



2010 Forging a Stronger Future Together

2010 ANNUAL REPORT

30 YEARS STRONG
ANNIVERSARY EDITION



INDEPENDENT SECTOR

Founded in 1980 - 30 Years Strong

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

PHOTO CREDITS

Cover, Tom Milesenko Photography

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ABOUT INDEPENDENT SECTOR

The United States is now home to an estimated 1.5 million public nonprofits, private foundations, and religious congregations that work to improve the lives of individuals and communities. Collectively, we refer to these organizations as the “independent sector,” which underscores their unique role in society, distinct from business and government.

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

OUR VISION

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

OUR MISSION

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

OUR VALUES

INDEPENDENCE

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

INTERDEPENDENCE

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

INCLUSIVENESS AND DIVERSITY

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

SOCIAL JUSTICE

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

TRANSPARENCY, INTEGRITY, AND ACCOUNTABILITY

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

OPERATIONAL EXCELLENCE

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

MESSAGE FROM OUR CHAIR AND PRESIDENT

“When it is darkest, men see the stars.”

Ralph Waldo Emerson's words provide insight into 2010, a year in which many organizations grappled with sky high demand amid a tight fiscal environment. At Independent Sector, we thought long and hard about how we might lead our organization, our member network, and our sector to achieve even greater effectiveness. Guiding our effort was a bright north star: helping the nonprofit and philanthropic community be even more successful in a number of ways:

Advanced “Charting Impact.” In 2010, we partnered with BBB Wise Giving Alliance and GuideStar USA on “Charting Impact.” This initiative helps nonprofits and foundations define their impact and more clearly articulate how their programs serve society. Forty organizations have piloted “Charting Impact” and our nonprofit effectiveness advisory group continues to work with us on its development and adoption. We are excited to launch this tool in coming months.

Promoted Ethical Practice. To strengthen public confidence in the sector, we developed an on-line resource center scheduled for release in 2011. We continued to promote accountability through expanded distribution of the *Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundation* and the *Principles Workbook: Steering Your Board Toward Good Governance and Ethical Practice*. To date, we've had an eye-popping 153,000 requests for the *Principles* and over 13,000 for the *Workbook*.

Hosted Innovative Gathering in Atlanta. In October, over 900 people (including 122 on scholarship) attended our annual conference featuring interactive sessions infused with the arts. About 150 participated in our Public Policy Action Institute – nearly double that of 2009 – and 130 in NGen programming (for nonprofit professionals under 40). The expertise and vibrancy of all our participants produced a world-class exchange of ideas.

Championed Public Policy. 2010 was a powerhouse year in public policy. IS led a network of charitable allies to guarantee that nonprofit employers received credits and subsidies equivalent to for profit businesses in health care and job creation. We helped pass legislation to extend the IRA rollover and other giving incentives through 2011, while deflecting efforts to curtail tax deductions available to the wealthiest taxpayers. In 2011, we will continue to serve as the voice of the nonprofit and philanthropic community so that our views inform the legislative debates that govern how we do our work.

Adopted New Strategic Plan. In December 2010, IS adopted a new strategic plan following an intensive 18-month process that included in-person convenings and online vehicles. In addition to re-affirming our mission and values, our plan features 3 programmatic priorities – Voice, Leadership, and Impact – designed to strengthen the sector. We are eager to deepen our work in these areas.

We invite you to read more about our activities in 2010 and we thank our board, staff, and members who made the year a success. We welcome their ideas – and yours – on how to continue building a high-caliber organization dedicated to improving lives. We'll keep our feet firmly planted on the ground in 2011 but, as Emerson suggested, we'll also reach for the stars to create a more just, inclusive, and beautiful world. Come join us!



Stephen Heintz
Chair

Diana Aviv
President and CEO

2011 BOARD OF DIRECTORS

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President
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Joint Center for Political and
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American Indian College Fund

Ruth Wooden

THANK YOU TO THESE DEDICATED LEADERS WHO RETIRED FROM THE IS BOARD DURING 2010.

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Leadership Education for
Asian Pacifics

Marguerite W. Kondracke
America's Promise Alliance

Janet Murguía
National Council of La Raza

Andrew D. Plepler
Bank of America

Edward Skloot
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The Chicago Community
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Prue Beidler
Interim Chair
Chairman, Management
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Trust

ANNUAL CONFERENCE PROGRAM

Ellen Alberding
President
The Joyce Foundation

AUDIT

Mariam Noland
President
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for Southeast Michigan

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Ruth Wooden

EXECUTIVE

Stephen Heintz
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FUND DEVELOPMENT COMMITTEE

Michael S. Piraino
Chief Executive Officer
National CASA

JOHN W. GARDNER LEADERSHIP AWARD

Bernard J. Milano
President and Trustee
KPMG Foundation

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Samuel Worthington
President and CEO
InterAction-American
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International Action

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

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Retired Vice President &
Chief Investment Officer,
Charles Stewart Mott
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Public Allies

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Caucus Institute

J.D. Hokoyama

President and CEO
Leadership Education for
Asian Pacifics

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NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE

Irene Hirano
President
The U.S.-Japan Council

PUBLIC POLICY

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President and CEO
Michigan Nonprofit
Association

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Annual Conference Host

John R. Seffrin
Annual Conference Host

Ingrid Saunders Jones
Annual Conference Host

Wendy D. Puriefoy
Annual Conference Program

Brian A. Gallagher
Executive

Marguerite W. Kondracke
John W. Gardner Leadership
Award

Kristen Campbell
NGen Advisory Group

Neelav Hajra
NGen Advisory Group

Max Stier
NGen Leadership Award
Selection

Luz A. Vega-Marquis
Public Policy

HIGHLIGHTS FROM 2010

VOICE. LEADERSHIP. IMPACT.

These three ideas have been central to Independent Sector's work since our founding in 1980. Our 30th Anniversary year took them to new levels of commitment and throughout 2010, our board, staff, and member organizations focused on serving as a voice for the sector, providing and developing leadership, and increasing the impact of nonprofits and foundations. Our dedication to these principles has become so strong, in fact, that they will be our explicit priorities for the next three years.

In the summer of 2009, we began collecting input from hundreds of members of the nonprofit community, surveyed our membership, and convened an Ad Hoc Committee on Strategic Planning. Their insights shaped a new strategic plan that our board of directors approved at its December meeting. This plan identifies voice, leadership, and impact as the keys to our programs, connecting them with two other elements crucial to the success of our coalition: maintaining a strong, committed membership and demonstrating the value of our sector.

As a result, the end of 2010 was an important new beginning and a vital continuation for Independent Sector.

VOICE

The past year emphasized why the nonprofit and philanthropic community must have a strong voice. The ongoing struggles of the economy and the increasingly polarized political debates had dramatic effects on the people our organizations serve, and Independent Sector regularly provided a crucial perspective to public officials, the media, and others.

The economy dominated discussions in Washington throughout 2010. As we had done during the previous 18 months of the downturn, IS conveyed to key Congressional policymakers and Administration officials how **our sector has met critical needs, provided jobs, and contributes to the economy.**

An expanding element of our work was highlighting the economic importance of the nonprofit and philanthropic community. Many public officials and their staff do not realize that our sector:

- **Spends \$1.3 trillion**, including major investments in every state
- Provides **\$670 billion in wages**
- **Employs 10 percent** of the population

We worked with our members to show how support for nonprofits generates dual benefits: keeping constituents employed and providing vital services, especially to people hurt by the recession.



Together with our members, IS worked to secure passage of two key initiatives that recognized **the role of nonprofits as employers**. The groundbreaking health care reform bill included a tax credit that, for the first time, encouraged small companies to provide health insurance for their workers. Thanks to dedicated advocacy with our partners, Congress modified the legislation to include **nonprofits** with fewer than 25 staff and average wages below \$50,000. IS subsequently shared the new IRS rules with our members who wanted to claim the credit. IS also helped ensure that nonprofits were included in the HIRE Act, which was passed in the spring. This law provided \$13 billion in payroll tax incentives for businesses and nonprofits to hire workers who had been unable to find full-time work for more than 60 days. Again, IS provided guidance for organizations hoping to claim the credit.



We worked on many other policy issues vital to our community. Because of Congressional disagreement at the end of 2009, last year the United States had no estate tax for the first time since World War I. IS strongly supports this tax because it encourages Americans of substantial wealth to give back, through charitable contributions and through taxes, to the communities that supported them during their lifetimes. We worked diligently to get the estate tax permanently restored to the levels of 2009 with progressive tax rates on

Kelvin Taketa

Hawai'i Community Foundation

Born and raised in paradise, everything about Kelvin Taketa, president and CEO of the Hawai'i Community Foundation, puts him in a league of his own. With 60 staff spread across the six main islands and serving more than 1.3 million people, Kelvin has never had a typical day running the largest foundation in Hawai'i. "After almost 13 years, my job is still a bit unpredictable," he chuckles.



"Our state is particularly unique because it is a great place for foundations to invest in national programmatic interests." One example he cites is that Hawai'i has one major school system and one public university system statewide. "So, if you pioneer certain programs here - that prove to be very effective for education - you have a chance to scale those programs very quickly through a whole system."

"The Community Foundation has taken on the role of being a catalyst for social change and the thought leader for the sector in Hawai'i," Kelvin notes, "not only for nonprofit staff and board members, but also for key decision makers who intersect with the nonprofit community - so elected officials, philanthropists, and business leaders have a better understanding of what makes the sector work and what its challenges are. We're kind of like a mini-IS."

Independent Sector Founder John Gardner spent part of his childhood in Hawai'i and was Kelvin's mentor. "He was an extraordinarily generous person with his time and the rock star of our sector."

Kelvin underscores that the ongoing work IS does around public policy and advocacy is critical and we all need to support it because "you never know when we're going to need that expertise and muscle."

Prior to joining the Hawai'i Community Foundation, Kelvin served as the Vice President and Executive Director of the Asia Pacific Region, The Nature Conservancy from 1989 to 1998. "I think the hardest thing to do if you are involved in running a nonprofit is to get outside your own skin. We tend to be very insular because the problems we confront are right in front of us daily, so it's very difficult to peer over the horizon and see what's coming, what's trending in the sector, and finding your place in the larger ecosystem. I think IS brings that larger context."

larger estates, including a 10 percent surtax on the wealthiest estates (valued in excess of \$10 million). Although **the estate tax was restored** for 2011 and 2012, the final legislation had a top tax rate of 35 percent, the lowest in 75 years, and provided a \$5 million exemption for individuals and \$10 million for couples.

Other critical charitable giving incentives expired at the end of 2009. Most prominent was the IRA Charitable Rollover, which since its introduction in 2006 had enabled Americans over 70½ to make millions of

dollars of new contributions to nonprofit programs—such as health clinics, religious organizations, schools, arts and cultural institutions—that benefit people every day. IS was a key part of a coalition that worked all year to highlight how the IRA rollover helped communities. In addition, corporations will continue to receive enhanced deductions for contributions of food inventory to help feed hungry children and families, and individuals will receive incentives to donate land for conservation purposes. All these incentives were extended through the end of 2011.

Jatrice Martel Gaiter, Volunteers of America in Washington, DC



“Because we’ve been on the front lines, we’ve never been on the front pages.”

Jatrice Martel Gaiter explains that Volunteers of America’s long record of providing direct services to those with the greatest need may not have given them the name recognition other organizations have. She’s committed to changing that.

Jatrice is executive vice president for external affairs, which includes development, communications, and public policy. Founded in 1896, Volunteers of America is a faith-based nonprofit that gets its name from an old American notion that each citizen works for God and country. Today, the organization has more than 1,200 programs in 48 states serving the most vulnerable groups, including seniors, veterans, people with disabilities, homeless individuals and families, recovering addicts, and children of incarcerated adults.

“We help people throughout their life span,” she says. “We don’t provide a program and walk away. We really work with those people who are left behind.”

Jatrice joined Volunteers of America in 2008, but her career in the nonprofit and philanthropic

sector extends back to the 1980s. That experience includes working closely with IS, including early leaders like Brian O’Connell and Bob Smucker on protecting the charitable deduction.

“Independent Sector provides an opportunity to network with some of the greatest and most prolific minds in the nonprofit community,” she notes. “It’s incredibly beneficial to have the opportunity to connect with others who are facing the same professional challenges.”

Jatrice says her involvement in IS’s Public Policy Committee and Conference Program Committee have increased connections between her organizations and others in the nonprofit and philanthropic sector. Plus, she says IS’s expertise has added significant value to her work.

“Even though we are a large nonprofit, we have a very small public policy department of two, and there are multiple layers of public policy issues that are threatening our programs,” she says. “We would not be able to manage that on our own, so Independent Sector actually augments the work that we do.”

While greater name recognition would be valuable, Jatrice says she’s happy to be a part of larger movement. Independent Sector provides a collective voice for change.

Learn more at: voa.org

IS also focused on broader **tax and spending policy**, since the federal budget provides the blueprint for our national priorities. The budget profoundly affects the ability of charitable organizations to serve their communities, in part because many nonprofits combine public and private funds to deliver programs. The continued rapid growth in the federal deficit and subsequent proposals for addressing the debt, have led IS and our members to work aggressively to educate public officials about how program cuts would affect their constituents.



Upcoming federal fiscal decisions are just one reason IS has worked assiduously to **make nonprofits and foundations stronger advocates** for their issues. Americans have long used nonprofits to provide a strong, collective voice that shapes policies that create a better future for all. After the Supreme Court's decision in the *Citizens United v. Federal Election Commission* to remove restrictions on corporate campaign spending, IS filed an amicus brief in the case because of our longstanding concern that the undue influence of money in politics can jeopardize the integrity of the democratic system and the ability of citizens and charitable organizations to be heard. We will be monitoring very closely the impact this decision has on the participation and engagement of the nonprofit and philanthropic sector.

Amy Celep Community Wealth Ventures



"Inspire courage."

These two words resonate deeply with Amy Celep, president and CEO of Community Wealth Ventures (CWV).

She explains why by mentioning an IS conference that she attended in 1999. IS selected Amy for the Emerging Leaders Program designed to bolster the leadership skills and networks of young professionals. As part of the program, IS paired Amy with a mentor, Mike Howland, vice president for university advancement at Jacksonville University. Mike has become a lifelong mentor and friend, and he has inspired Amy to dream big: it will take nothing less than an audacious vision and bold action to solve our world's massive social problems.

Amy has carried this message with her as a fundraiser at Outreach International, an MBA student at Georgetown University, and now as head of CWV, a position she assumed in April 2010. CWV is a for-profit consulting subsidiary of Share our Strength, one of the nation's leading anti-hunger and anti-poverty organizations. CWV's mission is to embolden and equip leadership teams to innovate, expand, and sustain organizations that build a better world. "We help organizations grow and sustain impact," notes Amy. "We try to inspire courage with the notion that talented leaders can indeed change the world." At the same time, "we equip them with the tools, knowhow, data, and skills to make the right decisions, however hard, that will take their ideas to scale," she adds. CWV now is in the process of building upon its foundation by focusing on systemic transformation to solve some of the nation's toughest social problems.

CWV has been an active IS member since October 2009. For example, Sara Brenner, vice president and director of Client Services, serves on IS's Advisory Group for Charting Impact, an initiative designed to strengthen the ability of both individual organizations' and the entire sector to document and communicate their impact. At the end of the day, Amy calls IS "a valuable resource for engaging leading practitioners in the field" and appreciates the way we advocate on issues that affect the sector's ability to serve communities everywhere.

Learn more at: communitywealth.com



Muhammed Chaudhry

Silicon Valley Education
Foundation

Despite what he calls the “hyper-local” goals of the Silicon Valley Education Foundation, President and CEO Muhammed Chaudhry says connections made through Independent Sector on a national level are an important part of his organization’s success.

SVEF has become a leading voice for improving education in California by advocating for public schools, organizing stakeholders, distributing resources, and connecting assets to prepare students better for college and careers. An example of its work is Lessonopoly, a free tool that lets teachers manage their classrooms, search for and share lesson plans, and connect with each other.

While education has been Muhammed’s passion, it was not always his career focus. Before joining SVEF about a decade ago, he worked in brand marketing for The Clorox Company and Dazzle Multimedia. But even while in the corporate world, Muhammed said he always knew wanted to work in philanthropy. He says his experience with community service in high school and mentoring of at-risk kids in college instilled a belief in philanthropy and education that led him to SVEF. Since then he’s used connections made at Independent Sector to further his organization’s mission and become more involved in the sector.

Muhammed says IS has helped SVEF connect with organizations that conduct and distribute the research needed to support his organization’s work. Some of the groups SVEF has collaborated with include IS members, the John S. and James L. Knight Foundation, America’s Promise Alliance, and the Walmart Foundation.

SVEF has been an Independent Sector member since 2004, but Muhammed’s first experience with IS was in 2002 at the annual conference in Cleveland. He said a trusted colleague told him, “Quite frankly, if you go to one conference a year, it has to be the Independent Sector conference.”

“The depth and breadth of the wisdom in the IS network, that is what drives me to stay engaged and I’m not very engaged in very many membership organizations, but this one keeps me coming back,” he says.

Learn more at: svfoundation.org/

We demonstrated our commitment to advocacy, especially to policies that strengthen the sector, in other ways.

- Staff from 96 member organizations joined our Policy Action Network in 2010, increasing the number of members in the network to nearly 300—more than half our total coalition. Advocates can participate in a monthly teleconference, and receive regular updates on developments in Washington.
- Attendance at our pre-conference Public Policy Action Institute approached 150 people, again nearly double the number in 2009.
- We hosted a series of five webinars on effective advocacy, which were viewed or downloaded 1,000 times.

On issues from economic recovery to national service, from health care to volunteering, IS continues to serve as the leading voice of the nonprofit and philanthropic community. In 2010, IS President and CEO Diana Aviv spoke with reporters from a range of outlets, including Bloomberg, NPR, CBS News, *The New York Times*, *Roll Call*, *BNA Daily Tax Report Tax Analysts*, *The Washington Post* and was featured in a front page story in *The Wall Street Journal*. *The Chronicle of Philanthropy* and *Nonprofit Times* routinely reach out for perspective and comment.

The New York Times

CBS RADIO

npr

The Washington Post

THE CHRONICLE OF PHILANTHROPY

THE NONPROFIT TIMES

THE WALL STREET JOURNAL.

“Like in the animal kingdom, at some point, the weaker organizations will not be able to survive,” says Diana Aviv, chief executive of Independent Sector, a coalition of 600 nonprofits.

Organizations locally and globally invited Diana to speak on issues such as the impact of the economic downturn on our sector and the changing legislative landscape. She addressed more than 45 groups—a 50 percent increase over 2009—at the National Press Club, the Urban Institute, the Greater Washington Nonprofit Roundtable, and the National Council for Voluntary Organizations in England, among others. Diana’s monthly columns in the member newsletter tackled tough issues like the need to bridge the gap between secular and faith-based organizations in an effort to bolster our community’s effectiveness.

Miguel Milanes, Allegany Franciscan Ministries

“My heart is filled with joy everyday when I’m at work, even when we’re not making grants!”

Miguel Milanes is regional vice president for Allegany Franciscan Ministries, Miami, Florida, a Catholic grantmaking organization focused on improving the overall health of those most in need.

“The economic downturn has increased the number of people out of work, without health insurance and truly hurting. While we are not able to make a grant to every nonprofit, it’s a blessing to meet with people, listen to their needs, provide feedback, and help direct them to other resources in the community.”

Miguel says every investment Allegany Franciscan Ministries makes goes through a thoughtful and prayerful process so they feel good about the decisions they make although they will never have the resources to meet all the requests; still there are many grants he’s very excited about.

One that really stands out is the Key Clubhouse of South Florida, located only a couple blocks from Miguel’s office. “Several mothers of mentally ill children approached us about establishing a Clubhouse to provide support for their children and others who were facing huge challenges with their disabilities. Now, the Clubhouse has become a reality where people have a safe and nurturing space to meet and access training and employment, social activities, and referrals for housing, mental health care and other services. We didn’t have anything like that in our community before and I am very proud of that investment.”

Miguel finds IS Annual Conferences an exceptional way to connect with major funders, national thought leaders, and nonprofits. “I went to my first conference in 2005 and fell completely in love with IS. It is the only conference I know with the most incredible opportunity for continued engagement long after the conference ends. I don’t ever want to miss it!”

Miguel starts each work day with a cup of coffee reading the Independent Sector’s Media and Policy Digests. “I receive a lot of informational emails but those are two pieces I read faithfully. It’s an immensely valuable membership perk that gives you information you can’t find anywhere else.”



We also continued to improve the ways we communicate with members and nonmembers alike. At the heart of this effort was our redesigned website, which featured more compelling graphics, better navigation to access our key program areas, more video, and most importantly—passionate storytelling. Our emailed Daily Media and Daily Policy Digests continue to bring the latest news to our members; each has nearly 900 subscribers. We also dramatically expanded our use of social media particularly on Twitter and Facebook.

We continued to educate members on the Hill about the vital role our sector plays. Included in that effort are new fact sheets

that document the economic and social impact nonprofits have in each community. We are developing a database of stories, collected from the media, our members, and other locations, that provide specific examples of how our sector improves lives everyday.

LEADERSHIP

During 2010, Independent Sector once again played a leadership role bringing diverse organizations together on issues that have a broad effect on our community. We also expanded our work to build the leadership

capacity of the sector, especially through our NGen: Moving Nonprofit Leaders from Next to Now program for the under 40 pipeline.

Our signature event that demonstrates the strength of IS as a convener is our Annual Conference. In October, more than 900 people came to Atlanta for the 2010 conference, which underscored the theme, "Forging a Stronger Future Together." Conference planning and promotion brought together leaders of nonprofits, foundations, and corporate giving programs from across

Christine Rhee, Manager of Corporate Social Responsibility, American Express



"Inspiring and daunting" is how Christine Rhee describes her initial response to the first set of applications for the 2009 Independent Sector NGen Fellows program.

Rhee is a manager of philanthropy for American Express's Corporate Social Responsibility group. Supporting the nonprofit community has been a part of the company's 160 year heritage. Through the company's grant-making foundation, Rhee helps direct strategy for and execute two of the foundation's three major giving themes: leadership and historic preservation.

The 33 year old Wharton graduate enjoys both assignments. "It's like choosing which child you love the most. Just impossible."

It was leadership development that brought Rhee, American Express and Independent Sector together. "Independent Sector created the NGen: Moving Nonprofit Leaders from Next to Now program. It is a unique way for emerging leaders under 40 years old to be recognized, and to connect with each other and with established leaders. We are thrilled to support that work."

Today, the company sponsors both the American Express NGen Fellows program which recognizes

twelve emerging leaders each year who are already making important contributions, and the annual American Express NGen Award which honors one under 40 nonprofit leader who has demonstrated significant impact in addressing society's critical needs.

Rhee works closely with Independent Sector as a member of the NGen advisory committee and has served on the selection committee for the NGen Fellows since 2009. She was impressed by the caliber of applicants in the inaugural year. "It is really amazing just how much these individuals have been able to accomplish in such a short time." Rhee said the applicants were bright, dedicated and were already having tremendous impact.

The 2008 IS conference in her hometown of Philadelphia was Rhee's introduction to Independent Sector. At the time she was relatively new to philanthropy, having previously worked in marketing at American Express and executive administration at the New York Philharmonic. Rhee found the gathering of so many nonprofit leaders in one place extremely valuable.

"The experience was eye-opening in many ways. I gained a new perspective into the nonprofit landscape, made connections with many people who are doing incredible things, and left with an understanding of what Independent Sector does and how I, and American Express, can play a role in furthering its mission."

the country. Among them were more than 125 charitable professionals, many from small organizations, who attended on scholarship thanks to the generosity of conference sponsors. The program emphasized the innovative, highly participatory session formats that have become our hallmark. Additionally, inspirational contributions from artists were peppered throughout the conference starting with the opening plenary featuring playwright and performer Anna Deavere Smith and closing with an interpretive dance designed by choreographer Liz Lerman from keynote “gestures” and ultimately performed by 300 attendees.



We continued to connect the sector in other ways; more than a dozen webinars were produced on topics such as the president's fiscal year 2011 budget, challenges to tax exemptions, and emerging leadership—all featured highly skilled presenters. Our committees again brought together experts from our member organizations to shape IS's work in areas such as public policy, nonprofit effectiveness, membership, good governance, Charting Impact, and the Annual Conference program sessions. More than 200 people from 158 member organizations served on committees in 2010.

Our commitment to leadership also involves calling attention to exceptional individuals and strengthening the ability of people across



the sector to guide their organizations. This year's John W. Gardner Leadership Award went to General Colin and Alma Powell in recognition of their tireless commitment to young people, service, and advancing the common good, especially through their work at America's Promise Alliance. In 2010 IS inaugurated the American Express NGen Leadership Award, which honors one nonprofit professional under age 40 who has already had a transformative impact on a critical issue in society. Its recipient was Darell Hammond, co-founder and CEO of KaBOOM! —a national nonprofit dedicated to saving play for America's children. Both awards were presented at the Annual Conference.





The American Express NGen Leadership Award was the latest expansion of our NGen: Moving Nonprofit Leaders from Next to Now program. Each year since its debut in 2008, NGen has offered programming before the Annual Conference that expands and improves the nonprofit talent pool by developing the skills and networks of emerging leaders. This year's 135 participants gave high marks to the program, which connected them with each other and with more senior leaders. Also at the conference, the inaugural group of American Express NGen Fellows presented their final report, which examined opportunities for emerging leaders in all sectors to collaborate on finding solutions to society's most pressing problems. The second cohort of 12 Fellows was honored at the conference and participated in targeted sessions and subsequent phone meetings to continue their project planning and leadership development. American Express has committed to funding the NGen Fellows and Award programs through 2013.

IMPACT

Throughout our 30 years, Independent Sector has used research, gatherings of sector leaders, and other tools to focus the nonprofit and philanthropic community on the question at the heart of its work: are we making the greatest possible difference? Starting in 2009, IS renewed our commitment to this issue through Charting Impact, which has grown into

a collaboration with BBB Wise Giving Alliance and GuideStar. Based on five simple but powerful questions that apply to organizations of all missions and sizes Charting Impact asks:

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

This framework enables organizations to sharpen their thinking about their intended impact and generates a report that concisely conveys their plans and progress to key stakeholders.



Over the last year, Charting Impact has drawn on the knowledge of more than 40 nonprofit leaders and conducted pilot tests with another 40 organizations to refine its approaches. The initiative will be launched in the spring of 2011 and as more and more organizations embrace this common framework, the sector will benefit from this shared knowledge.

IS has also continued to help the sector meet the highest standards of accountability so that it maintains the public trust. The economic downturn and legislators'

increasing interest in the standards for tax exemption have served as reminders of the importance of good governance and ethical practice, and our resources have been a key part of continuing the sector's commitment.

- More than 150,000 copies of the Principles for Good Governance and Ethical Practice have been distributed since its publication in the fall of 2007, including more than 20,000 in 2010.
- The Principles Workbook, developed through a collaboration with BoardSource, was released in 2009 to help boards and executives apply the Principles to their work. It was distributed more than 3,000 times over the past year.
- IS conducted a Principles-focused evaluation last year to understand how organizations are using that document. The majority of the 350 respondents indicated that it valuable, and many said it had increased their capacity to achieve their missions
- At the end of the year, IS launched an online Resource Center for Good Governance and Ethical Practice. It highlights the Principles and offers more than 250 resources from other organizations to help strengthen accountability at nonprofits and foundations.

We have also continued to ensure that Independent Sector has the resources to support our efforts. We had another successful year in fundraising, adapting our strategies to recognize the increasing emphasis from foundations on programs rather than general operating support.

Despite the difficult economy, IS continued to maintain the strong and diverse membership that is crucial to the success of our coalition. At the end of the year we had 564 member organizations, up slightly from 2009. We have continued to develop new methods for expanding our network, such as making it easier for local affiliates of national organizations like the United Way and the Y-USA to join us. Overall, we continue to focus on showing both current and potential members the value associated with membership in IS.



IS president and CEO, Diana Aviv, enjoying our 2010 Community Service Day at the National Capitol Y.

We recognize that 2011 will be another challenging year for IS, our members, and the sector. The ongoing recovery of the economy, changing political conditions in Washington, and increasing demands for impact all ensure the need for a continuing commitment by our entire community. Our new strategic plan, our diverse and committed coalition, and our skillful staff will help us improve how we serve our community and meet our goals of **voice, leadership, and impact.**

30 YEARS STRONG



INDEPENDENT SECTOR
A vital voice for us all



1980

INDEPENDENT SECTOR is founded at a charter meeting on March 5 in Washington, D.C.

John W. Gardner (seated) was named first chair and Brian O'Connell was the first president (far left) when the Coalition of National Voluntary Organizations and the National Council on Philanthropy merged into one umbrella organization to strengthen the sector.

Supreme Court decision on *Village of Schaumburg v. Citizens for a Better Environment et al* delivered, protecting nonprofits' rights to free speech and solicitation.

First IS Annual Conference held in Washington, D.C.

1981

The nonitemizer deduction passes. This legislation allowed the vast majority of taxpayers who do not itemize on their tax returns to deduct a portion of their charitable contributions. This was IS's first legislative effort.

1982

IS produces the film *To Care: America's Voluntary Spirit*, documenting the work and contributions of the vast, diverse, philanthropic, and voluntary sector.

1983

Brian O'Connell's book, *America's Voluntary Spirit*, published — the first of many books written during his IS presidency.

IS convenes the first of numerous meetings among nonprofit and philanthropic academics and researchers. These convenings help build a strong research effort on the nonprofit sector and help influence the creation of some of today's academic centers for the study of philanthropy and nonprofits.

OMB Circular A-122 attempts to curtail the lobbying rights of nonprofits; IS leads a coalition to defend successfully against the effort.

IS launches **Lend a Hand**, a nationwide advertising campaign, via the Advertising Council and in cooperation with the White House Office of Private Sector Initiatives, celebrating the strong, widespread tradition of giving and volunteering.

1985

IS conducts forums emphasizing the need for strong leadership and management in nonprofits.

The John W. Gardner Leadership Award is established and inaugural recipients are Marian Wright Edelman, president, Children's Defense Fund; Father Theodore Martin Hesburgh, former president, Notre Dame University; and Mitchell Sviridoff, former president, Local Initiatives Support Corporation.



Senators Moynihan, Byrd and Packwood hear testimony in 1980 favoring the nonitemizer deduction for the charitable contributions.



Former First Lady Rosalynn Carter addresses the IS Conference in 1985.

1986

Major tax reform legislation eliminates the nonitemizer deduction for charitable contributions.

IRS issues regulations relating to the 1976 nonprofit lobbying law — again infringing upon the advocacy and lobbying rights of nonprofits; IS in coalition with other groups opposes the new regulations and helps hammer out better regulations (which are finally implemented in 1990).

1987

IS launches **Give Five** with the Advertising Council, calling for personal goals of giving five percent of income and volunteering five hours per week.

1988

IS releases its first major national giving and volunteering survey, conducted by the Gallup Organization.

IS, along with the Association of Governing Boards of Universities and Colleges, founds the National Center for Nonprofit Boards (now BoardSource), focusing on nonprofit board and governance education.

The *Chronicle of Philanthropy* launches its first issue at the IS Annual Conference.



Richard W. Lyman, former president of the Rockefeller Foundation, was second IS chair.

1989

IS holds a convening meeting for the National Council of Nonprofit Associations, a national umbrella group for state associations.

1990

IS celebrates its 10th Anniversary with a major national membership drive, adding 200 new organizations to its membership.

1991

IS publishes *Obedience to the Unenforceable*, a statement on ethics for the sector. (It was republished in 2002.)

IS helps to create CIVICUS — an international alliance dedicated to strengthening citizen action and civil society.



Senator Elizabeth Dole, then-president and CEO of the American Red Cross, speaks at the 1992 IS Annual Conference.

1993

IS conducts its first seminar on the nonprofit sector for journalists at Louisiana State University. The program, **The Fourth Estate and the Third Sector**, continues today at the University of Mississippi.

1994

Brian O'Connell retires from IS; Sara E. Meléndez becomes the organization's second president.

1995-96

The “**Istook Amendment**,” named after its chief sponsor, Congressman Ernest Istook (R-OK), poses a serious threat to nonprofit advocacy; again, IS provides leadership to a large, diverse nonprofit coalition eventually defeating the bill.



Arthur Mitchell, founder of the Dance Theatre of Harlem, was the 1996 recipient of the John W. Gardner Leadership Award.

1996

IS advises IRS on legislation creating “intermediate sanctions,” providing the IRS with additional penalties in dealing with fraudulent and law-breaking nonprofit organizations and their leaders. IS launches its website.

1997

IS President Sara Meléndez participates in the Presidents’ Summit for America’s Future in Philadelphia.

1998-2000

IS conducts the “**Three-Sector Initiative**,” bringing together leaders from government, business and nonprofits to discuss major societal issues.

2001

Following the terrorist attacks of September 11, IS tracks the efforts of charities and foundations in providing assistance and healing; the post-9/11 world becomes the focus of IS’s October Annual Conference in Atlanta.

2003

Diana Aviv becomes third IS president and CEO and launches a strategic business planning process.

2004

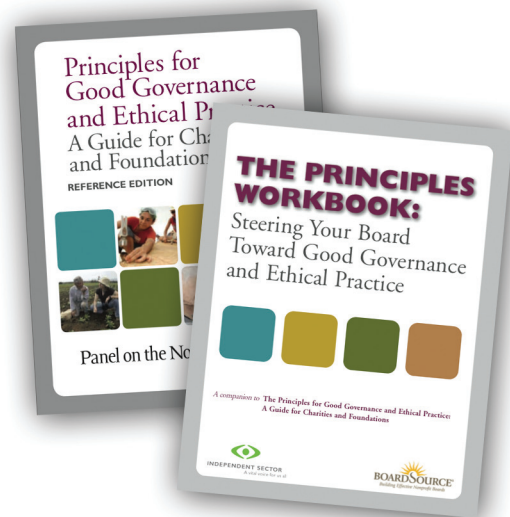
U.S. Senate Finance Committee leadership encourages IS to convene a national panel of leaders to conduct a major study on nonprofit oversight and governance and to provide recommendations for action. IS establishes the Panel on the Nonprofit Sector, naming 24 distinguished leaders from public charities and private foundations as its members. IS creates new task forces to strengthen civic engagement, explore international issues, and develop communications strategies for the sector.

2005

Panel on the Nonprofit Sector conducts 15 field hearings throughout the country to gain feedback on proposed recommendations for reform.

2006

President George W. Bush signed the Pension Protection Act of 2006—the most comprehensive charitable reform legislation in a generation. IS and the panel championed these new incentives for charitable giving and reforms to strengthen accountability included in the act.



2007

In October the Panel released the *Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations*, designed to help boards of directors and staff leaders at nonprofits examine their operations and evaluate opportunities to improve their governance.

2008

IS worked with its coalition so that the IRA rollover and food inventory giving incentives were reinstated through 2009 as part of the Emergency Economic Stabilization Act of 2008.

IS works with the IRS and helps shape the Revised Form 990. The IRS announces plans to make similar changes to the information returns filed by private foundations (Form 990-PF) and IS continues to monitor and inform that revision as well as further changes to the Form 990, which the IRS describes as a “perpetual work in progress.”



IS President and CEO Diana Aviv testifies on estate tax reform before the Senate Finance Committee in 2008.

2009

“The Principles Guide” has been downloaded or ordered over 140,000 times. Independent Sector works with BoardSource to create the *Principles Workbook: Steering Your Board Toward Good Governance and Ethical Practice*, which made it easier for organizations to stimulate lively discussion around board governance and ethical practice.

IS works throughout the year to spotlight the excellent efforts by many of our members to lay the groundwork for an accurate count for the 2010 national census, and to show the sector’s value as employers and community insulators during very turbulent economic times.

The U.S. Supreme Court agrees to re-hear the case of *Citizens United v. FEC*, and consider overturning previous decisions limiting corporate campaign spending. IS files an amicus brief and argues for retaining prior rulings; plans a broad education effort to remove legal obstacles to effective advocacy by nonprofits and foundations.



2010

Through dedicated advocacy with IS partners, Congress modifies groundbreaking health care reform bill to include credits for nonprofits with fewer than 25 staff and average wages below \$50,000.

IS helps ensure that nonprofits were included in the HIRE Act which provides \$13 billion in payroll tax incentives for businesses and nonprofits to hire workers who had been unable to find full-time work for more than 60 days.

Congressional disagreement at the end of 2009 resulted in no estate tax for most of 2010. Although the IS coalition worked diligently to get the estate tax permanently restored to 2009 levels, ultimately the estate tax was only restored for 2011 and 2012 at a top tax rate of 35 percent, the lowest in 75 years, and provided a \$5 million exemption for individuals and \$10 million for couples.

IS and members also help secure the extension of other charitable giving incentives that had expired at the end of 2009, including the IRA Charitable Rollover.

President Obama establishes the White House Council for Community Solutions on December 14, 2010 to mobilize citizens, nonprofits, businesses, and government to solve community needs. He appoints 25 individuals to the Council including IS President and CEO Diana Aviv and the leaders from five IS member organizations:

- Jim Canales – President and CEO of The James Irvine Foundation
- Jim Gibbons – President and CEO of Goodwill Industries International
- Judith Rodin – President of the Rockefeller Foundation
- Paul Schmitz - National CEO of Public Allies and IS Board Member
- Jill Schumann - President and CEO of Lutheran Services in America

FINANCIALS

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2010

ASSETS	2010
Cash and cash equivalents	\$ 2,258,360
Investments	7,121,432
Accounts receivable	231,358
Grants receivable, net	2,623,314
Deferred rent receivable	242,792
Deferred lease incentives	828,144
Property and equipment, net	32,709,450
Bond issuance costs, net	302,716
Deferred compensation plan asset	126,784
Other assets	64,079
TOTAL ASSETS	\$ 46,508,429
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable and accrued expenses	\$ 473,694
Deferred Rent	52,353
Deferred compensation plan liability	126,784
Notes Payable	23,000,000
Deposits held in escrow	94,563
TOTAL LIABILITIES	23,747,394
Net Assets	
Unrestricted	
Undesignated	13,399,744
Board designated	5,000,000
Total Unrestricted	18,399,744
Temporarily restricted	4,361,291
TOTAL NET ASSETS	22,761,035
TOTAL LIABILITIES AND NET ASSETS	\$46,508,429

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

FINANCIALS

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2010

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	2010 Total
Grants and contributions	\$ 1,755,024	\$ 3,327,411	\$ 5,082,435
Membership contributions	2,984,440	-	2,984,440
Rental income	1,449,992	-	1,449,992
Conference fees	404,898	-	404,898
Publication sales and other	127,871	-	127,871
Investment income	96,812	-	96,812
Net assets released from restrictions:			
Satisfaction of program restrictions	1,376,433	(1,376,433)	-
Satisfaction of time restrictions	1,907,500	(1,907,500)	-
TOTAL REVENUE AND SUPPORT	\$10,102,970	\$43,478	\$10,146,448
EXPENSES			
Program Services			
Public policy	\$1,657,536	-	\$1,657,536
Annual conference	1,315,793	-	1,315,793
Nonprofit & philanthropic leadership & practice	1,198,119	-	1,198,119
Emerging issues & strategic initiatives	748,683	-	748,683
Communications and marketing	747,082	-	747,082
Total Program Services	5,667,213	-	5,667,213
Fundraising Services	568,605	-	568,605
Supporting Services			
General and administrative	1,333,544	-	1,333,544
Membership development	266,706	-	266,706
Total Supporting Services	1,600,250	-	1,600,250
Building Services			
Building Operations	485,939	-	485,939
Tenant Operations	956,145	-	956,145
Total Building Services	1,442,084	-	1,442,084
TOTAL EXPENSES	\$9,278,152	-	\$9,278,152
CHANGE IN NET ASSETS FROM OPERATIONS	824,818	43,478	868,296
Unrealized gain (loss) on investments	(45,275)	-	(45,275)
CHANGE IN NET ASSETS	779,543	43,478	823,021
NET ASSETS, BEGINNING OF YEAR	17,620,201	4,317,813	21,938,014
NET ASSETS, END OF YEAR	\$18,399,744	\$4,361,291	\$22,761,035

CONTRIBUTORS

GENERAL SUPPORT FUNDERS

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

The Robert Wood Johnson Foundation
John D. and Catherine T. MacArthur Foundation
The MCJ Amelior Foundation
Charles Stewart Mott Foundation
The David and Lucile Packard Foundation

PROJECT FUNDERS

Advancing Good Governance and Ethical Practice

AARP
American Cancer Society
American Heart Association
Chicago Community Trust
Edna McConnell Clark Foundation
The Ford Foundation
William and Flora Hewlett Foundation
John D. and Catherine T. MacArthur Foundation
The Andrew Mellon Foundation
New York Community Trust
Rockefeller Brothers Fund
United Way Worldwide

Building a Sustainable Future

W.K. Kellogg Foundation

Building Value Together

William and Flora Hewlett Foundation

Center for the Nonprofit Community

Charles Stewart Mott Foundation

Envisioning Our Future

The Atlantic Philanthropies
The Joyce Foundation
Gordon and Betty Moore Foundation
Rockefeller Foundation
Rockefeller Brothers Fund

Policy Reform Impact

W.K. Kellogg Foundation

Retirement Convening

The Annie E. Casey Foundation

Internship

El Pomar Foundation

As of December 31, 2010

2010 ANNUAL CONFERENCE SPONSORS

The Leadership Circle

The Home Depot Foundation

Distinguished Leaders

The Coca-Cola Company *

Walmart Foundation *

Robert W. Woodruff Foundation

Leaders

American Express Foundation

Bank of America *

The Duke Endowment

W.K. Kellogg Foundation *

Conveners

Americans for the Arts

Anonymous

John S. and James L. Knight Foundation *

Marguerite Casey Foundation *

The Andrew W. Mellon Foundation

Presenters

Accenture

The California Wellness Foundation

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The Cleveland Foundation

The Community Foundation for Greater Atlanta *

The Joyce Foundation

Rasmuson Foundation *

The UPS Foundation

Supporters

Aetna Foundation

Turning Technologies

The Zeist Foundation, Inc.

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CCS

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The SCORE Foundation

Tull Charitable Foundation *

Friends

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Stanford Graduate School of Business

Criterion Ventures

IBM

The Icebox

Korn/Ferry International

Stites & Harbison

Wachovia, a Wells Fargo Company *

* Supporters of the 2010 Scholarship Program

2010 JOHN W. GARDNER LEADERSHIP DINNER SUPPORTERS

Diamond Underwriter

The Coca-Cola Company

Peter G. Peterson Foundation

Platinum Level

America's Promise Alliance

Gold Level

KaBOOM!

John S. and James L. Knight Foundation

Silver Level

Donna and Jim Barksdale

2010 AWARDS

John W. Gardner Leadership Award

The William Randolph Hearst Foundations

American Express Building Leadership Award

American Express Foundation

As of December 31, 2010

CONTRIBUTORS

ASSOCIATES

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

Platinum Associate

Diana Aviv & Sterling Speirn
Michael Piraino
Lorie Slutsky

Gold Associate

John Whitehead

Silver Associate

Pat Read

Associate

John Brothers
Genevieve Burns
Ralph Everett
Brian Gallagher
Peter Goldberg
Stephen Heintz
Irene Hirano
Simone Joyaux
Elizabeth Raymond Kohm
Marguerite Kondracke
Bernard Milano
Janet Murguia

Terri O'Brien
Wendy Puriefoy
Rey Ramsey
Skip Rhodes
Shirley Sagawa
Jane Searing
Jonathan Small
Lorraine Snebold
Kelvin Taketa
Paula Van Ness
Claire Wellington
Gary Yates

ANNUAL FUND

The following individuals and organizations supported Independent Sector in 2010.

Ellen Alberding
J.D. Hokoyama
JustGive.org
Luz A. Vega-Marquis
Cass Wheeler

Donations in honor of Miriam Biderman

Pat Read
Mikaela Seligman
Lorraine Snebold

MATCHING GIFTS

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

Bank of America Foundation
The Ford Foundation
W.K. Kellogg Foundation
The Kresge Foundation

Marguerite Casey Foundation
New York Community Trust
Rockefeller Brothers Fund

IN-KIND SUPPORTERS

The following generously gave their time and expertise to IS.

Deloitte LLP

As of December 31, 2010

INDEPENDENT SECTOR MEMBERS

MEMBER PLUS

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

GOLD LEVEL - SUSTAINING MEMBERS

Church Communities Foundation, Inc.
Rifton, NY

The Ford Foundation
New York, NY

Bill & Melinda Gates Foundation
Seattle, WA

The William and Flora Hewlett Foundation
Menlo Park, CA

W. K. Kellogg Foundation
Battle Creek, MI

Gordon and Betty Moore Foundation
Palo Alto, CA

Charles Stewart Mott Foundation
Flint, MI

National Public Radio
Washington, DC

Fannie E. Rippel Foundation
Morristown, NJ

Rockefeller Foundation
New York, NY

The Wallace Foundation
New York, NY

SILVER LEVEL - SUPPORTING MEMBERS

BBB Wise Giving Alliance
Arlington, VA

The Grace Children's Foundation
New York, NY

The New York Community Trust
New York, NY

VisionServe Alliance
Saint Louis, MO

The Whitehead Foundation, Inc.
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AIS for Health, Inc.**
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Seattle, WA

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Washington, DC

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Atlanta, GA

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Washington, DC

American Council on Education
Washington, DC

American Diabetes Association
Alexandria, VA

American Express Company
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American Foundation for the Blind
New York, NY

American Fraternal Alliance
Oak Brook, IL

American Friends Service Committee
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** New Member in 2010

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Chicago, IL

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New York, NY

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New York, NY

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Saint Paul, MN

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Cross River, NY

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Albuquerque, NM

Americans for the Arts*
Washington, DC

America's Promise Alliance
Washington, DC

AmericaSpeaks
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Culver City, CA

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Washington, DC

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Pittsburgh, PA

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Be the Change, Inc
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Benton Foundation
Washington, DC

Bertelsmann Foundation
Washington, DC

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BoardSource
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Irving, TX

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CAFAmerica
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Capitola, CA

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** New Member in 2010

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Detroit, MI

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Boston, MA

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San Francisco, CA

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New York, NY

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Cleveland, OH

The Coca-Cola Company*
Atlanta, GA

Colorado Nonprofit Association
Denver, CO

Columbia Foundation
San Francisco, CA

The Columbus Foundation
Columbus, OH

Committee Encouraging Corporate Philanthropy
New York, NY

Common Cause Education Fund
Washington, DC

Commongood Careers
Boston, MA

The Commonwealth Fund
New York, NY

The Communications Network, Inc.
Naperville, IL

Communities In Schools
Arlington, VA

Community Endeavors Foundation
Cleveland, OH

Community Foundation for Southeast Michigan
Detroit, MI

Community Foundation of Greater South Wood County
Wisconsin Rapids, WI

Community HealthCorps
Bethesda, MD

Community Partners
Los Angeles, CA

Community Technology Network
San Francisco, CA

CompassPoint Nonprofit Services
San Francisco, CA

Congressional Hispanic Caucus Institute, Inc.
Washington, DC

Connecticut Association of Nonprofits
Hartford, CT

* Charter Member

** New Member in 2010

INDEPENDENT SECTOR MEMBERS

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Hartford, CT

Consortium for Clinical Diagnostics
Bethesda, MD

Jack Kent Cooke Foundation
Lansdowne, VA

Copilevitz & Canter LLC
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San Jose, CA

Council on Foundations*
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Philadelphia, PA

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Mc Lean, VA

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New York, NY

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Detroit, MI

Developing Responsible and Mature Adolescents
Columbia, SC

DMA Nonprofit Federation
Washington, DC

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Chicago, IL

Donors Forum
Chicago, IL

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Miami, FL

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Milwaukee, WI

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Grand Rapids, MI

Douglass Community Association**
Kalamazoo, MI

The Duke Endowment
Charlotte, NC

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New York, NY

DuPont*
Wilmington, DE

Duquesne University, Nonprofit Leadership Institute
Pittsburgh, PA

The Dyson Foundation
Millbrook, NY

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Atlanta, GA

Easter Seals
Chicago, IL

Echoing Green
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Elderworks
Scarsdale, NY

Emerging Practitioners in Philanthropy
New York, NY

Entertainment Industry Foundation
Los Angeles, CA

Environmental Defense Fund
New York, NY

ERI Economic Research Institute
Washington, DC

Everyday Democracy
East Hartford, CT

Executive Service Corps of Southern California
Los Angeles, CA

Falk Foundation
Pittsburgh, PA

Family Reunion**
Vienna, VA

Fedcap Rehabilitation Services, Inc.
New York, NY

Feeding America
Chicago, IL

The Fetzer Institute, Inc.
Kalamazoo, MI

Fidelity Foundation
Boston, MA

Florida Association of Nonprofit Organizations**
Miami Lakes, FL

Florida Philanthropic Network**
Winter Park, FL

The Foraker Group
Anchorage, AK

The Ford Foundation
New York, NY

ForeSee Results
Ann Arbor, MI

The Foundation Center*
New York, NY

Foundation for the Mid South
Jackson, MS

Fourth Sector Network
Raleigh, NC

Hibler Franke Foundation**
Portland, OR

Lloyd A. Fry Foundation
Chicago, IL

FSG Social Impact Advisors
Boston, MA

Fulbright Association
Washington, DC

* Charter Member

** New Member in 2010

INDEPENDENT SECTOR MEMBERS

The Fund for Greater Hartford
Hartford, CT

Bill & Melinda Gates Foundation
Seattle, WA

Gateway Center for Giving
Saint Louis, MO

GE Foundation*
Fairfield, CT

Georgia Center for Nonprofits
Atlanta, GA

The Wallace Alexander Gerbode Foundation
San Francisco, CA

J. Paul Getty Trust
Los Angeles, CA

Girl Scouts of the USA*
New York, NY

Girls Incorporated*
New York, NY

The Global Fund for Children
Washington, DC

Global Impact
Alexandria, VA

GlobalGiving Foundation
Washington, DC

Goodwill Industries International, Inc.
Rockville, MD

The Grable Foundation
Pittsburgh, PA

The Grace Children's Foundation
New York, NY

Grant Professionals Association
Kansas City, KS

Grantmakers for Effective Organizations
Washington, DC

Grantmakers Forum of New York
Rochester, NY

Grantmakers In Health
Washington, DC

Grantmakers in the Arts**
Seattle, WA

Grantmakers of Western Pennsylvania**
Pittsburgh, PA

William Caspar Graustein Memorial Fund
Hamden, CT

GreatNonprofits
Menlo Park, CA

Green Building Alliance**
Pittsburgh, PA

Greenbrier Learning Center**
Arlington, VA

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

Growth Philanthropy Network
New York, NY

GuideStar USA, Inc.
Williamsburg, VA

The George Gund Foundation*
Cleveland, OH

Mimi & Peter Haas Fund
San Francisco, CA

Walter & Elise Haas Fund*
San Francisco, CA

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

Habitat for Humanity International
Americus, GA

HandKind Company
Chicago, IL

Mary W. Harriman Foundation
New York, NY

The Harwood Institute
Bethesda, MD

Hawai'i Community Foundation
Honolulu, HI

The Edward W. Hazen Foundation*
New York, NY

William Randolph Hearst Foundations
New York, NY

F. B. Heron Foundation
New York, NY

The William and Flora Hewlett Foundation*
Menlo Park, CA

Higher Achievement Program
Washington, DC

Hillman Foundation**
Pittsburgh, PA

Hispanics in Philanthropy
San Francisco, CA

The Home Depot Foundation
Atlanta, GA

Hope Street Group
Menlo Park, CA

Houston Endowment, Inc.
Houston, TX

Hudson-Webber Foundation
Detroit, MI

Humanity First, USA
Baltimore, MD

Idaho Nonprofit Center
Boise, ID

Illinois African American Coalition for Prevention**
Chicago, IL

Imaginer Consulting Limited
London, England

Indiana Association of United Ways**
Indianapolis, IN

Indiana Grantmakers Alliance
Indianapolis, IN

Innovation Network**
Washington, DC

InsideNGO
Westport, CT

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

Institute for Policy and Governance, Virginia Tech
Blacksburg, VA

Institute of the North**
Anchorage, AK

InterAction
Washington, DC

International Association for Volunteer Effort
Washington, DC

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

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INDEPENDENT SECTOR MEMBERS

International Institute for Sustained Dialogue**
Washington, DC

International Primate Protection League
Summerville, SC

International Society for Third Sector Research
Baltimore, MD

The James Irvine Foundation*
San Francisco, CA

ISED Solutions**
Washington, DC

Islamic Society of North America
Plainfield, IN

IssueLab
Chicago, IL

JA Worldwide
Colorado Springs, CO

The Japan Association of Charitable Organizations**
Tokyo, Japan

JCPenney Company*
Plano, TX

JCVision and Associates, Inc.**
Hinesville, GA

JEVS
Philadelphia, PA

Jewish Federations of North America*
New York, NY

Jewish Healthcare Foundation of Pittsburgh**
Pittsburgh, PA

Jobs for the Future
Boston, MA

The Johnson Foundation, Inc.
Racine, WI

The Robert Wood Johnson Foundation
Princeton, NJ

Joint Center for Political and Economic Studies
Washington, DC

The Joyce Foundation
Chicago, IL

KaBOOM! Inc.
Washington, DC

Kaiser Permanente
Oakland, CA

Kansas Health Foundation
Wichita, KS

Kanu Hawaii
Honolulu, HI

Ewing Marion Kauffman Foundation
Kansas City, MO

Kellogg Co.
Battle Creek, MI

Kellogg Fellows Leadership Alliance**
Denver, CO

W. K. Kellogg Foundation
Battle Creek, MI

Kellogg School of Management, Northwestern University
Evanston, IL

The Kerr Foundation, Inc.
Oklahoma City, OK

Charles F. Kettering Foundation*
Dayton, OH

Kidney Cancer Association
Evanston, IL

Kids' Food Basket
Grand Rapids, MI

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

Susan G. Komen for the Cure
Dallas, TX

Korean American Community Foundation
New York, NY

The Kosciuszko Foundation, Inc.
New York, NY

KPMG Foundation
Montvale, NJ

Kraft Foods
Northfield, IL

The Kresge Foundation
Troy, MI

Land Trust Alliance, Inc.
Washington, DC

Lawyers' Committee for Civil Rights Under Law
Washington, DC

The Leadership Conference Education Fund
Washington, DC

Leadership Education for Asian Pacifics
Los Angeles, CA

LeadingAge
Washington, DC

League of American Orchestras
New York, NY

League of Women Voters of the United States
Washington, DC

Legacy
Washington, DC

The Leighty Foundation
Cascade, CO

Lilly Endowment, Inc.*
Indianapolis, IN

The Lodestar Foundation
Phoenix, AZ

The Longbrake Family Foundation
Seattle, WA

The Looking Glass Institute
Pittsburgh, PA

Louisiana Association of Nonprofit Organizations
Baton Rouge, LA

LSU Property Foundation
Baton Rouge, LA

Lumina Foundation for Education
Indianapolis, IN

Lutheran Services in America*
Baltimore, MD

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

Maine Philanthropy Center**
Portland, ME

Management Assistance Group
Washington, DC

Mandel Center for Nonprofit Organizations, Case Western Reserve University
Cleveland, OH

The Mandel Foundation
Cleveland, OH

* Charter Member

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INDEPENDENT SECTOR MEMBERS

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

March of Dimes Birth Defects Foundation*
White Plains, NY

Marin Community Foundation
Novato, CA

John and Mary R. Markle Foundation
New York, NY

Marts & Lundy, Inc.
Lyndhurst, NJ

Maryland Nonprofits
Baltimore, MD

Massachusetts Nonprofit Network
Boston, MA

McCormick Foundation*
Chicago, IL

McGregor Fund
Detroit, MI

The McKnight Foundation
Minneapolis, MN

The Andrew W. Mellon Foundation
New York, NY

MetLife Foundation
New York, NY

Michigan Colleges Foundation**
Southfield, MI

Michigan Nonprofit Association
Lansing, MI

The Minneapolis Foundation
Minneapolis, MN

Minnesota Council of Nonprofits
Saint Paul, MN

The Mission Continues**
Saint Louis, MO

Mobilize.org
Berkeley, CA

David and Yetta Moeser Fund
Boston, MA

Gordon and Betty Moore Foundation
Palo Alto, CA

Morino Institute
Rocky River, OH

Charles Stewart Mott Foundation*
Flint, MI

Move the Mountain Leadership Center**
Ames, IA

Ms. Foundation for Women
Brooklyn, NY

National Association for the Advancement of Colored People
Baltimore, MD

National 4-H Council
Chevy Chase, MD

National Academy Foundation**
New York, NY

National Alliance to End Homelessness
Washington, DC

National Arts Strategies
Washington, DC

National Asian Pacific Center on Aging**
Seattle, WA

National Assembly of State Arts Agencies*
Washington, DC

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

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

National CASA
Seattle, WA

National Catholic Development Conference, Inc.*
Hempstead, NY

National Center for Charitable Statistics, Urban Institute
Washington, DC

The National Center for Family Philanthropy
Washington, DC

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

National Child Labor Committee
New York, NY

The National Coalition on Health Care
Washington, DC

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

National Committee for Responsive Philanthropy
Washington, DC

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

The National Conference for Community and Justice
Chicago, IL

National Conference on Citizenship
Washington, DC

National Council for International Visitors
Washington, DC

National Council of Churches USA*
New York, NY

National Council of La Raza*
Washington, DC

National Council of Nonprofits
Washington, DC

The National Council on Aging
Washington, DC

National Endowment for Financial Education**
Denver, CO

National Health Council*
Washington, DC

National Human Services Assembly*
Washington, DC

National Humanities Alliance
Washington, DC

National Indian Youth Leadership Development Project
Gallup, NM

National Institute on Money in State Politics
Helena, MT

* Charter Member

** New Member in 2010

INDEPENDENT SECTOR MEMBERS

National Multiple Sclerosis Society
Washington, DC

National Nursing Centers Consortium**
Philadelphia, PA

National Public Radio
Washington, DC

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

National Wildlife Federation*
Reston, VA

Native American Rights Fund
Boulder, CO

Native Americans in Philanthropy
Minneapolis, MN

The Nature Conservancy*
Arlington, VA

NCSL Foundation for State Legislatures
Denver, CO

NeighborScapes**
Homewood, IL

NetHope**
Mc Lean, VA

Network for Good
Bethesda, MD

New Hampshire Charitable Foundation
Concord, NH

New Profit Inc.
Cambridge, MA

The New York Community Trust*
New York, NY

NISH
Vienna, VA

Nonprofit Academic Centers Council
Cleveland, OH

Nonprofit Center of Northeast Florida**
Jacksonville, FL

Nonprofit Coordinating Committee of New York
New York, NY

Nonprofit Enterprise At Work, Inc.
Ann Arbor, MI

Nonprofit Finance Fund
Washington, DC

Nonprofit Leadership Alliance
Kansas City, MO

Nonprofit Management Program, George Mason University
Arlington, VA

Nonprofit Network Southwest Washington
Vancouver, WA

The Nonprofit Partnership
Erie, PA

The Nonprofit Roundtable of Greater Washington
Washington, DC

The Nord Family Foundation
Amherst, OH

North Carolina Center for Nonprofits
Raleigh, NC

Northern California Grantmakers
San Francisco, CA

Northwest Area Foundation
Saint Paul, MN

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

NPower NY, Inc
Brooklyn, NY

NPower Seattle**
Seattle, WA

N-TEN
Portland, OR

Ohio Association of Nonprofit Organizations
Columbus, OH

Ohio Grantmakers Forum
Columbus, OH

Omidyar Network
Redwood City, CA

One Economy Corporation
Washington, DC

OneStar Foundation**
Austin, TX

OPERA America
New York, NY

Outreach International
Independence, MO

The David and Lucile Packard Foundation
Los Altos, CA

Partnership for Prevention
Washington, DC

Partnership for Public Service
Washington, DC

PBS Foundation**
Arlington, VA

William Penn Foundation
Philadelphia, PA

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

Pennsylvania Association of Nonprofit Organizations
Harrisburg, PA

Pension Rights Center**
Washington, DC

Performing Arts Alliance
Washington, DC

Peter G. Peterson Foundation
New York, NY

The Pew Charitable Trusts
Philadelphia, PA

The Philadelphia Foundation
Philadelphia, PA

Philadelphia's Young Nonprofit Leaders
Philadelphia, PA

Philanthropy for Active Civic Engagement
Denver, CO

Philanthropy New York
New York, NY

Phoenix House Development Fund
New York, NY

Physician Assistant Education Association**
Alexandria, VA

The Pittsburgh Foundation
Pittsburgh, PA

Points of Light Institute
Atlanta, GA

* Charter Member

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INDEPENDENT SECTOR MEMBERS

PolicyBridge
Cleveland, OH

Polk Bros. Foundation
Chicago, IL

Positive Alternative Choices Today**
Los Angeles, CA

Prepared: the Gateway of the Northwest/F.E.**
Tacoma, WA

The Prudential Foundation*
Newark, NJ

Public Agenda
New York, NY

Public Allies, Inc.
Milwaukee, WI

Public Education Network
Washington, DC

Public Health Management Services Corporation
Philadelphia, PA

Public Interest Projects, Inc
New York, NY

Public Welfare Foundation
Washington, DC

RAND Corporation**
Santa Monica, CA

RAND Gulf States Policy Institute
New Orleans, LA

Research!America
Alexandria, VA

Sid W. Richardson Foundation
Fort Worth, TX

Fannie E. Rippel Foundation
Morristown, NJ

Rochester Area Community Foundation
Rochester, NY

Rockefeller Brothers Fund*
New York, NY

Rockefeller Foundation*
New York, NY

Rosenberg Foundation*
San Francisco, CA

The Saint Paul Foundation
Saint Paul, MN

Salem College
Winston Salem, NC

The Salvation Army National Headquarters*
Alexandria, VA

Charles and Helen Schwab Foundation
Palo Alto, CA

The Score Foundation
Sarasota, FL

SeaChange Capital Partners
New York, NY

Sertoma
Kansas City, MO

ServeNext.org**
Washington, DC

Sheatufim
Beit Yehoshua, Israel

The Sierra Club Foundation
San Francisco, CA

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

Silicon Valley Education Foundation
San Jose, CA

Harry Singer Foundation
Carmel, CA

Skillman Foundation
Detroit, MI

Skoll Foundation
Palo Alto, CA

Alfred P. Sloan Foundation*
New York, NY

Richard and Susan Smith Family Foundation
Chestnut Hill, MA

The John Ben Snow Foundation
Syracuse, NY

Social Venture Partners International**
Seattle, WA

Social Venture Partners Seattle**
Seattle, WA

Society for Nonprofit Organizations
Canton, MI

Sojourners
Washington, DC

South Carolina Association of Nonprofit Organizations
Columbia, SC

Southeastern Council of Foundations**
Atlanta, GA

Southern Africa Legal Services Foundation
Washington, DC

Southern California Grantmakers
Los Angeles, CA

Southside Community Partners
Hopewell, VA

The Spencer Foundation*
Chicago, IL

Sphinx Organization
Detroit, MI

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

Starlight Children's Foundation
Los Angeles, CA

Stonewall Community Foundation
New York, NY

Student Conservation Association*
Charlestown, NH

Suncoast Hospice
Clearwater, FL

Surdna Foundation, Inc.
New York, NY

Taconic Foundation Inc.*
New York, NY

Target*
Minneapolis, MN

Third Sector New England
Boston, MA

Thurgood Marshall College Fund
New York, NY

TIAA-CREF Institute**
New York, NY

Tides
San Francisco, CA

Transparency International
Berlin, Germany

* Charter Member

** New Member in 2010

INDEPENDENT SECTOR MEMBERS

U.S. Japan Council**
Washington, DC

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

Union Institute & University
Cincinnati, OH

United Cerebral Palsy
Washington, DC

United Leukodystrophy Foundation
Sycamore, IL

United Nations Foundation
Washington, DC

United Negro College Fund*
Fairfax, VA

United States Conference of Catholic Bishops*
Washington, DC

United Vision Foundation, Inc
Rockleigh, NJ

United Way of Greater Chattanooga**
Chattanooga, TN

United Way of Lancaster County**
Lancaster, PA

United Way of Manatee County**
Bradenton, FL

United Way of Texas**
Austin, TX

United Way Worldwide*
Alexandria, VA

Universal Health Care Foundation of Connecticut
Meriden, CT

UniversalGiving
San Francisco, CA

Urban Partnership Bank
Chicago, IL

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

Valley of the Sun YMCA**
Phoenix, AZ

Verizon Foundation
Basking Ridge, NJ

Vesper Society
San Francisco, CA

VisionServe Alliance
Saint Louis, MO

Voices for America's Children
Washington, DC

VolunteerMatch
San Francisco, CA

Volunteers of America*
Alexandria, VA

The Wallace Foundation
New York, NY

Walmart Foundation
Bentonville, AR

Washington Campus
Washington, DC

The Washington Center for Internships & Academic Seminars
Washington, DC

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

The Harry and Jeanette Weinberg Foundation
Owings Mills, MD

Weingart Foundation
Los Angeles, CA

The Robert A. Welch Foundation
Houston, TX

Wesley Spectrum Services**
Pittsburgh, PA

Westly Foundation
Redwood City, CA

The Whitehead Foundation, Inc.
New York, NY

Wildflowers Institute
San Francisco, CA

Robert W. Woodruff Foundation*
Atlanta, GA

Woods Charitable Fund, Inc.
Lincoln, NE

Xerox Corporation*
Norwalk, CT

YMCA of Central Florida**
Orlando, FL

YMCA of Greater Boston**
Boston, MA

YMCA of Greater Charlotte**
Charlotte, NC

YMCA of Greater New York**
New York, NY

YMCA of Greater Seattle**
Seattle, WA

YMCA of Metropolitan Dallas**
Dallas, TX

YMCA of Metropolitan Detroit**
Detroit, MI

YMCA of Metropolitan Los Angeles**
Los Angeles, CA

YMCA of Metropolitan Milwaukee**
Milwaukee, WI

YMCA of Metropolitan Minneapolis**
Minneapolis, MN

YMCA of Middle Tennessee**
Nashville, TN

YMCA of Philadelphia & Vicinity**
Philadelphia, PA

YMCA of San Diego County**
San Diego, CA

YMCA of South Hampton Roads**
Norfolk, VA

YMCA of the USA*
Chicago, IL

YMCA of Triangle Area**
Raleigh, NC

Young Nonprofit Professionals Network
Oakland, CA

Youth Service America
Washington, DC

As of December 31, 2010

* Charter Member

** New Member in 2010

Independent Sector Members

BUSINESS ASSOCIATES

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

CCS
New York, NY

Community Wealth Ventures, Inc.
Washington, DC

Flourish Talent Management Solutions, LLC
Washington, DC

McKinsey & Company
New York, NY

Morgan Lewis & Bockius LLP
Washington, DC

Neimand Collaborative
Washington, DC

Schneider Downs & Co., Inc.
Pittsburgh, PA

Transition Leadership International
Washington, DC

MEMBER-GET-A-MEMBER

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

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Washington, DC

Maya Enista
Washington, DC

Cecilie Goodman
Atlanta, GA

Marguerite W. Kondracke
Washington, DC

Valerie S. Lies
Chicago, IL

Lisa McGill
Homewood, IL

Dennis McMillian
Anchorage, AK

Lita Pardi
Atlanta, GA

Drummond Pike

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Erica Greeley
Director, Strategic Initiatives

Xavior Robinson
Specialist

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Policy Outreach Assistant

Megan Bolado
Specialist

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Executive Assistant

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Associate Director

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Senior Program Associate

Megan Bolado
Specialist

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Darcy Corcoran
Executive Marketing Producer

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Luba Mullen
Senior Development Associate

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James Toliver
Office Services Coordinator

Doreatha Riddick
Administrative Assistant
Receptionist

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Director, Conferences and Meeting Planning

Kris Prendergast
Director, Member, Constituent, and Network Engagement

Ann-Marie Nwabudike
Senior Membership Associate

Thao Le
Database Manager

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CFO and Senior Vice President

Carolyn Mollen
Controller

Daniel Anbiah
Senior Accountant