would love to hear a little bit from each of you, not just about the role philanthropy can play to fund advocacy and the value of advocacy and how you can see a heightened attention to advocacy leading to the ends that you're seeking but also the other tools that you would hope philanthropy might employ that would ultimately support our shared goal of building these kinds of movements for change.

MS. MURGUIA: It's interesting. You know, we saw this movement for change, and now it seems like there's some fear of too much change that is sort of rippling across the country.

And I think for us, in terms of the nonprofit world, what I'd like to see funders do, aside from advocacy, because I think it's going to take a multi pronged strategy, but, as you look at engaging service providers, folks who are part of communities, we need to give them the tools that they need to be able to engage in different programs in new ways. And for us, you know, capacity building still becomes an important element.

We have to build, you know, do professional development with these service providers. They want to be there, and their heart is in the right place, and many of them have some of the skills, but they don't have all the skills, and we still need to develop some of those community based organizations, so they can have the full complement to have sustainability and to be able to then leverage that power in those communities where they are serving.

And I'd like to see more funders or foundations looking at what could be scalable, and I think for us, what we are realizing is that the closer we are to some of our service providers, community based organizations, I think is really a good approach with the national presence that we have. We happen to be in Washington, but I think we're finding that that strength and partnership with our community based organizations gives us the alignment to leverage our national work with the work that is happening in communities, and then we can take it on the program side and really develop what needs to be there. Best practices become scalable, and advocacy becomes a reality where you can train these folks.

So, for me, I think a very intentional focused approach, working with either national intermediaries who can help develop community based organizations with the full complement of scales, to engage the power of those folks that they serve.

MR. CANALES: Jim, would you add to that?

MR. WALLIS: I've got three siblings still here, and my brother is the COO of the Neighborhood Service Organization, NSO, and all the foundation folks know NSO here.

They basically take care of the most vulnerable people in the city, and I've been in the shelters. There are places in this town where hundreds of people are lying on the street outside the shelters. It looks like someplace in the developing world.

And I get these calls and we'll have dinner to night these calls about more layoffs, more cuts, more staff being let go. They're trying to survive. They're trying to help the people who are trying to survive, and they're trying to survive at the same time.

I am on the Obama Faith Advisory Team. We've raised these issues. They're in the air, but we really haven't found a way to deal with how to keep these organizations afloat, and sometimes you've got to not just keep pulling bodies out of the river. You've got to go upstream to see what or who is throwing them in, you know, and so I think

[Applause.]

MR. WALLIS: But the answer won't be just strength and capacity of the local organizations or even more advocacy in Washington, because doing services or going to meetings and doing e mails and all the rest we do action alerts, too, but, finally, in the end, we've got to think movement, and we talk movement. We talk about history examples, heroes, but I don't think we're thinking strategically between sectors.

We've got silos, constituencies. We have litmus tests. We have favored partners and not. How to put sometimes even strange bedfellows together in the movements, focusing on a common, moral imperatives don't go left, don't go right, go deeper. What are the imperatives that could bring us together across boundaries? And, you know, Obama said a year ago, "I can't change big things unless there is the wind of a movement at my back," and when he said that, when a number of us still had the e mail, I wrote and said, "And maybe at your front to clear the way and pull you along when necessary," because Presidents have to be pulled along when necessary.

So this sector in this room are the people who really could start to think movement in creative ways across sectors and really create that wind of change that is going to be necessary if we're going to see progress on any of the things that are on our hearts and minds today.

MR. CANALES: Jim, as we leave this conversation, let me invite you each to comment on your theme about unlikely alliances, because I think there is something there worth probing, and I think you have each had experience in terms of being part of unlikely alliances that come together with a shared vision and a shared goal, and that that unlikely alliance actually helps to advance to the end that you seek.

Maybe you could say a little about not so much what it was or what you did, but rather what did you learn from that, what are lessons that are applicable to the rest of us as we seek to make this change, and then we'll conclude this conversation.

MS. MURGUIA: Well, just to build on Jim's comments is that there are always common goals that we're seeking, and I think when we can build alignment around those common goals with our partners, we realize that we can have traction and have that impact.

You know, a lot of that is these unlikely alliances. I mean, it's just mostly thinking outside of your own little circle. We have to think bigger than our own communities if we're going to have a real inclusive social movement, and for us, even reaching out to my partner at the other end of this dias and having the African American and Hispanic communities work together, we did some important work just in this health care debate. And we actually saw real impact as we were saying to key Senators and key leaders in Congress to basically make sure that health care reform was inclusive. We joined efforts, and I think when people understood that it was both the African and Latino communities coming together and when you look at that combined, collective demographic for some folks in their States, that that, all of a sudden, gets their attention.

And so it's common sense, but actually engaging and finding the way to actually execute around those common goals takes time, funding, and effort, but we can do it.

Briefly, on the immigration front, we found that we've got a lot of alliances, but it's got to take real engagement and an approach, for instance, with the business community to understand, it can't just be business fighting for H1B visas and thinking that's how they're going to get into this game and then go out. They've got to be in for the whole reform, or they're not going to get their piece of that pie. And for us, we understand that we've got to work around that collective broad spectrum to get the outcomes that we need. We have common goals. There may be, hopefully, a moral imperative behind it that will inspire folks, but it's in our interest to focus on those common goals and then execute on the strategic ways that we can actually see that change happen in an impactful way.

MR. WALLIS: A number of years ago, I was at the Aspen Ideas Festival, and I could tell they hadn't had many religious types there before as speakers. So I remember I spoke, and I had people rushing up after saying, "Wow! That was so intelligent and articulate, and yet you're religious."

[Laughter.]

MR. WALLIS: You know, I almost said, "Well, I'm doing some snake handling later in the day. If you want to come by the room, I can show you how to do it."

Now they have a religious track in Aspen, this whole conversation going.

As someone from the faith community, I want to say two things. Religion has no monopoly on morality, and we got to say that over and over and over again.

At the same time, there's not been a successful social movement in America that didn't have the faith community centrally involved, but, at the summer session we had at the lab, we identified problems, dangerous issues, difficult questions that block partnerships.

So, in answer to the question, we've got to put the things that block partnership on the table to talk about and not talk about them in side conversations at receptions with those who already agree with us. That's how you make partnerships.

[Applause.]

MR. CANALES: Terrific. Thank you.

Let me now move us over to our third conversation here. I can see you see the back of my head there, but, nonetheless, here we are.

Let me begin with introducing our three panelists. Brian Gallagher from United Way Worldwide.

[Applause.]

MR. CANALES: Margaret McKenna from the Wal Mart Foundation.

[Applause.]

MR. CANALES: And Benjamin Todd Jealous from the NAACP.

[Applause.]

MR. CANALES: Let's begin, and I think you have lots of food for thought from these two conversations. So you ought to feel at liberty to come back to any of the themes, but let's begin with a theme that I think is common to all of you under this headline of prioritizing for greater impact, and that theme is this.

Each of you has reworked your organization's priorities in some fairly profound ways, either by virtue of coming into the organization recently or by virtue of leading a very thoughtful and inclusive process in your case, Brian.

And I wanted to know a little bit more about are these lessons that are relevant to the rest of us, as you've gone about that work, which has clearly, I presume, been done under the headline of wanting to have your organizations to have greater impact going forward.

Brian.

MR. GALLAGHER: I'll start.

I think the biggest lesson that we've learned and it goes back to the collaboration in different partnerships is that as long as we keep setting institutional goals instead of national or community level goals, we're going to fail.

You know, everyone talks about wanting to help improve graduation rates in education and so forth, but, in my experience, too often we all just take a piece of it versus saying we all own it, and, therefore, we're going to adopt a graduation goal at a community level or at a national level. And it comes across sometimes as arrogant or audacious, depending on how you look at the organization, because, obviously, no one institution can succeed in that, but, if we're not willing to take on a bigger goal and then figure out what our role is as city government, as foundations, as nonprofits, as school administrators, as labor unions, I just don't think we'll succeed, and then finding role definitions, so committing to a huge goal and then reworking your organization to be a part of trying to achieve that goal.

And I want to go back to Janet's point on the African American and Latino community coming together on health care.

I am a native of Chicago, grew up in Chicago, and if you look at what Richard Daley did, former Richard Daley, and what Rich Daley did, they did exactly the same thing in terms of bringing together unusual partners in order to get elected. They had a goal. They wanted to be mayor. His dad wanted to be mayor. Rich wanted to be mayor.

And so Richard Daley I brought the Italian community together with the Irish community, the German community, the Polish community, and folks that didn't talk to each other much, but he had an objective. He got them to agree on one goal.

Rich Daley didn't have the same numbers. He brought the African American community, the Latino community, the African community together, again, because I think he had a goal, and until we commit as a sector and different sectors that you can't allow a million incoming freshmen not to graduate, therefore, you have to put your objective behind that, not your institution, then that's our greatest lesson, that we were claiming institutional success while communities were failing.

MR. CANALES: Margaret?

MS. McKENNA: Well, I've been at the Wal Mart Foundation for two years. I spent the prior part of my life in the nonprofit sector. So this is quite a change for me and for Wal Mart, bringing in someone from the progressive community, a liberal community.

I was a university president for 22 years, a civil rights lawyer.

So the big change for me it's been very interesting for me, as you can imagine is that the company and the foundation were committed to organization, and what I did is said I'm not committed to any organizations, any nonprofits. I don't care what our relationship has been in the past. I'm committed to social change, and I'm committed to a few things strategically.

And that's pretty dramatic to come into a company who's had these relationships, and it's also pretty dramatic when I talk to all of you and say I don't really care about your organization and whether or not it survives. I only care about the impact of your organization and what you were originally designed for.

I come from the college community where people were always fighting to keep institutions open, and I never could understand it. If a college is closing, there's a reason for it. It doesn't need to exist anymore.

And if a new place opens up, like the for profits, it tells us something, that there's something we're not doing to serve our populations. So I don't think it's bad that people change and organizations change and go away.

The other piece of the change for me that's been difficult is my friends in the progressive movement who say to me, "Why are you trying to fix hunger? Hunger is not the problem. The problem is poverty," and I say, "You know, I can't fix poverty, but I can do something about hunger."

So it's an interesting thing coming, one, on the corporate world where I'm saying social change and my friends in the progressive movement are saying, well, you should fix the world, not just pieces and be strategic, so you shouldn't say no to us.

[Laughter.]

MS. MCKENNA: I'll just leave that "there" there.

[Laughter.]

MR. CANALES: I suspect we'll be coming back to some of these comments.

Let me turn it to Ben.

MR. GALLAGHER: I admit it. I've been in that conversation.

MR. JEALOUS: So I've got a question for all of you. How many of you were in Washington January 20th of this year for the Presidential Inauguration?

And how many of you watched it on TV?

All right. You all are the smart ones, first of all.

[Laughter.]

MR. JEALOUS: It was cold. It was cold.

I want to tell a quick story about my two grandparents. My grandmother turns 93 in a week, and my grandfather at 92 died a couple years before Obama became President, and he was the first one that I talked to before I was with the association, but friends of ours would go on to raise about 6 million

outside the campaign to help Obama and to move black trade unions in the South in the primary and stuff.

I sat with my grandfather, and I said, "I think this guy has a shot. I think we would be able to make a black man President in the next couple of years," and he said, "Son, it will be a cold day in before that guy becomes President." Just 92 years of being a black man in this country teaches you some things.

Of course, January 20th, I was staring up, going, "Granddad, you're exactly right. It's a cold day in"

[Laughter.]

MR. JEALOUS: My grandmother, on the other hand, always believed it was possible, and she's a third generation member of the NAACP. Her grandfather had been born a slave and died a State Senator and co founded Virginia State along the way, was the first generation of our family to join the association. And she always believed it was possible.

Now, part of that is her nature, and part of that is nurture. What we do at the NAACP, to Brian's point, is we set really big goals, and then we break them down into achievable steps, and we pursue them doggedly for decades.

So our membership has been up 10 percent this year in part because it's been a lot easier to convince people that we're a worthwhile investment of their time, of their pennies, because they've just seen a really big victory. And when they scramble through their brain trying to figure if this was possible, they ran into 50 years of hard work that we've been doing since the wake of Brown v. Board to level politics in this country.

Well, the next day, January 21st, families woke up to a new day, with children with much higher much higher hopes and aspirations, with the same situation, and we've been living several months since in this sort of quandary that that is what happens when the aspirations go up and the situation stays the same because what that means is that both your hopes are higher and your level of frustration is higher as well, because the difference between situation and aspiration is the exact measurement of frustration.

So that's the context in which I now lead this organization, and we've made it very clear, two things. One, we're putting a poverty filter across all of our priorities. The school and the present pipeline is what we're focused on. It will take us decades, just like desegregating the U.S. armed forces took us decades or getting a black mayor in Philadelphia and Mississippi took us decades.

But we've also become clear that, quite frankly, as proud and as involved we are of this President and as involved as our membership was, that this Presidency, this moment in time, this Congress having civil rights advocates, controlling both houses and the White House doesn't get us where we need to go unless we're in front, unless we're out in front on issues.

I'll give you an example right now. You know, this was to Jim's point about we have to be out in front, we have to be clearing the way.

Financial services regulatory reform is about to go through. It will be a great thing in a lot of ways. It will not deal with the issue of payday lending. So we will have financial services regulatory reform, and we'll all be trying to explain to our constituents why that was such a great idea, and usury, the worst kind of usury, will still be legal in this country. And the President is frustrated by it, and many of his close advisors are frustrated by it, and we are frustrated by it.

I was with Mike Steele at the RNC. He's frustrated, but we have some conservative Democrats who are right in the middle who are gumming this whole thing up and will allow people to still charge folks in California, 1.9 million families being charged 469 percent interest, and, in Missouri, it literally goes up to 1,900 percent, which I can't even fathom. You borrow 10 bucks, and I owe you what?

[Laughter.]

MR. JEALOUS: And the only way that that so, you know, in other words, the only way that this President gets to look at progressive as he is and fulfill his own ambitions for his presidency and the only way that we certainly get to fulfill ours and our vision in this country is if we're out there fighting on issues that actually in the moment put us at odds with people who are friends, and I think that's the so you have to think long term about your priorities. You have to say we have these really big goals, we're going to break them down to achievable steps, but you also have to understand your role in the short term.

And part of our role is to maintain enthusiasm about building a movement for social change in this country, and that enthusiasm disappears if we aren't crystal clear that the things that people really understand, like usury, we have to be out in front on, even as we're trying to explain to them something sophisticated.

MR. CANALES: I described earlier the future lab that Independent Sector has been sponsoring, which has been to promote online dialogue about sector issues as we look to the future, and one of the posts on the future lab recently actually, all three of you really touched on this theme, and it was the paradox of what the person who posted called "organizational success" and "collective failure."

And that sometimes we can achieve organizational success on small things individually, but, collectively, we're not advancing, and we're not moving where we would like to move.

I'm going to urge each of you because I think, in general terms, you've admonished us about that issue, but I'm going to urge each of you to be much more specific with us about steps that we can take as individual organizations or steps that we ought to be taking collectively that's going to get us to where you're wanting to lead us, not just we need to have a brainstorming session about big sector goals that we're all going to drive toward but something much more specific and tangible, an action that we can move to.

I'll start with you, Brian.

MR. GALLAGHER: Well, first, I would encourage all of us to, in the spirit of trying to make progress, not look at what we've done historically and try to do it better. So we fund a lot of programs. We raise a lot of money, and we've spent a lot of years trying to figure out how to do that better, and, instead how do we take the asset that is United Way or whatever institution and be a

part of social mobilization? How do we move away from just thinking about our role as extracting payroll deduction gifts in the workplace and thinking about help individuals get involved to be either the wind in front or behind? Whether it's Mothers Against Drunk Driving, girls in sports, civil rights movement, it's the only thing that's ever worked.

The other thing that I think we have to do tangibly is we have to join coalitions not just to collaborate but to integrate our planning efforts.

So, for instance, the reason that we adopt it as United Way as a national movement, cutting the high school dropout rate in half, was because we saw a number of different organizations working on it, and we could have gone a different path, but that's where Gates wanted to go. That's where AT&T and other corporations were headed. That's where America's Promise and the government wanted to go, and so what we said is we're not going to set our own goal, we're going to go see what other folks are doing, and what we don't have right now, in my view, are planning and execution venues to put our goals and our strategies together, and we have to create them.

I am incredibly fearful of the fact that all the talk of collaboration is we're going to go from program and institution silos to collaborative silos and not really get on with changing the planning that actually true integration is when you allow somebody else to spend your money, and unless we start pooling our resources time, talent, money to something greater, we've got to create that, or we won't succeed. We've got to do that concretely.

MR. CANALES: Thanks.

Let me let Margaret and Ben comment, and then we'll move it to a full conversation.

MS. McKENNA: Part of my own goals that I set forth as part of my evaluation in this job were that before the end of this year, we would do funding with private foundations and with other corporate foundations, and we've achieved both of those. We'll have it by the end of this year.

I think it's so important for people to stand up and it's what I've argued in the corporate world and say we're going to do something together, and this is what it is, and we are not going to just collaborate, coordinate, and meet; we're going to pool our money, and we're going to do this; like we're going to do this on hunger, as a hundred corporations.

But, in coming to us, the first thing I ask people is who else is in this space, and I'm astounded by the number of people who don't know who's in the space that they're working in.

I think a lot of funders, at least people I know, would fund things that are, in fact, what Brian is talking about, not just coordination or collaboration, but implementation.

MR. GALLAGHER: Right.

MS. McKENNA: Here, we're trying to fix adolescent literacy. We're trying to attach adolescent literacy, and we've got four organizations who are going to do that together, not who all are going to do it independently but who are going to implement a program together.

And what I found is when we've sort of encouraged collaboration, unless we stay in the room, after we leave, the organizations divide up the money.

[Laughter.]

MS. MCKENNA: And so I think as a funder, which is still a relatively new role for me. I would love to figure out a way to use money to encourage real implementation on an issue.

I mean, people do not respect what we do because they can't see successes.

And one of the things, just to take an example in hunger, is one of the things I've said to the companies that I'm dealing with is let's not figure out how we're going to fix hunger and capacity, let's create some hunger free zones, so we can show people that you can actually do this, this is America.

You know, this is America. We're talking about solving childhood hunger in 2015. We're going to let kids go hungry until 2015? I mean, nobody seems to react to that. I don't know where the outrage of the '60s is. You know, where is it? It's okay to have kids hungry until 2015 in a country where we've got enough food to feed everybody?

[Applause.]

MS. MCKENNA: When I see organizations come together and I've been talking about hunger a lot. I could talk about hunger all day because I've been dealing a lot with it, though it's only one of the things we deal with I'll give you one example. We had a Hunger Summit where we had all the corporations together, which you think would have a problem working together. Well, if you're Wal Mart and they're all your vendors

[Laughter.]

MR. CANALES: Figured that one out, huh?

MS. MCKENNA: They have a little encouragement to cooperate.

But the companies went off, and the Under Secretary of Agriculture was there, and then the nonprofits who deal with hunger went off. And the goal was for us to come up with three or four things we would do and for them to come up with three or four things they would do to work together.

So we came up with three or four very specific things, which I'll tell you in the corporate world people will do.

The nonprofits came up with three or four things that we could do.

[Laughter.]

MR. CANALES: Ben, let me give you the final word on this piece.

MR. JEALOUS: Sure. I'll say a few quick things.

One is to really recognize who your friends are and treat them like that. I mean, working with Janet has been one of the easiest things in the world. We work together through IS first, as friends when I was in the foundation, but, really, leading social movements, blacks and Latinos have so many issues in common and, frankly, our communities are often the same community that it was the easiest thing in the world to come together and fight on health care.

And it happened in the midst of us trying to figure out how to have influence, much broader, more sophisticated coalition that we're still hanging in there with, but we very easily could have been distracted trying to kind of run with that sophisticated group and not just what we've done, which was frankly more effective.

Second is what my colleague said, just to allow yourself to be outraged, because the reality is that once you allow yourself to be outraged about one of these issues, whether it's hunger, whether it's literacy, whether it's payday lending, there are people in our country 5 percent of the people on the planet, 25 percent of the prisoners like, you know, whatever it is, it points out to you who those other friends are that you haven't engaged on that issue.

And the last thing I would say, besides engaging those friends that your outrage leads you to, is that we have to give ourselves permission to speak in the language of our faiths again, and I say that with some hesitation because it's not just the thing I'm a second generation nonprofit executive director. My father very much in the '70s, '80s, he was running the local volunteer center kind of practiced the sort of hardcore discipline of speaking in absolutely secular terminology, but the reality is that that strategy has done more to weaken us and to distance us from our moral strength.

I saw an article in *The Nation* 12 years ago, written by a Jewish progressive who was chastising Christian progressives, saying, look, you know, this is the language that unites all of us, the language of faith. Whether you speak as a Buddhist or a Christian or a Jew or a Muslim, it unites all of us as people of faith, and most people are of faith.

Dr. King never offended me when he spoke as a Christian. If anything, he affirmed me as a person of faith, and he affirmed the commonality that links us.

We, people who believe in social progress of whatever party, have given up that language. We gave it up when King was killed, and when we did that, we gave up literally the most powerful lexicon in this country.

We've got to take it back. We've got to allow ourselves. We've got to wrestle with it each as individuals to be able to just open up a bit and speak from experience because it's literally the most powerful magnet that we have to connect people who share our values.

MR. CANALES: Terrific. Thank you, Ben.

[Applause.]

MR. CANALES: We're now going to open it up and invite all of our speakers back into the light, so that you can see them all, and engage in some full group discussion. If you have any questions, please raise your hand. Roving microphones, we will find you and invite you into the conversation.

Let me start with one question of the group, and let me just say that we agreed at the beginning that we weren't going to try to have every person answer every question. Otherwise, this would go on. So we'll just do rapid fire and try to do brief responses.

But let me pick up on that articulate point that Ben made, which I think is an exhortation to all of us to think about different competencies, different styles that we might need to be effective in the future, and let me build on that and ask others to chime in on this question, which is what are the kinds of competencies that we're going to need as nonprofit professionals and volunteers as we look to the year 2020.

PANELIST: I'd like to say anything about that.

I am a volunteer skeptic.

[Laughter.]

PANELIST: I'm not surprised. You can see I'm sort of an irreverent sort of because we just like we learned about technology and this is the analogy is you have to put twice as much money in training people as you do in the hardware for technology. We don't do that with volunteers.

We have volunteers, and they are not trained. Teach for America, I respect those kids. They're not well enough trained.

The volunteers in AmeriCorps, we're finally talking about impact. We didn't talk about that before. These kids were put out there. They weren't trained. They weren't supported.

We have got to and I love the administration is talking about Eli Segal, a lifelong friend, AmeriCorps proponent, I had this argument with him for years before he died is we have got to train our volunteers, and when they're out there, support them. Training does not work a one short deal. You have to continue to support them. You have to bring them back and train them.

And I hope people start talking about that because you don't hear much about it. You hear this, I'm in love with volunteers, but

MS. NUNN: Jim, I feel compelled.

MR. CANALES: Michelle will respond to this, so Michelle.

MS. NUNN: And I appreciate that. I want to say I fully endorse the idea of how do we really cultivate service leaders and change agents in our communities, how do we support them, and I think there are a variety of public private partnerships that are doing that. I think national service is being geared towards impact, and I think the training has gotten increasingly sophisticated. I think that technology enables a whole different transformational set of possibilities around that.

So we can literally imagine hundreds of thousands of people that have certified training as volunteer leaders, leading others, and I would not underestimate what ordinary citizens are capable of doing in terms of changing the world.

So I think that it's always been the power behind our social movements. I think it's always been the power behind our change and the orientation of how we do things.

So I think that training, yes, and I also do want to say that increasingly and I think it would be important to point this out as we think about the sector individuals are self organizing. We have super empowered citizens that have new levels of tools that, in some sense, are both transcending and are going around non profit engagement.

So I think one of our challenges as a sector is to keep pace with those individuals and to support them for effective channeling of enormous energy and possibility.

MR. CANALES: Let me get Janet in here quickly. We'll go to the audience, and I want to come back to that very point.

MS. MURGUIA: Well, just because I think the issue of volunteers is so important and we're seeing so many more and more folks in the corporate partners that we have who have teams of volunteers they want to unleash into our communities, which is terrific and, on the one hand, I agree with Margaret that it is a difficult sometimes in absorbing them and understanding how to proper utilize them, but where I would challenge Margaret and any other foundations is work with us, fund different efforts that will allow us to pilot efforts, that we'll come up with maybe perhaps some best models that will allow us then to better integrate volunteers, but don't just leave it on us to say, yeah, you're right, we have to figure out how to absorb it.

We need help from both funding and some thoughts in terms of how can we test out different models that would work to help these community based organizations absorb them. So it's got to be both the challenge to us to say, hey, you need to figure out how to utilize volunteers and to incorporate them and absorb them, but the funding and the strategies need to be there for us to be able to do that, and I think we can do it in different piloted ways and then take those to scale.

So it's got to be the follow up and not just the challenge.

MR. CANALES: Okay. Let's go to the audience, and I believe that there are questions over there. Let's go to the far back.

MR. ABRAMSON: Alan Abramson from George Mason University.

And this is on government and nonprofits. It seems to me that it's well, I guess I'll give my opinion and ask for you to support it.

[Laughter.]

MR. CANALES: As long as you give your opinion in 30 seconds.

MR. ABRAMSON: It seems to me way past time that we have an office in government, in the Federal Government, that thinks about the nonprofit sector in a positive way.

It's great that we have the White House Office on Social Innovation, and we sort of create these offices with every administration, but I think things would be a heck of a lot better and, again, I think it's way past time that we don't have our representation in the Federal Government.

You know, every major interest in our society, agricultural, labor, business, you know, you name it, has someone that thinks about, well, how does this look from the government's point of view, and I just think there is an opportunity now, and that it's urgent that we have somebody, some permanent office in the Federal Government that is thinking about us.

MR. CANALES: Let's see if anybody wants to comment on that, other than agree with it.

[No response.]

MR. CANALES: Okay, terrific. Let us move on, then. Let me go to this side, over there to the middle.

MR. CHRIST: I'm Peter Christ. I do some work with the Council of Michigan Foundations.

I'd be interested in the reaction to the question of what difference might we make in the area of collaboration if it were part of the performance evaluation of every CEO of the foundations and of each of the nonprofits and what you think the impact might be if that were a part of that performance evaluation.

MR. CANALES: Brian?

MR. GALLAGHER: Obviously, you can't mandate that, but I think all evaluation for all leaders in this sector and government should be beyond the institution level.

So I am evaluated on whether we are a part of making progress on graduation rates, helping families become more financially stable, and creating access to health care and more healthy indicators.

That's what I get evaluated on, and so I agree with the thought.

It's one of the things, very concretely, we ought to be doing. If I wanted to coast to retirement, I'd set a different set of metrics and make sure my board was evaluating me on that, but I couldn't agree more.

If we don't see those kind of concrete steps and the risk that goes with that, then I'm not very confident that we'll see the progress requirement.

MR. CANALES: Aaron?

MR. DWORKIN: Partnerships and collaboration are core to the work that we do, and it's part of my evaluation.

I would take another step to add that, especially when we're, say, trying to look forward to 2020 or whatever, that there are incredibly smart people in this room, but there is, I think, no way we can really know what the climate in the environment will be in 2020.

We can plan. We can do all the things, but we really don't know. So I think the most important thing we can do is to structure our organization so that we can be most effective at responding to and thriving in what that environment is, and I think that the best approach is one that is entrepreneurial. And I think the nonprofit sector as a whole needs to be more entrepreneurial.

We can talk for hours about that, but, in short, that obviously responsive to change dynamic, ability to adapt, and also not only looking at the impact, the social impact that our organizations have but also looking at the bottom line financial, earned revenue of the services that we're offering.

MR. CANALES: Consistent with this theme of looking toward the future, our foundation recently commissioned a piece of work that is being made public today, actually, that's entitled "Convergence," how five trends are going to shape the social sector in the future. This is a piece that has been done by La Piana Consulting and is available on our website at Irvine.org.

But the reason I say that is because one of the trends identified and one of the themes discussed in that report is a theme that Michelle alluded to, which is this whole notion that we have for many years been organized in the nonprofit sector around the organizational entity, around the nonprofit organization as the central body and the central way in which we organize our public service missions.

And I think one of the questions that I would pose to the panel is how this might change as we look forward to the next 10 years, how it is already changing by virtue of the kinds of people whom we are attracting and by a movement of youth that doesn't necessarily think of its through organizational affiliation but rather thinks of itself in terms of issues, causes, and networks.

So I'd like to ask some of the panelists to comment on that point.

Gail?

MS. McGOVERN: I look out at the audience, and I have to say our sector is big, and it's talented. And we all have amazing missions that we're trying to fulfill, and yet we all are short on the resources and the human capital that we need to get it done, but I have a feeling if we built this from the ground up and just looked at what it is we needed to accomplish and looked at the total amount of resources and human capital that we have, that we could solve a lot of the world's problems.

I know from what we learned during Katrina when the Red Cross tried to fill the entire nonprofit sector itself, that we failed, and there is no way that we're going to succeed if we don't create these partnerships around social need.

So I firmly believe that we actually have enough, but to echo what Michelle said, we've got to break down some of these walls and structure it differently, or we're never going to get out of our own way, and we're going to wind up with the six turkey scenario that I talked about before.

MR. CANALES: Ben.

MR. JEALOUS: I think that we have to be prepared, especially those of us who are leading social movement organizations, to play ball with people wherever they are.

Last year, we were doing our massive voter registration drive all summer. At the very end of that, the last three weeks, we launched a new program we called Upload to Uplift, which allowed people to run an online voter registration drive from their keyboards.

We took a Web 2.0 engine. We connected it to the same type of forum that Credo Mobile had created for Rock the Vote in the Obama campaign. It allowed people literally to run a voter registration drive from their keyboard, and we increased our yield for the summer by 20 percent, and we brought down the average cost of online voter registration versus in the field by 90 percent. It was \$78 in the field. It was 76 cents online.

But, most importantly, we pulled in a whole group of young people who we just couldn't have turned out to work in the field. We got about a third of their cell phone numbers. We got about 7,000 cell phone numbers. We got 20,000 e mail addresses, and we have been able to activate them, although not consistently, across our issues for oftentimes in places where the rest of our membership doesn't respond quite as strongly.

Like, for instance, we ran a successful campaign this summer as part of a legal effort to get a man named Troy Davis in Georgia a new hearing on the evidence in his case, and it was those young people that made up the bulk of a lot of the e mails that we were able to flood the local D.A.'s office.

So I think that we've got to see this as jazz. We can't see it as sheet music. We've got to be able to try new things, to play with technology on the side, and to assume that there's always a much larger group of people who support what we're doing than the ones that we've already brought together.

MR. CANALES: Let's go back to the audience, over on this side at the far just the back.

MR. POLLOCK: John Pollock with the Urban Institute in Washington, D.C.

Let me throw out kind of a radical idea here. If we're talking about innovation and we're talking about kind of getting the wind at our back of public opinion, it seems to me that if the leaders of the major nonprofit organizations would make a vow of moderation, would agree to sacrifice some of their compensation, and put themselves at a level equal to kind of the ordinary American, it strikes me at sort of a deep psychological level, that would have a real profound effect on the perceptions that Americans have of the nonprofit sector and really help to energize what we're all here trying to do.

I'd like to hear your thoughts on that. Thank you.

MR. CANALES: I just looked at Margaret and said, "Hey, Margaret, what about you?"

[Laughter.]

MS. MCKENNA: I'm not in the nonprofit sector. Sorry.

When I was in, though, and I saw those college presidents were making over a million dollars, I felt like I'm going to go back because that wasn't me.

MR. CANALES: Brian?

MR. GALLAGHER: Well, you know, I think we need to chase the right incentives, and one of the things I've learned in my career in nonprofit and we've certainly as an institution been on the blade side of the sword in that coverage one of the things I've learned is once you get to in the nonprofit community, once you get to a certain number in terms of compensation, most Americans think that's way out of line.

And so, once you get to the \$100,000 mark, that's outrageous, and so, if it's \$500,000, that's really outrageous, but it's all outrageous.

I think, instead not that there shouldn't be transparency and so forth, and I think there's been a lot of work around that is hold us accountable for results. Hold us accountable for I remember in the 990 reform debate, there were a group of us just hammering on the idea that find a set of metrics and scorecard that hold us accountable to our mission, and if those in the sector can't be accountable for that, then whatever the pay is, is the wrong number.

But I would say, one, I don't think it will happen, but, two, let's keep the amount of transparency continuing to increase in the topic.

MR. CANALES: Aaron.

MR. DWORKIN: Just a quick thing to add to that too and there are some news things, a recent news thing about an orchestra executive who had very, very high salary, but, aside from the things that are just out of, kind of, whack with the norm, I do think that there shouldn't be the sense or perception of that it's somehow lesser to work in our sector. I think that

[Applause.]

MR. DWORKIN: I mean, there's ways to do it and ways that are, you know, public relations correct, et cetera, but I do think that also the sense that when you tell young people in college who are leaving with X amount in loans and so on and so forth and we want you to come and work in this tough neighborhood and do this and, not only that, earn, you know, whatever, will it be 20 years before you pay off your loans or something, but the idea that the work in the nonprofit sector is vitally important and vitally important to the society, and I think, you know, capitalistic societies work that way.

Compensation is based, in part, on the relative importance that one sees with the position as it relates to society. So I think it's important that we take that into account, as we look at it.

PANELIST: I feel very fortunate. I have young people who work very hard because they believe in our mission, and they're sacrificing right now. They're raising families. They could be making ten times more money or five times more money if they went to the private sector, but they're working for us because they believe in our mission. At some point, we have to strike the right balance of

saying you can raise a family and still follow a passion that you have in wanting to serve a larger good, and I don't think we should discourage that.

[Applause.]

MR. CANALES: Let us do two final things before we find down, since we are at time and we need to stay on schedule.

The first is a final question from me to the panelists, and then the second is I will leave you with a final closing thought that tries to weave together some of the themes that we've heard about over the last 90 minutes.

Let me start with a question, and not everybody is going to answer, but, as we look ahead to the year 2020, what is one critical strategic choice that you all think, either individual organizations or collectively we need to make, in order to achieve the kind of impact we want in the next 10 years?

Jim.

MR. WALLIS: This is in response to something else you asked before as well, about a younger generation, so, if you're looking forward, what they think is probably important.

Last night, I spoke to the Interfaith Youth Corps Annual Meeting, and it was young people who are doing what I heard in the final conversation. These are interfaith, many faith traditions. They want to be out front. That's what Ben talked about. They want Brian said look at social mobilization, not silos. They don't care what organization anybody belongs to, including theirs. They want concrete social mobilization on issues, and, Ben, they're not afraid to use the lexicon of their faith, Jewish, Christian, and Islamic, all three, but they spoke about their faith. And there were those in the audience who weren't of any faith, and they were just as welcome.

So I think there's real hope about this breaking out of the silos thing, and I'll just finish with saying I used to do a lot of gang truce work, Crips, Bloods, Vice Lords, and the rest, bang peace work, and it got me ready to work with the churches. It really was a good experience.

[Laughter.]

MR. JEALOUS: The oldest gangs in the planet.

MR. WALLIS: Because we're like gangs, we got turf territory, grudges, grievances. We got paraphernalia, all the rest.

[Laughter.]

MR. WALLIS: The National Association of Evangelicals with the National Council of Churches, like the Crips and the Bloods. I put a Mennonite between them to make sure nothing happened.

[Laughter.]

MR. WALLIS: But you could apply that to the nonprofit world and the foundation world. We have really sometimes been like gangs, rival gangs, and we have silos. Then we have collaborative silos, which is a gang alliance of some gangs.

At some point, when we got the gang thing together, I saw kids dropping their gang colors, their kerchiefs on the ground, and say, "From now on, we're going to work together." I think a lot of us got gang colors. We got to drop our gang colors.

[Applause.]

MR. CANALES: Ben.

MR. JEALOUS: We have to bring down the national incarceration rate by 2020.

[Applause.]

MR. JEALOUS: We have to do it, and I think we really should all embrace that as a meta measure for our effectiveness because, literally, if all of us are doing our job, it will come down, and if it's going up, we all should be questioning the job that we're doing.

If you put it in perspective, 5 percent of the world's people, 25 percent of the world's prisoners, what that means, if we took all the black and Latino people out of prison tomorrow, we would still be the world's leading incarcerator. It would just be by a factor of 2 and a factor of 5. This is a crisis for every single community in this country.

And while, again, it's socially downstream from schools, from jobs, from hunger, from some of the other things, it's financially upstream from solving all of those, and we don't really get to a place where we can afford to have the schools that we want to have, to have the robust, vibrant communities that we want to have, if we don't take head on the problem of using prison to solve social problems that we all know could be solved much better ways.

[Applause.]

MR. CANALES: Margaret.

MS. McKENNA: If I were going to see some change in 20 years, the one thing I would ask is I think countries get what they value, and, seriously, I think the nonprofit jobs are incredibly complex.

And we put volunteers, like AmeriCorps kids, in the most difficult, challenging situations. So we put Teach for America kids in the worst schools. If we valued social change and changing our society, we would put the most talented and high paid people in the most challenging situations. We do the opposite.

Teach for America kids are not in Shaker Heights in Wellesley, Massachusetts, and AmeriCorps volunteers are not an extra aide there. We put the least trained, least paid people in the most challenging jobs, and unless we as a country change those values somehow, just like the question about nonprofit leaders, I don't see how we're going to change because we're not using our most talented people in our most challenging places.

[Applause.]

MR. CANALES: Brian? Thirty seconds, Brian.

MR. GALLAGHER: The world is quickly becoming open source, and we're about parochial code, and the question by 2020, are we going to start sharing volunteers, start sharing donors start navigating change is what it says on this teleprompter or are we going to keep hoarding them? If not, Gail made the point. They are going to go around us and go find the experience they want.

MR. CANALES: Great.

Aaron, as the host, you get the privilege of the final word.

MR. DWORKIN: Well, I would definitely reiterate about an entrepreneurial approach, but one of the things, just pragmatically, I know that I'm always looking at, in 10 years, none of us may be in the situations that we are in terms of our own organizations, and so looking at the young people, looking at the people involved and why I think N Gen is so great, but looking at who is going to be running things in 10 years and 20 years, and are they being provided the professional development opportunities, the skill sets now, so that the work is continued and not ideally in kind of a constant kind of bar graph up but, ideally, is taking an ascending slope, and I think that's our responsibility today to make sure that that happens 10, 20 years from now.

MR. CANALES: Great.

It would be foolhardy of me to try to synthesize such a rich and broad conversation, but let me leave you with two thoughts that I think do tie together some of the themes that we've heard from, and that I would encourage you to think about over the next couple of days as we engage here together.

The first is to come back to this theme of alliance, partnerships, coalitions, and, in particular, the aspect of that theme that's encouraging us to think more expansively, to go beyond our comfort zone, to think about unlikely alliances, and ultimately build toward the social aims that we would like to see happen. So I think that's one.

And I think the second one is really something that I would characterize as how prepared are we as nonprofit organizations or as a sector as a whole to adapt to a whole new reality, and the sector's adaptive capacity, our capacity as a sector to understand the environment in which we are doing our work and to understand how that environment affects what we do, notwithstanding the need to plan and to have those plans, but how do we adapt to the circumstances around us, and I think that adaptive capacity was very much at the center of many of the comments that were made today.

As we wind down, I'd like to thank my colleague, Alberto Ibarguen from the John S. and James L. Knight Foundation for sponsoring this plenary session, as well as the future labs at this conference.

And while I have some parting announcements to make, I want to make sure before I do that, that we give our thanks to this terrific group of panelists.

[Applause.]

MR. CANALES: My final marching orders to you are to join us for the reception this evening at the Detroit Institute of the Arts, and, as you heard, there will be a special performance by the Detroit Symphony Orchestra at 8:30 p.m. We want to encourage everyone to stay for that performance, and then the reception will wind down at that point.