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

CREDITS

Photographers:
Ian Pullens (2012 Annual Conference photos)
Timothy Greenfield Saunders (p. 24)
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Independent Sector</td>
<td>4</td>
</tr>
<tr>
<td>Message from our Chair and President</td>
<td>5</td>
</tr>
<tr>
<td>2013 Board of Directors</td>
<td>6</td>
</tr>
<tr>
<td>2013 Committee Chairs</td>
<td>7</td>
</tr>
<tr>
<td>Highlights from 2012</td>
<td>9</td>
</tr>
<tr>
<td>GameChangers</td>
<td>9</td>
</tr>
<tr>
<td>2012 Timeline</td>
<td>10</td>
</tr>
<tr>
<td>The Policy Challenge</td>
<td>12</td>
</tr>
<tr>
<td>Leadership and Impact</td>
<td>13</td>
</tr>
<tr>
<td>Means and Measures</td>
<td>14</td>
</tr>
<tr>
<td>The 2012 Annual Conference</td>
<td>15</td>
</tr>
<tr>
<td>Just the Facts</td>
<td>16</td>
</tr>
<tr>
<td>The Critical Role of IS Contributors</td>
<td>19</td>
</tr>
<tr>
<td>2012 Vital Voices</td>
<td>21</td>
</tr>
<tr>
<td>Cheryl Crazy Bull, American Indian College Fund.</td>
<td>22</td>
</tr>
<tr>
<td>Dr. Risa Lavizzo-Mourey, Robert Wood Johnson Foundation</td>
<td>22</td>
</tr>
<tr>
<td>Sandra Vargas, The Minneapolis Community Foundation</td>
<td>23</td>
</tr>
<tr>
<td>David Yarnold, National Audubon Society.</td>
<td>23</td>
</tr>
<tr>
<td>Dr. Michael L. Lomax, United Negro College Fund.</td>
<td>24</td>
</tr>
<tr>
<td>MacArthur Antigua, Public Allies, Inc.</td>
<td>25</td>
</tr>
<tr>
<td>Financials</td>
<td>26</td>
</tr>
<tr>
<td>Contributors</td>
<td>28</td>
</tr>
<tr>
<td>Independent Sector Members</td>
<td>31</td>
</tr>
<tr>
<td>Staff</td>
<td>42</td>
</tr>
</tbody>
</table>
The United States is home to more than one million nonprofits, foundations, and religious congregations that work to improve the lives of individuals and communities. These organizations are known collectively as the “independent sector” underscoring their unique role in society, distinct from business and government.

Independent Sector is the leadership network for nonprofits, foundations, and corporate giving programs committed to advancing the common good in America and around the world. Our nonpartisan coalition leads, strengthens, and mobilizes the nonprofit and philanthropic community.

**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

Focus on Washington

Partisan politics aside, perhaps the most quotable quote of 2012 was coined by a mild-mannered government employee testifying before the House Financial Services Committee last February, “Under current law, on January 1st, 2013,” said Federal Reserve Chairman Ben Bernanke, “There is going to be a massive fiscal cliff of large spending cuts and tax increases.”

Small wonder, then, that many in our nonprofit and philanthropic sector turned their high-beams on Washington, D.C. throughout 2012. Or that our sector had its share of attention from Congress, the Administration, and the media – and not always in ways that were welcome.

As the year waned and lawmakers prepared for the post-election “lame duck” session, Republicans ultimately joined Democrats in accepting the president’s demand that a bipartisan deal to avert the fiscal cliff would have to include increased revenues. At the same time they maintained their insistence that marginal rates not be increased, putting President Obama’s call for limits on individual itemized deductions, including the charitable deduction, at the center of fiscal cliff negotiations.

Our sector fought hard, and successfully, in the final weeks of 2012 to keep the charitable deduction off the table. However, while we may have prevailed this time, four months into 2013 the charitable deduction and other provisions vital to our sector are still in play, with no end in sight.

There are glimmers of hope on the economic front, though a soaring stock market has not translated into lower unemployment or rising wages. One in six Americans lives in poverty and the gap between rich and poor is among the widest of all major industrialized countries. Across-the-board budget cuts imposed by sequestration are taking second bites out of human services programs already cut in previous rounds of budget balancing. IS Guiding Principles for Deficit Reduction and Tax Reform, adopted by the IS board in January 2012, have guided our analysis, commentary, and advocacy on budget, deficit reduction, and tax proposals.

Skillful efforts directed at convincing policymakers of the merits of incentivizing additional giving by wealthier donors have yielded some constructive results. It was fortuitous timing that in the fall of 2012, IS published and shared with audiences coast-to-coast our two-year, 250-page study, Beyond the Cause: The Art and Science of Advocacy, setting forth five successful approaches for greater advocacy impact at the federal, state, and local levels.

Indicative of the commitment and investment of sector leaders in IS’ mission and impact, nine sponsors made significant grants in 2012 to the Fund for IS Leadership – thereby reducing IS’ long-term debt and positioning IS to produce greater results for the sector in the years ahead.

Throughout 2012, the IS board of directors ensured that IS tackled key budget and tax policy questions and took part in relevant debates. Looking to 2013, the board zeroed in on three organizational priorities: strengthening IS policy leadership, engaging sector organizations in increasingly meaningful ways around shared priorities and concerns, and ensuring the organization’s long-term sustainability.

As spring comes to Washington, we are hard at work delivering on these goals. The challenges are many, but with your help, 2013 will be Independent Sector’s best year yet.
2013* BOARD OF DIRECTORS
*The following Board Members commenced their term of service on November 12, 2012

OFFICERS*

CHAIR
Stephen Heintz
President
Rockefeller Brothers Fund

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

TREASURER
Kelvin Taketa
President and CEO
Hawai’i Community Foundation

SECRETARY
Lorie A. Slutsky
President
The New York Community Trust

AT LARGE EXECUTIVE COMMITTEE MEMBER
Irene Hirano Inouye
President and CEO
U.S.-Japan Council

Diana Aviv
President and CEO
Independent Sector

BOARD MEMBERS

Ellen Alberding
President
The Joyce Foundation

Deborah Alvarez-Rodriguez*
Founder and CEO
Seam Innovation

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

Susan Berresford

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

Kyle Caldwell
Program Director, Pathways Out of Poverty
Charles Stewart Mott Foundation

Julie L. Floch*
Partner
EisnerAmper, LLP

Steven J. McCormick
President
Gordon and Betty Moore Foundation

Risa Lavizzo-Mourey
President and CEO
Robert Wood Johnson Foundation

Bernard J. Milano
President and Trustee
KPMG Foundation

Neil Nicoll
President and CEO
YMCA of the USA

Mariam C. Noland
President
Community Foundation for Southeast Michigan

Michael Piraino*
Chief Executive Officer
National CASA

Wendy Puriefoy
Education Director
Barr Foundation

Paul Schmitz
Chief Executive Officer
Public Allies, Inc.

Rev. Larry Snyder
President
Catholic Charities USA

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

Richard B. Williams
Senior Advisor
American Indian College Fund

2012 Independent Sector Annual Report • 06
2013* COMMITTEE CHAIRS
*The following Committee Chairs commenced their term of service on November 12, 2012

2013 NATIONAL CONFERENCE HOST COMMITTEE
Lorie A. Slutsky
President
The New York Community Trust

2013 NATIONAL CONFERENCE PROGRAM COMMITTEE
Ralph B. Everett
President and CEO
Joint Center for Political and Economic Studies

ANNUAL CONFERENCE PROGRAM VICE-CHAIR
Julie L. Floch
Partner
EisnerAmper LLP

AUDIT COMMITTEE
Mariam C. Noland
President
Community Foundation for Southeast Michigan

COMMUNICATIONS COMMITTEE
Roberto Suro
Professor of Journalism and Public Policy
The University of Southern California

EXECUTIVE COMMITTEE
Stephen Heintz
President
Rockefeller Brothers Fund

FUND DEVELOPMENT COMMITTEE
Michael Piraino
Chief Executive Officer
National CASA

JOHN W. GARDNER LEADERSHIP AWARD COMMITTEE
Bernard J. Milano
President and Trustee
KPMG Foundation

GOVERNANCE AND NOMINATING COMMITTEE
Neil Nicoll
President and CEO
YMCA of the USA

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

MEMBERSHIP COMMITTEE
Paul Schmitz
Chief Executive Officer
Public Allies, Inc.

NGEN ADVISORY GROUP
MacArthur Antigua
Director, Alumni Engagement
Public Allies, Inc.

NGEN LEADERSHIP AWARD SELECTION COMMITTEE
Steven J. McCormick
President
Gordon and Betty Moore Foundation

NGEN FELLOWS SELECTION COMMITTEE
Barbara R. Arnwine
Executive Director
Lawyer’s Committee for Civil Rights Under Law

NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE COMMITTEE
Irene Hirano Inouye
President
U.S.-Japan Council

PUBLIC POLICY COMMITTEE
Kyle Caldwell
Program Director, Pathways Out of Poverty
Charles Stewart Mott Foundation

THE TERM OF SERVICE OF THE FOLLOWING COMMITTEE MEMBERS CONCLUDED ON NOVEMBER 12, 2012

Emmett D. Carson
Annual Conference Host Committee

Ralph B. Everett
Governance and Nominating Committee

Max Stier
NGen Leadership Award Selection Committee

Steven J. McCormick
Annual Conference Program Committee

Mike Goorhouse
NGen Advisory Group
Independent Sector and its members are creating and managing change at a pace never before experienced. In 2012 we proved that our coalition of members and supporters can thrive, not just survive, in these turbulent times. We are game changers in every sense – we are continuing to improve our operations and programs, expand our networks, and champion and cultivate excellent leaders at every level.

A beleaguered economy, a deeply divided Congress, and a disillusioned electorate helped set the stage for a difficult year that continues into 2013. We responded by facing down the toughest issues before the sector at our Annual Conference, strengthening our leadership network, and marshaling the force of the sector to remind Congress and the Administration of the importance of the charitable deduction and the people it serves.

We continue to see the strength of our vibrant coalition evidenced in the ways we work together to advance our collective missions. Sixty-three new members joined IS in 2012, representing groups of all sizes; diverse mission areas from social justice to the environment to human services; and every corner of America, from Tallahassee to Seattle. In recent months, IS led dozens of in-person events, webinars, and conference calls reaching hundreds of sector leaders to share the latest developments, generate ideas, and develop strategies for tackling the problems and tapping the potential of our sector.

Whether at policy breakfasts in D.C. or member-hosted regional meetings, or through the NGen Leadership webinar series – IS strives to ensure that members gain as much from their interactions with IS as we do from working with them.
As a matter of justice, fairness, and effectiveness, Independent Sector believes that steps taken to address the nation’s fiscal challenges should favor policies that will not exacerbate income inequality or increase poverty. "As a matter of justice, fairness, and effectiveness, Independent Sector believes that steps taken to address the nation’s fiscal challenges should favor policies that will not exacerbate income inequality or increase poverty."

"…We continue to be troubled that the Administration has, once again, included the charitable deduction among the deductions it proposes to cap at 28 percent for individuals earning more than $200,000 and families with incomes over $250,000."

"The charitable deduction on the mortgage interest (and the charitable deduction) that actually do benefit the individual, there is no question that (it) will be the loser." "The charitable deduction on the mortgage interest (and the charitable deduction) that actually do benefit the individual, there is no question that (it) will be the loser."

"The impact of the budget resolution’s spending cuts – nearly $5.3 trillion over the next 10 years compared to current policies – would fall disproportionately on low-income families." "The impact of the budget resolution’s spending cuts – nearly $5.3 trillion over the next 10 years compared to current policies – would fall disproportionately on low-income families."

Roll Call publishes Diana Aviv editorial
Restoring Lapsed Tax Extenders Is Vital to Nonprofits

IS Board Adopts Guiding Principles for Deficit Reduction and Tax Reform
"As a matter of justice, fairness, and effectiveness, Independent Sector believes that steps taken to address the nation’s fiscal challenges should favor policies that will not exacerbate income inequality or increase poverty."

Initiative for Nonprofit Talent & Leadership Holds Virtual Town Hall

IS Releases 2011 Value of Volunteer Time
IS announced the value of a volunteer hour had reached $21.79. Updated annually, this statistic provides one way to measure the impact millions of individuals make with each hour they donate to make a difference.

IS Board Adopts Guiding Principles for Deficit Reduction and Tax Reform
"As a matter of justice, fairness, and effectiveness, Independent Sector believes that steps taken to address the nation’s fiscal challenges should favor policies that will not exacerbate income inequality or increase poverty."

IS Statement on President’s FY 2013 Budget
"…We continue to be troubled that the Administration has, once again, included the charitable deduction among the deductions it proposes to cap at 28 percent for individuals earning more than $200,000 and families with incomes over $250,000."

IS Statement on House Budget Resolution
"The impact of the budget resolution’s spending cuts – nearly $5.3 trillion over the next 10 years compared to current policies – would fall disproportionately on low-income families." "The impact of the budget resolution’s spending cuts – nearly $5.3 trillion over the next 10 years compared to current policies – would fall disproportionately on low-income families."

IS Releases 2011 Value of Volunteer Time
IS announced the value of a volunteer hour had reached $21.79. Updated annually, this statistic provides one way to measure the impact millions of individuals make with each hour they donate to make a difference.

IS Testimony to the House Ways and Means Committee Subcommittee on Oversight
President and CEO Diana Aviv stressed the impact of the economic downturn, the key role of the nonprofit sector, and the importance of good governance.

IS Releases 2011 Value of Volunteer Time
IS announced the value of a volunteer hour had reached $21.79. Updated annually, this statistic provides one way to measure the impact millions of individuals make with each hour they donate to make a difference.

IS Testimony to the House Ways and Means Committee Subcommittee on Oversight
President and CEO Diana Aviv stressed the impact of the economic downturn, the key role of the nonprofit sector, and the importance of good governance.

IS Releases 2011 Value of Volunteer Time
IS announced the value of a volunteer hour had reached $21.79. Updated annually, this statistic provides one way to measure the impact millions of individuals make with each hour they donate to make a difference.

IS Testimony to the House Ways and Means Committee Subcommittee on Oversight
President and CEO Diana Aviv stressed the impact of the economic downturn, the key role of the nonprofit sector, and the importance of good governance.
Independent Sector believes fairness, and effectiveness, “As a matter of justice, and Tax Reform Principles for Deficit Reduction IS Board Adopts

JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

IS Holds 2012 “GAME CHANGERS” Annual Conference in San Francisco including Public Policy Action Institute & NGen Pre-Conference Programs

PUBLIC POLICY ACTION INSTITUTE NGen MOVING NONPROFIT LEADERS FROM NEXT TO NOW

BEYOND THE CAUSE: The Art and Science of Advocacy

IS Releases Beyond the Cause: The Art and Science of Advocacy

IS Board Adopts Guiding Principles for Public Policy on Charitable Giving

IS Releases Beyond the Cause: The Art and Science of Advocacy

JULY 07
AUGUST 08
SEPTEMBER 09
OCTOBER 10
NOVEMBER 11
DECEMBER 12

IS President and CEO Quoted on CNNMoney.com

IS President and CEO Quoted on CNNMoney.com

The New York Times

IS President and CEO Quoted in The New York Times on Charitable Deduction

“Normally, every nonprofit is focused on its own particular mission… For the first time, I’ve seen the sector coming together…”

IS Participates in “Protect Giving” Capitol Hill Day

The event included more than 200 representatives from nonprofit organizations from all over the country, with IS staff serving as meeting leaders for three regional teams.

IS Board Releases a Statement on Fiscal Cliff Deliberations

Over 940 organizations sign letter to the President and Congress: “Don’t Push Charities Over the Fiscal Cliff” and a two-page ad is placed in POLITICO

IS President and CEO Participates in Hudson Institute Panel: “The Nonprofit Sector and Advocacy: Challenges Ahead”

IS President and CEO Answers “Should we End Tax Deductions for Charity?” in the Wall Street Journal

THE WALL STREET JOURNAL

IS launches e-advocacy campaign to protect charitable deduction

Over 4,000 unique email messages were sent to President Obama and 372 individual Members of Congress.

Strive Network managing director Jeff Edmondson, the 2012 American Express NGen Leadership Award recipient, with NGen Award selection chair Max Stier, president and CEO of Partnership for Public Service.

2012 Independent Sector Annual Report • 11
THE POLICY CHALLENGE

Independent Sector provides leadership for and collaborates with members and allies to advocate for federal policies and regulations that advance the ability of charitable organizations to serve their communities. Key achievements in 2012 and early 2013 included:

- Protecting the nonprofit postage discount rate in postal reform legislation.
- Testifying before the House Ways and Means Subcommittee on Oversight on nonprofit governance issues and before the House Ways and Means Committee on tax reform and charitable contributions.
- Successfully advocating for the reinstatement of critical charitable giving incentives, including the IRA charitable rollover as well as the enhanced deductions for the donation of food and real property for conservation purposes.

Independent Sector continued to urge policymakers to support tax incentives that encourage all Americans to contribute to charity and succeeded in staving off efforts to curtail tax deductions for charitable gifts available to taxpayers at higher income levels. IS also remains committed to advancing the ability of nonprofits to engage in advocacy efforts on behalf of the communities and causes they serve, and to removing obstacles that inhibit funders from supporting those efforts. (See p. 5 regarding the IS study, Beyond the Cause: The Art and Science of Advocacy.)

IS informed and mobilized members through a variety of vehicles throughout 2012, including the Public Policy Action Institute at the IS Annual Conference; our daily email highlighting key policy developments; monthly strategy meetings with nonprofit community policy leaders; monthly legislative updates by teleconference; special calls, email communications, and social media; and the policy section of our website (IS materials on the charitable deduction were downloaded 750 times in November alone). The IS Public Policy committee continues to provide important input to our work, including updating IS’ Guiding Principles for Public Policy on Charitable Giving. Through these and other efforts, IS strengthens the ability of public charities and private foundations to shape key public policies and to reinforce the partnership between government and the nonprofit community.

With comprehensive tax reform on the front burner, the IS tax policy campaign is a particular focus in 2013. Building on our successful strategy from years past, IS seeks to:

- Ramp up outreach to and education of Congressional leaders, key Members, and the freshman class of the 113th Congress.
- Invest in new research and analysis to produce policy programs designed to strengthen the bedrock tax structure on which charitable giving is based.
- Inform, coordinate, and galvanize advocacy to deter negative developments while advancing our positive agenda.
LEADERSHIP AND IMPACT

Independent Sector’s NGen: Moving Nonprofit Leaders from Next to Now program continues to strengthen the leadership and networking skills of nonprofit and philanthropic leaders age 40 and under. Throughout 2012, the NGen Leadership Series, an online webinar curriculum, brought together emerging leaders from across the nation to connect and learn. This dynamic series of four NGen Webinars reached hundreds of individuals on relevant topics, such as “Data for the Common Good” and “A Call to Leadership”, and thousands more were touched via social media. Top nonprofit and philanthropic leaders served as webinar speakers and resource persons.

The NGen Fellows program, a selective annual fellowship funded by the American Express Foundation, cultivates the leadership abilities of 12 leaders age 40 and under at IS member organizations. There have been 48 fellows to date. The American Express NGen Leadership Award honors one age 40 or under nonprofit leader who has already made significant impact in addressing society’s critical needs.

Building on the unprecedented November 2011 White House Forum on Nonprofit Leadership, in 2012 IS anchored the Initiative for Nonprofit Talent and Leadership (INTL). Its purpose: to develop goals and strategies for a national effort to better prepare, train, and sustain leaders. In working groups and teleconferences, cross-sector leaders drafted a blueprint for progress. Important input was secured from high-level leaders serving on IS’ Nonprofit and Philanthropic Leadership and Practice committee and from a national event and virtual town hall held in May 2012. In 2013, three pilots for furthering the INTL vision and goals are in the preliminary research and development stages.

IS provided important insights into employee financial security, another leadership issue, by publishing Financial Security and Careers in the Nonprofit and Philanthropic Sector with TIAA-CREF Institute. Based on a survey of 1,000 full-time employees, the study found that about 45 percent are not confident in their ability to prepare financially for retirement. It underscored the need to address employees’ long-term financial security, create more opportunities for advancement, and look for national cross-sector solutions.

IS also continued to partner with GuideStar USA and BBB Wise Giving Alliance to encourage the adoption of the no-cost, high-value Charting Impact framework as a common presentation that allows staff, boards, stakeholders, donors, volunteers, and others to arrive at strategic clarity and communicate to a host of audiences. It complements planning, evaluation, and assessment that organizations already undertake, and can be used by nonprofits and foundations of all sizes and missions.
MEANS AND MEASURES


IS President and CEO Diana Aviv, who will soon celebrate ten years with IS, was interviewed by major media and the nonprofit press throughout 2012. She also was a frequent speaker at national and international conferences and panels focused on policy, governance, and leadership in the nonprofit and philanthropic sector.

The IS Communications committee focused on communicating the value of the sector, including applying the art of neuroscience to determine the most effective messaging. IS expanded awareness of the value of volunteerism via 98,534 web visits and supported high standards of governance and accountability through our online Resource Center.

Independent Sector’s role as a convener and network builder is critical within and beyond the sector. To this end, we have committed to building systems defined by efficiency in gathering, processing, and reporting accurate information to facilitate decisions and knowledge sharing. These include our Constituent Relationship Management implementation project, slated for completion in the summer of 2013. This upgrade will deliver a high-functioning, all-in-one contact database, accounting system, and constituent relationship management system.

Undergirding all that IS does is the revenue raised through membership dues, fundraising grants, and fees-for-services. Grants raised for the IS operating budget in 2012 totaled $5,842,673, up from $4,437,691 in 2011. This includes IS Annual Conference grants raised in 2012 of $1,163,108. Grants expended in 2012 totaled $4,647,392. For more about our major donors, please see “The Critical Role of IS Contributors” on p.19. For a complete list of contributors, please see p. 28.
THE 2012 ANNUAL CONFERENCE

Held November 10-12 in San Francisco, the 2012 Independent Sector Annual Conference featured 263 first-rate presenters, 76 sessions (including 22 participant-generated “Connections” sessions) of dynamic and thought-provoking content, and abundant networking opportunities—the overall result being to challenge and inspire nearly 950 participants from across the country. The three-day program drew leaders from 566 organizations, representing a wide array of missions, and asked them to reexamine the people, events, and ideas that ignite new thinking about who we are, how we lead, and the transformational work needed for success as “GameChangers.”

The San Francisco conference featured the re-introduction of the exhibitor hall, now known as The Innovation Pavilion, and two pre-conference programs, PPAI and NGen, again prepared the way for a standout conference experience. The 2012 Public Policy Action Institute came on the heels of an important election and in the midst of great dislocation for our nation and sector. This ninth annual institute focused on the 2012 elections as a springboard for in-depth conversations on the role of the government and the nonprofit sector in improving life for people in communities in America and around the world.

Sessions focused on key elements of nonprofit advocacy success, as examined in the 2012 IS report, Beyond the Cause: The Art and Science of Advocacy, and offered over 130 participants the opportunity to delve into specific approaches through strategy lab sessions and insights from experts. Experts and participants also discussed how the “fiscal cliff” created by sequestration and expiring marginal tax rates, deficit reduction efforts, the 2012 lame-duck session, and comprehensive tax reform could impact the nonprofit sector, developing strategies on how we can work together and with lawmakers facing critical policy decisions.

Through targeted workshops and networking opportunities at the IS Annual Conference, 126 NGen participants asked, and answered, challenging questions. An advanced practice lab with Cambridge Leadership Associates focused conceptually and practically on how best to lead from a personal values center, the center of their organization, and the center of the sector. These mid-career leaders also participated in workshops on pioneering new solutions, leveraging a multi-generational workplace, achieving authentic communication through personal reflection, and approaching social impact through new lenses. In addition, NGen participants met with 50 NGen Ambassadors, high-impact leaders from across the sector, to share their thoughts on the importance of both cross generational and peer mentoring.
**MEMBERSHIP**

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

- **63%** Nonprofits
- **26%** Foundations
- **6%** Business Associates
- **5%** Corporate giving programs

**POLICY & ADVOCACY**

- **160** meetings on Capitol Hill, visiting:
  - 93% of House and Senate Leadership Offices
  - 91% of Senate Finance Committee member staff
  - 91% of House Ways and Means Committee staff

**Letter to the President and Congress:** “Don’t Push Charities Over the Fiscal Cliff”

- **940** non-profit Orgs signed the letter
- **435+** Congressional offices and the White House received the letter
- **4000** to President Obama
- **372** to Members of Congress

**PROTECT GIVING**

Participated in a

- Hill Day that included
  - **MORE THAN 200** representatives from nonprofit organizations from across the U.S.

Unique email messages sent using the new e-advocacy tool as part of the campaign to protect charitable giving.
THE CRITICAL ROLE OF IS CONTRIBUTORS

In 2012 as throughout our history, Independent Sector has been fortunate to benefit from a wide range of generous donors who not only make our work possible but also enrich it in multiple ways. (A complete list of donors by type is found beginning on p. 28.) Examples:

- Eighteen project funders helped IS launch, strengthen, and sustain special initiatives in such critical areas as advocacy, financing models, impact, leadership, membership, and sustainability.

- Fifty-seven contributors underwrote “GameChangers”, our 2012 Annual Conference in San Francisco, where nearly a thousand nonprofit and philanthropic leaders gathered to address the toughest issues of our times.

- Eighteen contributors provided general operating support to Independent Sector. They hailed from all parts of our country and sector, from leading foundations as well as from corporate giving programs.

- Leadership supporters made possible the John W. Gardner Leadership award and dinner, and the NGen Leadership award and program.

- Thirty-five individuals made donations to Independent Sector as Associates or Annual Fund contributors.

- Matching gifts from eight institutions further added to our coffers in 2012.

A particular highlight of 2012 was the Fund for IS Leadership. IS moved to recapitalize and restructure its debt in 2012, based on an independent study by the Nonprofit Finance Fund. The plan included raising $7 million in grants and $3 million in low-interest loans, and refinancing the remaining debt at a longer-term fixed rate. Nine national foundations made commitments totaling $10 million. The willingness of the philanthropic community to step forward demonstrated the steadfast commitment of the foundation community to IS’s strength and impact in the years ahead.
Each year Independent Sector salutes a sampling of member organizations and their leaders for the vital voice they provide for the sector and the people we serve. We greatly appreciate the time and effort they invested to describe their work and why IS membership matters to them.
As the new president and CEO of the American Indian College Fund, Cheryl Crazy Bull, whose Lakota name Wacinyanpi Win means “they depend on her,” believes that the work of her organization “fulfills the promise of democracy for a diverse and pluralistic society.”

She learned early on that the Fund provided a powerful voice and had a responsibility to the rest of the tribal community. As a premier national charity for the community, the Fund is able to connect private giving to many Native populations and institutions across the country.

In addition to providing students with scholarships, the Fund offers students access to knowledge, skills, and cultural values which enhance their communities and the country as a whole.

Cheryl began as president and CEO of the American Indian College Fund in 2012. She sees her role leading this unique organization as an amazing opportunity and a gift. Prior to leading AICF, she ran Northwest Indian College and said working to move that college from a two-year to a four-year institution and launching a campaign to build a new campus were her biggest career accomplishments thus far.

She learned about IS from Richard B. Williams, former president and CEO of the Fund, and a current member of the IS board of directors.

“I didn’t realize Independent Sector would be able to provide such tremendous resources,” Cheryl said. “Those resources are specific to the leadership and organizational development that I have to do.”

Dr. Risa Lavizzo-Mourey
President and CEO
Robert Wood Johnson Foundation

As the daughter of physicians, Dr. Risa Lavizzo-Mourey knew from the time she was a girl that she would become a doctor. What she didn’t know was that her career would also lead her to focus on the economics and policy of healthcare, ultimately taking her to the helm of the Robert Wood Johnson Foundation (RWJF), where her “patient” is the American public.

“RWJF finds value in partnering with IS leaders who recognize the interface between health, education, and poverty reduction.”

“My proudest moments are when I see how the work we do comes together to create sustained, lasting change,” said Risa, president and CEO of the nation’s largest philanthropy devoted solely to the public health. “We tackle big issues with specific, focused goals to improve the country’s health.”
Examples of RWJF’s wide impact abound:

- Because of programs initially funded and evaluated by RWJF years ago, every community in America now has a single, two-way frequency that links hospitals with first responders, saving lives and money.

- Because RWJF helped increase awareness, “no longer do we expect people to smoke on airplanes, in restaurants, in hospitals, and doctors’ and nurses’ lounges,” said Risa. “We understand that it is better to have an environment where people can choose to inhale clean air.”

- Most recently, RWJF has committed to ending the childhood obesity epidemic. “Over the last 30 years there has been an uptick in kids who are overweight and obese,” said Risa. The foundation collaborates with partners outside the health care system to make lasting changes where people live, learn, work, and play. RWJF’s efforts are focusing on getting children to be more active before, during, and after school, improving lunch-room food, and altering the marketing of food to children.

An Independent Sector board member since 2010, Risa says her foundation finds value in partnering with IS sector leaders who “recognize the interface between critical determinants like health, education, and poverty reduction.” To communicate the value of IS to a fellow CEO, Risa would “tell them to send two, three, four of their rising stars to the annual conference, and ask them to take the opportunity to understand a new approach to a problem,” she explained. “When they return with new understanding and networks, I would ask that CEO: ‘Isn’t this something you can’t afford not to be part of?’”

“People are absolutely shocked when they hear that statistic,” Sandra noted. “The biggest challenge is getting the word out – helping people understand how education disparities are undercutting and lessening the potential of a particular community.” Her goal is to see 80 to 90 percent of students graduate. Based on research and local and national models of success, RESET promotes five strategies that together create schools where all students are on track. More “time on task” would add 15 school days per year, enabling students to gain the equivalent of an additional year of instruction by the time they graduate.

“**I GIVE IS LEADERSHIP, PUBLIC POLICY WORK, AND CONFERENCE A FIVE-STAR RATING:**”

The RESET program and another The Minneapolis Foundation effort to obtain an additional $44 million for the governor’s budget to fund early childhood education have many co-sponsors. “It’s about working with public, private, and nonprofit sectors.”

Sandra cited the Independent Sector 2012 conference session on the recent election and demographic shifts in the nation as helpful to the foundation’s efforts. “I value our Independent Sector membership tremendously. I give the leadership, public policy work, and conference the highest marks –a five-star rating.”

David Yarnold
President and CEO
National Audubon Society, Inc.

David Yarnold, president and CEO of National Audubon Society, Inc., sees his organization as one of the ultimate digital-age distributed networks, but as he said, “it just happened to get started during an analog age.”

The Audubon Society usually conjures up images of birds and bird watchers for most people, but actually, the organization has an incredible hemispheric reach including 465 chapters, 22 state programs, 47 education centers, and more than a million people. First founded in 1905 and
named after wildlife artist, John James Audubon (1785-1851), the Audubon Society’s mission is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth’s biological diversity.

David’s main goal when he started as president and CEO in 2010 was to find the glue that binds all these different chapters, centers, and people together. A former Pulitzer Prize-winning editor at the San Jose Mercury News, he said he put his “reporter hat” on and went out and talked to people. He quickly realized that birds don’t know about state boundaries, but that simple biological fact wasn’t reflected by Audubon’s state-based network.

Just as he helped take down boundaries between state offices, David said he sees value in Independent Sector taking down the boundaries between different sub-sectors within the nonprofit and philanthropic community.

“There is no more powerful voice for the independent sector community than IS,” he said. “Independent Sector understands that actually really great ideas happen at the intersection of unlikely boundaries.”

David also values the work IS does with emerging leaders. “I think the NGen network is really a gift,” he says.

“IS has always been a vivid reminder that there are a lot of talented people in the world,” he said.

---

**Dr. Michael L. Lomax**  
President and CEO  
United Negro College Fund

As tag lines go, few are as readily recognized as the United Negro College Fund’s “a mind is a terrible thing to waste.”® UNCF’s upcoming public service campaign will make the tag line even more powerful.

“Our goal has not changed. We want to see more African-Americans attend and complete college,” explains Dr. Michael Lomax, president and chief executive officer. But, he notes: “We have a very clear metric to measure that goal, and that is dollars raised to provide the tools and support to get students to and through college.”

In the past year alone, UNCF raised more than $150 million via corporations, foundations, and individuals. In 1999 UNCF also received a $1 billion gift from the Bill & Melinda Gates Foundation to start the Gates Millennium Scholars Program, followed by another $600 million in 2005.

These sums make it possible for UNCF to help more than 60,000 students attend college each year. “Our north star is closing the college attainment gap. We are committed to understanding how to do this and then doing everything required to achieve it,” says Michael. “Right now, 20 percent of African-American adults have a college degree versus 40 percent for the general population. President Obama’s goal for the nation – and we agree – is for 60 percent of the general population to obtain a post-secondary degree by 2020.”

UNCF’s Gates Millennium Scholars Program is removing financial barriers to college for 20,000 high-performing, low-income students. Each year it enables 5,000 low income students of color to attend and graduate from 800 of the most selective private and public schools in the country – “from Stanford to Harvard to Howard to Spelman to Berkeley,” Michael says. “These young people are graduating at a rate of more than 86 percent, a rate higher than higher-income students… with the right academic, social, and financial supports, first-generation college students can soar.”
The partnership with the Gates Foundation also has been transformative for UNCF. “The Gates Foundation has changed the way philanthropy is delivered in this country,” said Michael. “It is outcomes driven and we’ve learned to work with donors who are generous but are looking for a return on their investment and want to measure their impact.”

When Michael joined UNCF in 2004, he was no stranger to Independent Sector, having been introduced to IS by United Way president and CEO (and former IS board member), Brian Gallagher. He believes that IS’ work on the charitable deduction, IRA rollover, and estate tax becomes especially critical when the economy is struggling and Congress looks for ways to cut the deficit. “Independent Sector is a great asset because we rely on IS to lead on the bigger issues and make a case at the federal level that the sector is strong and doing important work.”

MacArthur Antigua
Director, Alumni Engagement
Public Allies

MacArthur Antigua is all about impact – particularly when it comes to developing young leaders, himself included. As the chair of Independent Sector’s NGen Advisory Group and a 2010 NGen fellow, he has been on both sides of the microphone, inspiring and being inspired.

In his former role as director of national recruitment and expansion for Public Allies, Mac helped build its signature AmeriCorps-funded Apprenticeship program to advance diverse leadership in 21 cities. Now, as director of alumni engagement, he is charged with advancing the leadership and impact of over 4,400 leaders who have graduated from the Apprenticeship in the past 20 years, over 80 percent of whom are still working in the public and nonprofit sectors. “What if we could leverage this talent towards solving our nation’s problems – such as moving 6.4 million 16-to-24 year olds who are out of school and work onto pathways of employment or education?” he asks. “Our Alums may be separated by time and distance, and possibly even sector, but they all share a values-driven leadership practice, a common language. Let’s tap into that.”

As an Public Allies Apprentice Alum himself, he worked at his nonprofit placement to look at young leaders less from “an attitude of we have to fix these guys” to “wow, they have ideas and they can and will tell us the solutions. I’ve seen ‘Everyone Leads’ happen, and that’s the same mantra we’re bringing to our work with our Alums,” Mac reflects. “It’s become a way of life for me.”

“For me it’s about creating a space where young people can imagine themselves doing something different as part of something bigger.”

IS’ NGen program was transformational. “I love being in that environment, a learning cohort, working on a project together. It’s very much an iron sharpening iron kind of space…provocative, competitive, and valuable.”

“When I look at the sector, and emerging leaders, what’s fascinating is that I’m seeing less desire or attachment for institution building and more focus on banding together to attack the problem or create a movement. A lot of these resources and communications tools are being democratized.”

With new approaches, he’s eager for new metrics to supplement the traditional framework: “For example, in civic engagement, metrics like voting, going to church, and extracurricular activities are not enough. If those are the only measures, then we are missing many ways that young people get involved. What about actions like students organizing to get better food in their cafeterias, or allowing a friend to sleep at their house because their friend’s home is not a safe environment? Those are also examples of young people taking responsibility for making a better community, but are often overlooked. Just because we’re not seeing what we expected doesn’t mean there isn’t evidence that it exists.”

“OUR NORTH STAR IS CLOSING THE ATTAINMENT GAP.”

“FOR ME IT’S ABOUT CREATING A SPACE WHERE YOUNG PEOPLE CAN IMAGINE THEMSELVES DOING SOMETHING DIFFERENT AS PART OF SOMETHING BIGGER.”
## STATEMENT OF FINANCIAL POSITION
### AS OF DECEMBER 31, 2012

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,344,503</td>
</tr>
<tr>
<td>Investments</td>
<td>7,165,101</td>
</tr>
<tr>
<td>Accounts and other receivables</td>
<td>86,011</td>
</tr>
<tr>
<td>Grants receivable and promises to give, net</td>
<td>3,621,967</td>
</tr>
<tr>
<td>Deferred rent receivable</td>
<td>312,539</td>
</tr>
<tr>
<td>Deferred lease incentives</td>
<td>1,053,074</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>31,142,347</td>
</tr>
<tr>
<td>Bond issuance costs, net</td>
<td>258,701</td>
</tr>
<tr>
<td>Deferred compensation plan asset</td>
<td>182,592</td>
</tr>
<tr>
<td>Other assets</td>
<td>41,498</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$47,208,333</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$562,277</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>141,120</td>
</tr>
<tr>
<td>Deferred compensation plan liability</td>
<td>182,592</td>
</tr>
<tr>
<td>Notes payable</td>
<td>14,900,000</td>
</tr>
<tr>
<td>Deposits held in escrow</td>
<td>170,030</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>15,956,019</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>21,042,336</td>
</tr>
<tr>
<td>Board designated</td>
<td>5,000,000</td>
</tr>
<tr>
<td><strong>Total Unrestricted</strong></td>
<td><strong>26,042,336</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>5,209,978</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>31,252,314</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$47,208,333</strong></td>
</tr>
</tbody>
</table>

Independent Sector’s audited financial statements and IRS Form 990s are posted on the IS website, [http://www.independentsector.org/is_financial_reports](http://www.independentsector.org/is_financial_reports)
## FINANCIALS

### STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2012

<table>
<thead>
<tr>
<th>REVENUE AND SUPPORT</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>2012 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contributions</td>
<td>$1,532,503</td>
<td>$4,310,169</td>
<td>$5,842,672</td>
</tr>
<tr>
<td>Membership contributions</td>
<td>2,721,305</td>
<td>-</td>
<td>2,721,305</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,484,430</td>
<td>-</td>
<td>1,484,430</td>
</tr>
<tr>
<td>Conference fees</td>
<td>603,540</td>
<td>-</td>
<td>603,540</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>43,457</td>
<td>-</td>
<td>43,457</td>
</tr>
<tr>
<td>Publication sales and other</td>
<td>5,255</td>
<td>-</td>
<td>5,255</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction of program restrictions</td>
<td>1,795,399</td>
<td>(1,795,399)</td>
<td>-</td>
</tr>
<tr>
<td>Satisfaction of time restrictions</td>
<td>1,319,399</td>
<td>(1,319,399)</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
<td>$9,505,288</td>
<td>$1,195,371</td>
<td>$10,700,659</td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public policy</td>
<td>$1,590,256</td>
<td>-</td>
</tr>
<tr>
<td>Annual conference</td>
<td>1,076,459</td>
<td>-</td>
</tr>
<tr>
<td>Emerging issues and strategic initiatives</td>
<td>982,502</td>
<td>-</td>
</tr>
<tr>
<td>Nonprofit and philanthropic leadership and practice</td>
<td>1,082,756</td>
<td>-</td>
</tr>
<tr>
<td>Membership development</td>
<td>838,658</td>
<td>-</td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>796,765</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>6,367,396</td>
<td>-</td>
</tr>
<tr>
<td><strong>Supporting Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>712,705</td>
<td>-</td>
</tr>
<tr>
<td>General and administrative</td>
<td>862,767</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>1,575,472</td>
<td>-</td>
</tr>
<tr>
<td><strong>Building Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building operations</td>
<td>418,385</td>
<td>-</td>
</tr>
<tr>
<td>Tenant operations</td>
<td>849,447</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Building Services</strong></td>
<td>1,267,832</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>9,210,700</td>
<td>-</td>
</tr>
</tbody>
</table>

### CHANGE IN NET ASSETS FROM OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contributions – Fund for IS Leadership</td>
<td>862,500</td>
<td>3,737,500</td>
</tr>
<tr>
<td>Net Assets Released – Fund for IS Leadership:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Released for use in debt reduction</td>
<td>5,200,000</td>
<td>(5,200,000)</td>
</tr>
<tr>
<td>Realized and unrealized loss on investments</td>
<td>(69,017)</td>
<td>-</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>6,288,071</td>
<td>(267,129)</td>
</tr>
</tbody>
</table>

### NET ASSETS, BEGINNING OF YEAR

<table>
<thead>
<tr>
<th>2012 Independent Sector Annual Report • 27</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET ASSETS, BEGINNING OF YEAR</td>
</tr>
</tbody>
</table>

### NET ASSETS, END OF YEAR

<table>
<thead>
<tr>
<th>2012 Independent Sector Annual Report • 27</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET ASSETS, END OF YEAR</td>
</tr>
</tbody>
</table>
CONTRIBUTORS

As of December 31, 2012

GENERAL SUPPORT FUNDERS

The Annenberg Foundation
Bill & Melinda Gates Foundation
The California Wellness Foundation
Charles Stewart Mott Foundation
The Coca-Cola Company
The David and Lucile Packard Foundation
The Edna McConnell Clark Foundation
Ford Foundation
Gordon and Betty Moore Foundation
Lumina Foundation
John D. and Catherine T. MacArthur Foundation
Marguerite Casey Foundation
The New York Community Trust
Newman’s Own Foundation
Robert Wood Johnson Foundation
Rockefeller Brothers Fund
Surdna Foundation
The Wallace Foundation

PROJECT FUNDERS

Fund for IS Leadership
Bill & Melinda Gates Foundation
The California Endowment
Ford Foundation
John S. and James L. Knight Foundation
The Kresge Foundation
Marguerite Casey Foundation
Robert Wood Johnson Foundation
Rockefeller Brothers Fund

Charting Impact
The William and Flora Hewlett Foundation

Study of Financing Models
John S. and James L. Knight Foundation

Building a Sustainable Future
W.K. Kellogg Foundation

Membership Model
The Rockefeller Foundation

Advancing Advocacy
Skoll Foundation
W.K. Kellogg Foundation

A Call to Lead
American Express
The Annie E. Casey Foundation
May and Samuel Rudin Family Foundation, Inc.

Advocacy Study Dissemination
Campion Foundation

As of December 31, 2012
CONTRIBUTORS

2012 ANNUAL CONFERENCE SPONSORS

The Leadership Circle
Gordon and Betty Moore Foundation
Skoll Foundation
Walmart Foundation*

Distinguished Leader
The James Irvine Foundation*
Marin Community Foundation
Silicon Valley Community Foundation
The William and Flora Hewlett Foundation

Conveners
The California Wellness Foundation
The David and Lucile Packard Foundation
The Joyce Foundation
Marguerite Casey Foundation
Rockefeller Brothers Fund

Presenters
Accenture
The Annie E. Casey Foundation
California Healthcare Foundation*
Campion Foundation*
The Cleveland Foundation
College Access Foundation of California
The Durfee Foundation*
The HAND Foundation
Omidyar Network
Stuart Foundation

Supporters
Adler & Colvin
The Ahmanson Foundation*
East Bay Community Foundation
Evelyn & Walter Haas Jr. Fund
John & Marcia Goldman Foundation
John S. and James L. Knight Foundation
Levi Strauss Foundation
McKesson Foundation*
Peter G. Peterson Foundation
The San Francisco Foundation
S. D. Bechtel, Jr. Foundation

Contributors
Beekeeper Group
Capricorn Investment Group
Goodwill Industries of San Francisco, San Mateo and Marin Counties
The Henry J. Kaiser Family Foundation
Mimi & Peter Haas Fund
Participant Media
Polsinelli Shughart LLP
Skoll Global Threats Fund
Stanford Center on Philanthropy and Civil Society
The Wallace Alexander Gerbode Foundation
Walter & Elise Haas Fund
Washington Council Ernst & Young ZeroDivide*

Additional Sponsors
Columbia Foundation
Community Foundation Sonoma County
Global Fund for Women KnowledgeWorks
Napa Valley Community Foundation
Newman’s Own Foundation

* Supporters of the 2012 Scholarship Program

2012 LEADERSHIP SUPPORTERS

2012 John W. Gardner Leadership Award
The William Randolph Hearst Foundations

2012 John W. Gardner Leadership Dinner
Skoll Foundation

2012 American Express NGen Leadership Award and the 2012 NGen Fellows Program
American Express Foundation

NGen Program:
Moving Nonprofit Leaders from Next to Now
Walmart Foundation

As of December 31, 2012
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
Robert Briggs
Julie Floch
Michael Pirano
Lorie Slutsky

Gold Associate
Stephen B. Heintz
Irene Hirano Inouye
Risa Lavizzo-Mourey

Silver Associate
Susan Berresford
Ralph Everett
Bernie Milano

Associate
Deborah Alvarez-Rodriguez
Michael Goff
Steven McCormick
Lance I. Morgan
Neil Nicoll
Mariam Noland

Silver Associate
Susan Berresford
Ralph Everett
Bernie Milano

Associate
Deborah Alvarez-Rodriguez
Michael Goff
Steven McCormick
Lance I. Morgan
Neil Nicoll
Mariam Noland

TIME IS IMPACT

The following individuals and organizations supported Independent Sector in 2012.

Ellen Alberding           Kyle Caldwell           Sandra Harris           Mikaela Seligman
Barbara Arnwine          Erica Greeley            JustGive.org           Roberto Suro

MATCHING GIFTS

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

AXA Foundation           KPMG Foundation
Frances L. & Edwin L. Cummings Memorial Fund The Kresge Foundation
EisnerAmper LLP           Rockefeller Brothers Fund
Ford Foundation           W.K. Kellogg Foundation

As of December 31, 2012
Independent Sector's collective strength and value depend on active member engagement. That is why in 2012-2013 we developed new ways of growing our numbers and deepening our connections with organizations across the sector. We encourage our members and supporters to help grow the size and diversity of our coalition. IS is stronger with every new voice.

MEMBER PLUS

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

GOLD LEVEL SUSTAINING MEMBERS

Bill & Melinda Gates Foundation
Seattle, WA

Charles Stewart Mott Foundation
Flint, MI

The Ford Foundation
New York, NY

Gordon and Betty Moore Foundation
Palo Alto, CA

The Mandel Foundation
Cleveland, OH

Rockefeller Foundation
New York, NY

W.K. Kellogg Foundation
Battle Creek, MI

The William and Flora Hewlett Foundation
Menlo Park, CA

SILVER LEVEL SUPPORTING MEMBERS

BBB Wise Giving Alliance
Arlington, VA

The Coca-Cola Company
Atlanta, GA

The New York Community Trust
New York, NY

Target
Minneapolis, MN

* Charter Member
** New Member in 2012
<table>
<thead>
<tr>
<th>INDEPENDENT SECTOR MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Friends Service Committee</td>
</tr>
<tr>
<td>American Heart Association</td>
</tr>
<tr>
<td>American Indian College Fund</td>
</tr>
<tr>
<td>American Museum of Natural History</td>
</tr>
<tr>
<td>American Red Cross</td>
</tr>
<tr>
<td>Americans for Community Development</td>
</tr>
<tr>
<td>Americans for Indian Opportunity</td>
</tr>
<tr>
<td>Americans for the Arts</td>
</tr>
<tr>
<td>America’s Charities</td>
</tr>
<tr>
<td>America’s Promise Alliance</td>
</tr>
<tr>
<td>AmfAR, The Foundation for AIDS Research</td>
</tr>
<tr>
<td>The Andrew W. Mellon Foundation</td>
</tr>
<tr>
<td>The Annie E. Casey Foundation</td>
</tr>
<tr>
<td>Arab Community Center for Economic and Social Services</td>
</tr>
<tr>
<td>The Arc of the United States</td>
</tr>
<tr>
<td>Arcus Foundation</td>
</tr>
<tr>
<td>ASAE &amp; The Center for Association Leadership</td>
</tr>
<tr>
<td>The Asia Foundation</td>
</tr>
</tbody>
</table>

| | | |
|-----------------------------|
| AARP Foundation | Washington, DC |
| Achieving the Dream, Inc. | Silver Spring, MD |
| The Advertising Council | New York, NY |
| Aetna Foundation, Inc. | Hartford, CT |
| After-School All Stars (ASAS) | Los Angeles, CA |
| Aga Khan Foundation U.S.A. | Washington, DC |
| Alcoa Foundation | New York, NY |
| Alfred P. Sloan Foundation | New York, NY |
| Allegany Franciscan Ministries, Inc. | Palm Harbor, FL |
| Alliance for Children and Families | Milwaukee, WI |
| Alliance for Community Media | Mc Lean, VA |
| The Allstate Foundation | Northbrook, IL |
| ALSAC, Inc./St. Jude’s Research Hospital | Memphis, TN |
| American Alliance of Museums | Washington, DC |
| American Cancer Society | Atlanta, GA |
| American Chemical Society | Washington, DC |
| American Diabetes Association | Alexandria, VA |
| American Express Company | New York, NY |

| | | |
|-----------------------------|
| Asian American Justice Center | Washington, DC |
| The ASPIRA Association | Washington, DC |
| Association for Enterprise Opportunity | Washington, DC |
| Association for Healthcare Philanthropy | Falls Church, VA |
| Association for Research on Nonprofit Organizations & Voluntary Action | Indianapolis, IN |
| Association of Advanced Rabbinical & Talmudic Schools | New York, NY |
| Association of American Medical Colleges | Washington, DC |
| Association of Art Museum Directors | New York, NY |
| Association of Direct Response Fundraising Counsel | Washington, DC |
| Association of Fundraising Professionals | Arlington, VA |
| The Association of Junior Leagues International, Inc. | New York, NY |
| Association of Performing Arts Presenters | Washington, DC |
| Association of Small Foundations | Washington, DC |
| The Atlantic Philanthropies | New York, NY |
| Atlas Service Corps, Inc. | Washington, DC |
| AVANCE, Inc. | San Antonio, TX |
| Axelson Center for Nonprofit Management North Park University | Chicago, IL |
# Independent Sector Members

<table>
<thead>
<tr>
<th>Charter Member</th>
<th>New Member in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America Charitable Foundation</td>
<td>Charlotte, NC</td>
</tr>
<tr>
<td>BBB Wise Giving Alliance</td>
<td>Arlington, VA</td>
</tr>
<tr>
<td>Be the Change, Inc</td>
<td>Boston, MA</td>
</tr>
<tr>
<td>Benjamin L. Hooks Institute for Social Change, The University of Memphis</td>
<td>Memphis, TN</td>
</tr>
<tr>
<td>Benton Foundation</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Bertelsmann Foundation</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Big Brothers Big Sisters of America</td>
<td>Philadelphia, PA</td>
</tr>
<tr>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>Blackbaud, Inc.</td>
<td>Charleston, SC</td>
</tr>
<tr>
<td>Blue Ridge Institute for Southern Community Service Executives</td>
<td>Tallahassee, FL</td>
</tr>
<tr>
<td>Blue Shield of California Foundation</td>
<td>San Francisco, CA</td>
</tr>
<tr>
<td>BoardSource</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>The Boston Foundation</td>
<td>Boston, MA</td>
</tr>
<tr>
<td>Boy Scouts of America</td>
<td>Irving, TX</td>
</tr>
<tr>
<td>Break the Chains</td>
<td>Berkeley, CA</td>
</tr>
<tr>
<td>The Bridgespan Group</td>
<td>Boston, MA</td>
</tr>
<tr>
<td>Bright Futures Connections for Success</td>
<td>Joplin, MO</td>
</tr>
<tr>
<td>Burr, Pilger &amp; Mayer</td>
<td>San Francisco, CA</td>
</tr>
<tr>
<td>Bush Foundation</td>
<td>Saint Paul, MN</td>
</tr>
<tr>
<td>CAF America</td>
<td>Alexandria, VA</td>
</tr>
<tr>
<td>California Association of Nonprofits</td>
<td>Capitola, CA</td>
</tr>
<tr>
<td>The California Endowment</td>
<td>Los Angeles, CA</td>
</tr>
<tr>
<td>California HealthCare Foundation</td>
<td>Oakland, CA</td>
</tr>
<tr>
<td>The California Wellness Foundation</td>
<td>Woodland Hills, CA</td>
</tr>
<tr>
<td>Camp Fire</td>
<td>Kansas City, MO</td>
</tr>
<tr>
<td>Campion Foundation</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>Cancer Care, Inc.</td>
<td>New York, NY</td>
</tr>
<tr>
<td>Carnegie Corporation of New York</td>
<td>New York, NY</td>
</tr>
<tr>
<td>The Case Foundation</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Casey Family Programs</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>Catalyst Miami</td>
<td>Miami, FL</td>
</tr>
<tr>
<td>Catholic Charities USA</td>
<td>Alexandria, VA</td>
</tr>
<tr>
<td>Catholic Health Association of the United States</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Center for Civil Society Studies, Johns Hopkins University</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>Center for Community Change</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Center for Creative Leadership</td>
<td>Greensboro, NC</td>
</tr>
<tr>
<td>The Center for Effective Philanthropy</td>
<td>Cambridge, MA</td>
</tr>
<tr>
<td>Center for Leadership and Civic Engagement, Spelman College</td>
<td>Atlanta, GA</td>
</tr>
<tr>
<td>Center for Nonprofit Excellence</td>
<td>Colorado Springs, CO</td>
</tr>
<tr>
<td>Center for Public Service, Brown University</td>
<td>Providence, RI</td>
</tr>
<tr>
<td>Center for Strategic Philanthropy &amp; Civil Society, Duke University</td>
<td>Durham, NC</td>
</tr>
<tr>
<td>Center on Budget and Policy Priorities</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Center on Community Philanthropy, Clinton School of Public Service</td>
<td>Little Rock, AR</td>
</tr>
<tr>
<td>CEOs for Cities</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Charities Review Council</td>
<td>Saint Paul, MN</td>
</tr>
<tr>
<td>Charity Navigator</td>
<td>Glen Rock, NJ</td>
</tr>
<tr>
<td>CharityWatch</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Charles F. Kettering Foundation</td>
<td>Flint, MI</td>
</tr>
<tr>
<td>The Chicago Community Trust</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Chicago Lawyers’ Committee for Civil Rights Under Law</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>The Children’s Trust</td>
<td>Miami, FL</td>
</tr>
<tr>
<td>Church Communities Foundation, Inc.</td>
<td>Rifton, NY</td>
</tr>
<tr>
<td>Citizen Schools</td>
<td>Boston, MA</td>
</tr>
</tbody>
</table>
INDEPENDENT SECTOR MEMBERS

City Year, Inc.
Boston, MA

The Cleveland Foundation *
Cleveland, OH

The Coca-Cola Company
Atlanta, GA

College Access Foundation of California **
San Francisco, CA

The Colorado Health Foundation **
Denver, CO

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 Communications Network, Inc.
Naperville, IL

Communities In Schools
Arlington, VA

Community Foundation for Southeast Michigan
Detroit, MI

The Community Foundation of Louisville
Louisville, KY

The Community Foundation of the Holland/Zeeland Area **
Holland, MI

Community HealthCorps
Bethesda, MD

Community Initiatives
San Francisco, CA

Community Partners
Los Angeles, CA

CompassPoint Nonprofit Services
San Francisco, CA

Congressional Hispanic Caucus Institute, Inc.
Washington, DC

Connecticut Council for Philanthropy
Hartford, CT

Copilevitz & Canter LLC
Kansas City, MO

Council for American Private Education *
Germantown, MD

Council of Michigan Foundations
Grand Haven, MI

Council of New Jersey Grantmakers
Trenton, NJ

Council on Foundations *
Arlington, VA

Cricket Island Foundation
New York, NY

Cuyahoga Arts & Culture
Cleveland, OH

Cystic Fibrosis Foundation
Baltimore, MD

D5 Coalition **
Chicago, IL

The David and Lucile Packard Foundation
Los Altos, CA

Delaware Valley Grantmakers
Philadelphia, PA

Deloitte LLP
McLean, VA

Demoiselle 2 Femme, NFP **
Chicago, IL

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

Detroit Riverfront Conservancy
Detroit, MI

Detroit Zoological Society **
Royal Oak, MI

Discovering Options **
Saint Louis, MO

Do Something, Inc. **
New York, NY

Donors Forum
Chicago, IL

Doris Duke Charitable Foundation
New York, NY

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

The Duke Endowment
Charlotte, NC

DuPont
Wilmington, DE

The Durfee Foundation *
Santa Monica, CA

The Dyson Foundation
Millbrook, NY

Easter Seals
Chicago, IL

EBay Inc. **
Washington, DC

Echoing Green
New York, NY

Edna McConnell Clark Foundation
New York, NY

Education-Plus, Inc.
Philadelphia, PA

The Edward W. Hazen Foundation *
New York, NY

El Pomar Foundation
Colorado Springs, CO

Encore.org
San Francisco, CA

ERI Economic Research Institute
Baltimore, MD

* Charter Member
** New Member in 2012
INDEPENDENT SECTOR MEMBERS

Estelle W. and Karen S. Kalish Foundation **
Saint Louis, MO

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

Everyday Democracy
East Hartford, CT

Ewing Marion Kauffman Foundation
Kansas City, MO

Extended Hands Community Outreach, Inc. **
West Palm Beach, FL

F. B. Heron Foundation
New York, NY

Falk Foundation
Pittsburgh, PA

Family Independence Initiative **
Oakland, CA

Family Reunion
Vienna, VA

Fannie E. Rippel Foundation
Morristown, NJ

Feed the Children
Oklahoma City, OK

Feeding America
Chicago, IL

The Fetzer Institute, Inc.
Kalamazoo, MI

Fidelity Foundation
Merrimack, NH

Florida Association of Nonprofit Organizations
Miami Lakes, FL

Florida Philanthropic Network
Tampa, FL

The Foraker Group
Anchorage, AK

Forbes Funds
Pittsburgh, PA

The Ford Foundation
New York, NY

The Foundation Center *
New York, NY

Foundation for the Carolinas
Charlotte, NC

Foundation for the Mid South
Jackson, MS

FSG Inc.
Boston, MA

Fulbright Association
Washington, DC

The Fund for Greater Hartford
Hartford, CT

Gateway Center for Giving
Saint Louis, MO

Gaylord and Dorothy Donnelley Foundation *
Chicago, IL

GE Foundation
Fairfield, CT

The George Gund Foundation *
Cleveland, OH

Georgetown University Law Center **
Washington, DC

Georgia Center for Nonprofits
Atlanta, GA

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

Goods for Good, Inc. **
New York, NY

Goodwill Industries International, Inc.
Rockville, MD

GradGuru.org **
San Francisco, CA

Grant Professionals Association
Kansas City, KS

Grantmakers for Effective Organizations
Washington, DC

Grantmakers Forum of New York
Rochester, NY

Grants Managers Network, Inc.
Washington, DC

GreatNonprofits
Menlo Park, CA

Growth Philanthropy Network
New York, NY

GuideStar USA, Inc.
Williamsburg, VA

HAND Foundation
Redwood City, CA

HandKind Company
Chicago, IL

Harry Singer Foundation
Carmel, CA

The Harwood Institute
Bethesda, MD

Hawaii Community Foundation*
Honolulu, HI

Health Council of South Florida **
Miami, FL

The Henry Ford
Dearborn, MI

Gordon and Betty Moore Foundation
Palo Alto, CA

The Grable Foundation
Pittsburgh, PA

The Grace Children’s Foundation
New York, NY

Grace Communications Foundation **
New York, NY

* Charter Member

** New Member in 2012
INDEPENDENT SECTOR MEMBERS

Hershey Cause Communications
Los Angeles, CA

Hibler Franke Foundation
Portland, OR

Hispanics in Philanthropy
San Francisco, CA

Hope Street Group
Prescott, AZ

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

Independent Sector
Washington, DC

Indiana Grantmakers Alliance
Indianapolis, IN

The Indiana University School of Philanthropy
Indianapolis, IN

InsideNGO
Westport, CT

Institute for Community Engagement **
Mesilla Park, NM

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

Intercambio Uniting Communities **
Boulder, CO

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

International Institute for Sustained Dialogue
Washington, DC

International Primate Protection League
Summerville, SC

Islamic Society of North America
Plainfield, IN

J. Paul Getty Trust
Los Angeles, CA

The James Irvine Foundation
San Francisco, CA

The Japan Association of Charitable Organizations
Tokyo

Jazz Institute of Chicago
Chicago, IL

JCPenney Company *
Plano, TX

JEVS
Philadelphia, PA

Jim Casey Youth Opportunities Initiative **
Saint Louis, MO

Jobs for the Future
Boston, MA

John and Mary R. Markle Foundation
New York, NY

The John Ben Snow Foundation
Syracuse, NY

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

The Johnson Foundation, Inc.
Racine, WI

Joint Center for Political and Economic Studies
Washington, DC

The Joyce Foundation
Chicago, IL

KaBOOM! Inc.
Washington, DC

Kansas Health Foundation
Wichita, KS

Kanu Hawaii
Honolulu, HI

Kellogg School of Management, Northwestern University
Evanston, IL

The Kerr Foundation, Inc.
Oklahoma City, OK

Kidney Cancer Association
Evanston, IL

Kids’ Food Basket
Grand Rapids, MI

KPMG Foundation
Montvale, NJ

Kraft Foods
Northfield, IL

The Kresge Foundation
Troy, MI

Land Trust Alliance
Washington, DC

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

Lawyers’ Committee for Civil Rights Under Law
Washington, DC

Leadership 18
Alexandria, VA

The Leadership Conference Education Fund
Washington, DC

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

John W. Gardner Center for Youth and Their Communities - Stanford University **
Stanford, CA

2012 Independent Sector Annual Report • 36
INDEPENDENT SECTOR MEMBERS

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

LIVESTRONG
Austin, TX

Lloyd A. Fry Foundation
Chicago, IL

The Longbrake Family Foundation
Seattle, WA

Los Altos Community Foundation **
Los Altos, CA

LSU Property Foundation
Baton Rouge, LA

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

Lumina Foundation for Education
Indianapolis, IN

Lutheran Services in America *
Baltimore, MD

Management Assistance Group
Washington, DC

The Mandel Foundation
Cleveland, OH

March of Dimes Foundation *
White Plains, NY

Marguerite Casey Foundation
Seattle, WA

Marin Community Foundation
Novato, CA

Martin Center, Inc.
Indianapolis, IN

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

Mary Reynolds Babcock Foundation *
Winston Salem, NC

Mary W. Harriman Foundation
New York, NY

Maryland Nonprofits
Baltimore, MD

Massachusetts Nonprofit Network
Boston, MA

McCormick Foundation
Chicago, IL

McGregor Fund
Detroit, MI

The McKnight Foundation
Minneapolis, MN

MetLife Foundation *
New York, NY

Metro TeenAIDS (MTA) **
Washington, DC

Michigan Nonprofit Association
Lansing, MI

Mimi & Peter Haas Fund
San Francisco, CA

The Minneapolis Foundation
Minneapolis, MN

Minnesota Council of Nonprofits
Saint Paul, MN

The Mission Continues
Saint Louis, MO

Mobilize.org
Washington, DC

Morino Institute
Rocky River, OH

Ms. Foundation for Women
Brooklyn, NY

NAEIR
Galesburg, IL

NAMM Foundation **
Carlsbad, CA

The Nathan Cummings Foundation
New York, NY

National Arts Strategies
Alexandria, VA

National Asian Pacific Center on Aging
Seattle, WA

National Assembly on School-Based Health Care
Washington, DC

National Association for the Advancement of Colored People
Baltimore, MD

National Audubon Society *
New York, NY

National CASA
Seattle, WA

National Catholic Development Conference, Inc.
* Hempstead, NY

National Center for Charitable Statistics, Urban Institute
Washington, DC

National Center for Family Philanthropy
Washington, DC

National Center for Media Engagement
Madison, WI

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

National Child Labor Committee
New York, NY

National Coalition to Abolish the Death Penalty
Washington, DC

* Charter Member
** New Member in 2012
INDEPENDENT SECTOR MEMBERS

National Committee for Responsive Philanthropy
Washington, DC

National Conference on Citizenship
Washington, DC

National Council for International Visitors
Washington, DC

National Council of Churches USA *
New York, NY

National Council of La Raza *
Washington, DC

National Council of Nonprofits
Washington, DC

The National Council on Aging
Washington, DC

National Diaper Bank Network, Inc. **
New Haven, CT

National Domestic Workers Alliance **
New York, NY

National Endowment for Financial Education
Denver, CO

National Health Council *
Washington, DC

National Human Services Assembly
Washington, DC

National Humanities Alliance *
Washington, DC

National Institute on Money in State Politics
Helena, MT

National Multiple Sclerosis Society
Washington, DC

National Nursing Centers Consortium
Philadelphia, PA

National Organization for Victim Assistance **
Alexandria, VA

National Organizations for Youth Safety
Gainesville, VA

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

Network for Good
Bethesda, MD

New Profit Inc.
Cambridge, MA

New Sector Alliance **
Boston, MA

The New York Community Trust *
New York, NY

Newman’s Own Foundation, Inc.
Westport, CT

Nonprofit Alliance Kellogg Community College
Battle Creek, MI

Nonprofit Center of Northeast Florida
Jacksonville, FL

Nonprofit Coordinating Committee of New York
New York, NY

Nonprofit 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

Northern California Grantmakers
San Francisco, CA

Northwest Area Foundation *
Saint Paul, MN

NTEN
Portland, OR

Ohio Association of Nonprofit Organizations
Columbus, OH

Older Women’s League
Washington, DC

Omidyar Network
Redwood City, CA

OneStar Foundation
Austin, TX

Open Society Foundations
New York, NY

OPERA America *
New York, NY

Otto Bremer Foundation
Saint Paul, MN

Ozark Natural Science Center **
Huntsville, AR

Partnership for Public Service
Washington, DC

PBS Foundation
Arlington, VA

Pennsylvania Association of Nonprofit Organizations
Harrisburg, PA

Performing Arts Alliance *
Washington, DC

Peter G. Peterson Foundation
New York, NY

* Charter Member
** New Member in 2012
The Pew Charitable Trusts  
Philadelphia, PA

The Philadelphia Foundation  
Philadelphia, PA

Philanthropy for Active Civic Engagement  
Washington, DC

Philanthropy New York  
New York, NY

Philanthropy Ohio  
Columbus, OH

Phoenix House Development Fund  
New York, NY

The Pittsburgh Foundation  
Pittsburgh, PA

Points of Light Institute  
Atlanta, GA

PolicyBridge  
Cleveland, OH

Polk Bros. Foundation  
Chicago, IL

Positive Alternative Choices Today  
Los Angeles, CA

ProInspire  
Arlington, VA

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 Leadership Education Network  
Washington, DC

Public Welfare Foundation  
Washington, DC

RAND Corporation  
Santa Monica, CA

Rappaport Family Foundation **  
San Francisco, CA

Richard and Susan Smith Family Foundation  
Newton Lower Falls, MA

The Robert A. Welch Foundation  
Houston, TX

Robert W. Woodruff Foundation  
Atlanta, GA

The Robert Wood Johnson Foundation  
Princeton, NJ

Rochester Area Community Foundation  
Rochester, NY

Rockefeller Brothers Fund  
New York, NY

Rockefeller Foundation  
New York, NY

Rollins College Philanthropy and Nonprofit Leadership Center  
Winter Park, FL

Rosenberg Foundation *  
San Francisco, CA

Rotary Club of San Jose  
San Jose, CA

S.D. Bechtel, Jr. Foundation  
San Francisco, CA

The Saint Paul Foundation  
Saint Paul, MN

Salish Kootenai College Foundation **  
Pablo, MT

Sall Family Foundation  
Cary, NC

The Salvation Army National Headquarters *  
Alexandria, VA

The Pew Charitable Trusts  
Philadelphia, PA

The Philadelphia Foundation  
Philadelphia, PA

Philanthropy for Active Civic Engagement  
Washington, DC

Philanthropy New York  
New York, NY

Philanthropy Ohio  
Columbus, OH

Phoenix House Development Fund  
New York, NY

The Pittsburgh Foundation  
Pittsburgh, PA

Points of Light Institute  
Atlanta, GA

PolicyBridge  
Cleveland, OH

Polk Bros. Foundation  
Chicago, IL

Positive Alternative Choices Today  
Los Angeles, CA

ProInspire  
Arlington, VA

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 Leadership Education Network  
Washington, DC

Public Welfare Foundation  
Washington, DC

RAND Corporation  
Santa Monica, CA

Rappaport Family Foundation **  
San Francisco, CA

Richard and Susan Smith Family Foundation  
Newton Lower Falls, MA

The Robert A. Welch Foundation  
Houston, TX

Robert W. Woodruff Foundation  
Atlanta, GA

The Robert Wood Johnson Foundation  
Princeton, NJ

Rochester Area Community Foundation  
Rochester, NY

Rockefeller Brothers Fund  
New York, NY

Rockefeller Foundation  
New York, NY

Rollins College Philanthropy and Nonprofit Leadership Center  
Winter Park, FL

Rosenberg Foundation *  
San Francisco, CA

Rotary Club of San Jose  
San Jose, CA

S.D. Bechtel, Jr. Foundation  
San Francisco, CA

The Saint Paul Foundation  
Saint Paul, MN

Salish Kootenai College Foundation **  
Pablo, MT

Sall Family Foundation  
Cary, NC

The Salvation Army National Headquarters *  
Alexandria, VA

Sarvodaya Youth Organization (SYO) **  
Andhra Pradesh

The Score Foundation  
Sarasota, FL

Seattle International Foundation  
Seattle, WA

Sertoma  
Kansas City, MO

Service For Peace  
Bridgeport, CT

Share Our Strength  
Washington, DC

Sheffield-Harrollo Charitable Trust **  
Atlanta, GA

The Sierra Club Foundation  
San Francisco, CA

Silicon Valley Community Foundation  
Mountain View, CA

Silicon Valley Council of Nonprofits **  
San Jose, CA

Silicon Valley Education Foundation  
San Jose, CA

Skillman Foundation  
Detroit, MI

Skoll Foundation  
Palo Alto, CA

Skoll Global Threats Funds **  
San Francisco, CA

Social Venture Partners International  
Seattle, WA

Social Venture Partners Seattle  
Seattle, WA

South Carolina Association of Nonprofit Organizations  
Columbia, SC

Southeastern Council of Foundations  
Atlanta, GA

Southern Africa Legal Services Foundation  
Washington, DC

* Charter Member

** New Member in 2012
INDEPENDENT SECTOR MEMBERS

Southern California Grantmakers
Los Angeles, CA

Southside Community Partners
Hopewell, VA

The Spencer Foundation *
Chicago, IL

Sphinx Organization
Detroit, MI

Splash
Seattle, WA

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

Stanford Center on Philanthropy and Civil Society
Stanford, CA

Stuart Foundation **
San Francisco, CA

Student Conservation Association *
Charlestown, NH

Suncoast Hospice
Clearwater, FL

Surdna Foundation, Inc.
New York, NY

Sustainable Agriculture & Food Systems Funders (SAFSF) **
Santa Barbara, CA

Szekely Family Foundation
San Diego, CA

Target
Minneapolis, MN

TIAA-CREF Institute
New York, NY

Tides
San Francisco, CA

The Tomorrow Trust
Johannesburg

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 Charitable Programs
Falls Church, VA

United Leukodystrophy Foundation
Dekalb, IL

United Nations Foundation
Washington, DC

United Negro College Fund *
Washington, DC

United States Fund for UNICEF
New York, NY

United Way Worldwide *
Alexandria, VA

University of Maryland, School of Social Work **
Baltimore, MD

Veterans of Foreign Wars Foundation **
Kansas City, MO

VisionServe Alliance
Saint Louis, MO

VolunteerMatch
San Francisco, CA

Volunteers of America *
Alexandria, VA

W.K. Kellogg Foundation
Battle Creek, MI

The Wallace Alexander Gerbode Foundation
San Francisco, CA

The Wallace Foundation
New York, NY

Walmart Foundation
Bentonville, AR

As of December 31, 2012

* Charter Member
** New Member in 2012

Amerigo Foundation

William and Flora Hewlett Foundation
Menlo Park, CA

William and Flora Hewlett Foundation
Menlo Park, CA

William Caspar Graustein Memorial Fund
Hamden, CT

William Penn Foundation
Philadelphia, PA

William Randolph Hearst Foundations
New York, NY

Women’s Policy, Inc. **
Washington, DC

Woods Charitable Fund, Inc.
Lincoln, NE

Xerox Corporation *
Norwalk, CT

YMCA of the USA *
Chicago, IL

Young Nonprofit Professionals Network
Oakland, CA

Youth Leaders International
Spencerville, MD

Youth Service America
Washington, DC

Zaya.org **
Palo Alto, CA

ZeroDivide
San Francisco, CA

2012 Independent Sector Annual Report • 40
BUSINESS ASSOCIATES

Business Associates are for-profit companies—such as law offices, accounting firms and consultants—that provide critical services, support, and knowledge to nonprofits and foundations alike.

Arabella Philanthropic Investment Advisors
Washington, DC

Beekeeper Group
Washington, DC

The Brico Fund
Milwaukee, WI

Cascade Strategy, Inc
Washington, DC

Causes **
San Francisco, CA

CCS
New York, NY

Community Wealth Ventures, Inc.
Washington, DC

Dara Major Consulting **
New York, NY

Davidoff Communications **
Chicago, IL

DRG Executive Search Consultants
New York, NY

The Dubrof Group **
Atlanta, GA

Eastern Market Corporation **
Detroit, MI

EDA Consulting, LLC **
Boulder, CO

EisnerAmper LLP
New York, NY

Flourish Talent Management Solutions, LLC
Chevy Chase, MD

Foundation Source **
Fairfield, CT

Fredericks Herrill, LLC
Maplewood, NJ

Freeman Philanthropic Services, LLC
New York, NY

La Piana Consulting **
Emeryville, CA

McKinsey & Company
New York, NY

Mission Measurement
Chicago, IL

Monitor Deloitte
San Francisco, CA

Morgan, Lewis & Bockius LLP
Washington, DC

MPB Management Services
Bellerose, NY

Organizational Research Services **
Seattle, WA

Pannone Lopes Devereaux & West LLC
Providence, RI

Pat Read Consulting
Boulder, CO

Sagawa/Jospin **
Chevy Chase, MD

SchHammond Advisors **
Duxbury, MA

The Sheridan Group **
Washington, DC

Spitfire Strategies **
Washington, DC

Staffing Advisors **
Olney, MD

Transition Leadership International
Washington, DC

Van Scoyoc Associates
Washington, DC
STAFF

OFFICE OF THE PRESIDENT
Diana Aviv
President and CEO
Gina Catedrilla Strickland
Director
Gwen Travis
Executive Assistant

STRAATEGY AND EXECUTIVE OFFICE
Claire S. Wellington
Senior Vice President, Strategy and Board Governance
Nadine Jalandoni
President, Research, Evaluation, and Special Projects
Elizabeth Culkin
Director, Conference and Event Management
Kate Schineller
Director, Special Projects
Habib Bako
Administrative Coordinator
Samantha Fien-Helfman
Program Associate, Strategy and Board Governance

PUBLIC POLICY AND GOVERNMENT AFFAIRS
Geoff Plague
Vice President, Public Policy
Pam Bowman
Manager, Government Relations and Advocacy
Sarah Perz
Senior Government Relations Representative
Rebecca Vucic
Community Outreach and Advocacy Engagement Assistant
Laura Lattimer
Government Relations Assistant

NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE
Amanda Broun
Vice President, Programs and Practice
Katie Jones
Vice President, Programs and Practice

COMMUNICATIONS AND MARKETING
Cynthia Dodd Adcock
Vice President, Communications and Marketing
Darcy Corcoran
Executive Marketing Producer
Susan Drake Swift
Editorial Director and Grant Writer
Kristina Gawrgy Campbell
Communications and Social Media Manager
Sarah Boison
Web, Publications, and Social Media Specialist

NETWORKS AND MEMBER ENGAGEMENT
Erica Greeley
Vice President, Networks and Member Engagement
Jamie Fitzsimons
Director of Membership
Ann-Marie Nwabudike
Senior Membership Associate
Elyse Sherman
Senior Associate, Data Management and Analysis

RESOURCE DEVELOPMENT
Michael Goff
Senior Vice President and Chief Development Officer
Matt Perdoni
Director of Business Development
Loretto McNally
Senior Development Associate
Andrew Williams
Senior Development Associate

FINANCE, HUMAN RESOURCES, AND ADMINISTRATION
Teresa O’Brien
CFO and Senior Vice President
Carolyn Mollen
Controller
Monique Riviere
Project Director, Database and IT
Danielle T. Maxwell
Director, Talent and Administration
Daniel Anbiah
Accounting Manager
James Toliver
Office Services Coordinator
Sarah Mbayo
Associate, Human Resources and Finance

As of April 25, 2013