



# Game Changers

2012 ANNUAL REPORT

12



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

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



(for IS  
members  
only)

## CREDITS

### Photographers:

Ian Pullens (2012 Annual Conference photos)

Timothy Greenfield Saunders (p. 24)

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# ABOUT INDEPENDENT SECTOR

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.



  
Stephen Heintz  
Chair

  
Diana Aviv  
President and CEO

# 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

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

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

**Rey Ramsey**  
President and CEO  
TechNet

## 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

# 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







## HIGHLIGHTS FROM 2012

# GAME CHANGERS

*Game changers alter the established paradigm. Our country and our world are in desperate need of them.*

**Emmett Carson**  
CEO and President  
Silicon Valley Community  
Foundation

*A game changer is willing to disrupt the status quo, come up with a goal, and then assemble the full execution capability to change the game.*

**Patty Stonesifer**  
President and CEO  
Martha's Table

*Being a game changer is trying to solve problems on the scale that they exist.*

**Bill Shore**  
Chairman and CEO  
Share Our Strength

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.

# TIMELINE 2012

## 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."

JANUARY

01

FEBRUARY

02

MARCH

03

APRIL

04

MAY

05

JUNE

06

## 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."



## ROLL CALL

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

## NGGen Moving Nonprofit Leaders From Next to Now



## IS Announces 2012 American Express NGen Fellows

Mid-career leaders age 40 and under deepen their leadership capacity and collaborate on a group project which enhances the knowledge of the nonprofit sector.

## 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 member Bernard J. Milano (right) presented the 2012 John W. Gardner Leadership Award to visionary philanthropist Jeff Skoll.



## IS Announces 2012 American Express NGen Leadership Award Finalists

The award honors one accomplished nonprofit leader who has already demonstrated significant impact in addressing society's critical needs.

## DataKind

USING DATA IN THE SERVICE OF HUMANITY

2011 American Express NGen Fellows cohort "DataDive" Data sets from IS members, D.C. Action for Children, GuideStar USA, and the National Environmental Education Foundation were examined.

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



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 Adopts Guiding Principles for Public Policy on Charitable Giving

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



IS President and CEO Quoted on CNNMoney.com

IS Board Releases a Statement on Fiscal Cliff Deliberations

JULY

07

AUGUST

08

SEPTEMBER

09

OCTOBER

10

NOVEMBER

11

DECEMBER

12



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.

IS President and CEO Quoted on NBCNews.com  
 "The charitable deduction doesn't benefit the donor – the person of means – it benefits the charity... if it is clustered with other tax deductions (such as the mortgage interest deduction) that actually do benefit the individual, there is no question that (it) will be the loser."



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

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 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.

IS President and CEO Answers "Should we End Tax Deductions for Charity?" in the Wall Street Journal  
**THE WALL STREET JOURNAL.**

## 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

Independent Sector made headlines throughout 2012, with over 70 media placements in publications and broadcasts that included *The New York Times*, *The Wall Street Journal*, *The NonProfit Times*, *The Huffington Post*, *NBC News*, *Bloomberg BusinessWeek*, *The Hill*, *Harvard Business Review*, *Crain's Detroit Business*, *Odisha Diary (India)*, *Leading Age*, *AdvisorOne*, *The Fiscal Times*, *Nonprofit Quarterly*, and *The Chronicle of Philanthropy*.

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 Pavillion, 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.




# JUST THE FACTS 2012

## 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







## 160

meetings on Capitol Hill, visiting:


## POLICY & ADVOCACY

**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

NONPROFIT ORGS SIGNED THE LETTER

435+

CONGRESSIONAL OFFICES AND THE WHITE HOUSE RECEIVED THE LETTER





4000

to President Obama

&

372

to Members of Congress

Unique email messages sent using the new e-advocacy tool as part of the campaign to protect charitable giving

Participated in a

PROTECT GIVING

Hill Day that included

MORE THAN 200

representatives

from nonprofit organizations from across the U.S.





# ANNUAL CONFERENCE

## GameChangers 2012 INDEPENDENT SECTOR ANNUAL CONFERENCE SF BAY AREA



566

unique organizations represented

34%

of attendees were CEOs

950

2012 conference registrants

130PPAI attendees

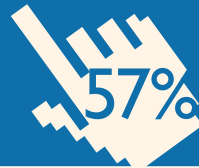
126NGen attendees

theHUB

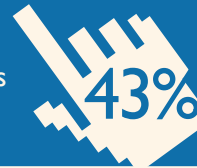
social network for Conference attendees

51%

ADOPTION RATE  
Increased from 36% in 2011



57% members



43% non-members

98,534

web visits to value of volunteer time

10,000

Good Governance and Ethical Practice Resource Center unique pageviews

LEADERSHIP

MEDIA

1,000,000

website pageviews for 2012



53%

increase in Facebook likes

98%

increase in media hits

93%

increase in Twitter followers

400,000 users reached

2.5million impressions

by @IndSector's tweets during the Fiscal Cliff negotiations



145,000,000

impressions from media hits in 2012 from top tier publications

THE WALL STREET JOURNAL

The New York Times

The Washington Post

THE HUFFINGTON POST

NBC NEWS

npr

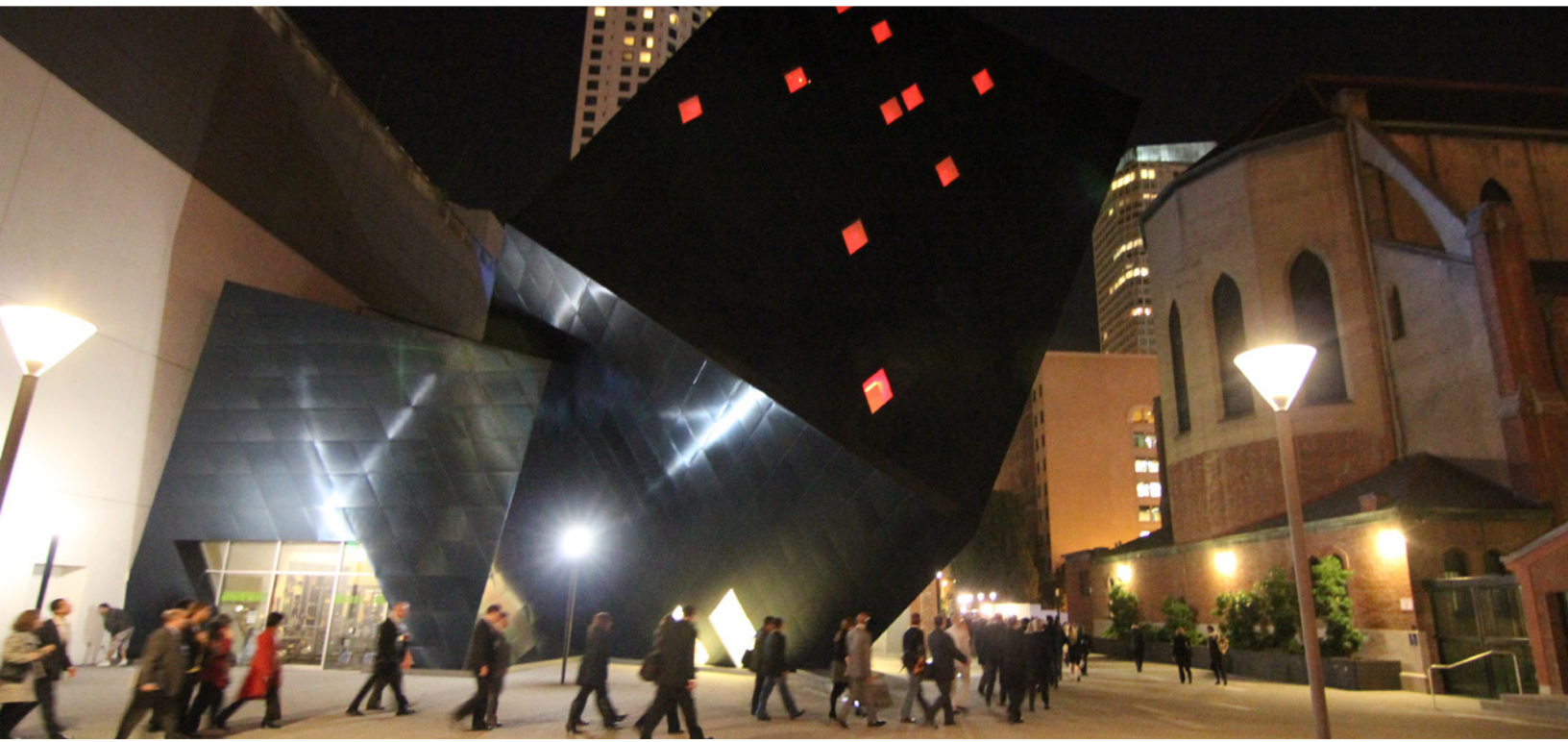
CNN

FOX NEWS



THE HILL

Forbes





## 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’ strength and impact in the years ahead.





# VITAL VOICES 2012



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.



## Cheryl Crazy Bull

President and CEO  
American Indian College Fund

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.

“IS HELPS CONNECT THE FUNDRAISING ENVIRONMENT WITH EXECUTIVE LEADERSHIP AND THE LEGISLATIVE WORLD. I DON’T KNOW THAT I COULD GET THAT SOMEPLACE ELSE.”

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.”

Cheryl says she knows Independent Sector will help her connect with other leaders in the nonprofit sector, but also help her achieve the Fund’s 2013 goals. She said the 2012 CEO Track sessions at the IS Annual conference in San Francisco were especially helpful to getting an “eagle” view of the fundraising role.

“Independent Sector helps connect the fundraising environment with executive leadership and the legislative world. I don’t know that I could get that from someplace else.”



## 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?’”

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## Sandra Vargas

President and CEO  
The Minneapolis Foundation

“We love our community,” said The Minneapolis Foundation President and CEO Sandra Vargas, “and we are committed to making sure the quality of life is equitable for all.”

With \$700 million in assets, the 98-year-old community foundation made about \$30 million in grants in 2012 with donors contributing to more than 1,000 different organizations. Selecting from a list of programs that support everything from the environment, to health and human services, to economic development and the arts, Sandra shared her excitement about an issue that is at the core of the foundation’s equity agenda: education.

RESET Education in Minnesota (RESET) is a public awareness campaign focused on closing the achievement gap and helping children of color graduate at the same rate as white students. A recent study found that 47 percent of Minneapolis public school students graduate from high school on time; just 17 percent of Native students do so.



“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.”

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## 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

“THERE IS NO MORE POWERFUL VOICE FOR THE INDEPENDENT SECTOR. IS UNDERSTANDS THAT REALLY GREAT IDEAS HAPPEN AT THE INTERSECTION OF UNLIKELY BOUNDARIES.”

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.”



## “OUR NORTH STAR IS CLOSING THE ATTAINMENT GAP.”

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.”

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### 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.”

“FOR ME IT’S ABOUT CREATING  
A SPACE WHERE YOUNG PEOPLE  
CAN IMAGINE THEMSELVES  
DOING SOMETHING DIFFERENT  
AS PART OF SOMETHING BIGGER.”



# FINANCIALS

## STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2012

	<b>2012</b>
<b>ASSETS</b>	
Cash and cash equivalents	\$ 3,344,503
Investments	7,165,101
Accounts and other receivables	86,011
Grants receivable and promises to give, net	3,621,967
Deferred rent receivable	312,539
Deferred lease incentives	1,053,074
Property and equipment, net	31,142,347
Bond issuance costs, net	258,701
Deferred compensation plan asset	182,592
Other assets	41,498
<b>TOTAL ASSETS</b>	<b>\$ 47,208,333</b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>Liabilities</b>	
Accounts payable and accrued expenses	\$ 562,277
Deferred revenue	141,120
Deferred compensation plan liability	182,592
Notes payable	14,900,000
Deposits held in escrow	170,030
<b>TOTAL LIABILITIES</b>	<b>15,956,019</b>
<b>Net Assets</b>	
Unrestricted	
Undesignated	21,042,336
Board designated	5,000,000
<b>Total Unrestricted</b>	<b>26,042,336</b>
Temporarily restricted	5,209,978
<b>TOTAL NET ASSETS</b>	<b>31,252,314</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$47,208,333</b>

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

# FINANCIALS

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

	Unrestricted	Temporarily Restricted	2012 Total
<b>REVENUE AND SUPPORT</b>			
Grants and contributions	\$ 1,532,503	\$ 4,310,169	\$ 5,842,672
Membership contributions	2,721,305	-	2,721,305
Rental income	1,484,430	-	1,484,430
Conference fees	603,540	-	603,540
Interest and dividends	43,457	-	43,457
Publication sales and other	5,255	-	5,255
Net assets released from restrictions:			
Satisfaction of program restrictions	1,795,399	(1,795,399)	-
Satisfaction of time restrictions	1,319,399	(1,319,399)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$9,505,288</b>	<b>\$1,195,371</b>	<b>\$10,700,659</b>
<b>EXPENSES</b>			
<b>Program Services</b>			
Public policy	\$ 1,590,256	-	\$ 1,590,256
Annual conference	1,076,459	-	1,076,459
Emerging issues and strategic initiatives	982,502	-	982,502
Nonprofit and philanthropic leadership and practice	1,082,756	-	1,082,756
Membership development	838,658	-	838,658
Communications and marketing	796,765	-	796,765
<b>Total Program Services</b>	<b>6,367,396</b>	<b>-</b>	<b>6,367,396</b>
<b>Supporting Services</b>			
Fundraising	712,705	-	712,705
General and administrative	862,767	-	862,767
<b>Total Supporting Services</b>	<b>1,575,472</b>	<b>-</b>	<b>1,575,472</b>
<b>Building Services</b>			
Building operations	418,385	-	418,385
Tenant operations	849,447	-	849,447
<b>Total Building Services</b>	<b>1,267,832</b>	<b>-</b>	<b>1,267,832</b>
<b>TOTAL EXPENSES</b>	<b>9,210,700</b>	<b>-</b>	<b>9,210,700</b>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>294,588</b>	<b>1,195,371</b>	<b>1,489,959</b>
Grants and Contributions – Fund for IS Leadership	862,500	3,737,500	4,600,000
Net Assets Released – Fund for IS Leadership:			
Released for use in debt reduction	5,200,000	(5,200,000)	-
Realized and unrealized loss on investments	(69,017)	-	(69,017)
<b>CHANGE IN NET ASSETS</b>	<b>6,288,071</b>	<b>(267,129)</b>	<b>6,020,942</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>19,754,265</b>	<b>5,477,107</b>	<b>25,231,372</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$26,042,336</b>	<b>\$5,209,978</b>	<b>\$31,252,314</b>

# CONTRIBUTORS

## 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

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Marguerite Casey Foundation  
The New York Community Trust  
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## PROJECT FUNDERS

### **Fund for IS Leadership**

Bill & Melinda Gates Foundation  
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John S. and James L. Knight Foundation  
The Kresge Foundation  
Marguerite Casey Foundation  
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American Express  
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Campion Foundation

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### **Building a Sustainable Future**

W.K. Kellogg Foundation

### **Membership Model**

The Rockefeller Foundation

### **Advancing Advocacy**

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As of December 31, 2012

# CONTRIBUTORS

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### The Leadership Circle

Gordon and Betty Moore Foundation  
Skoll Foundation  
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### Distinguished Leader

The James Irvine Foundation\*  
Marin Community Foundation  
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The California Wellness Foundation  
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### 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

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Susan Berresford  
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Jonathan Small  
Larry Snyder  
Donald Stewart  
Kelvin Taketa  
Paula Van Ness  
Claire Wellington  
Richard Williams

## ANNUAL FUND

The following individuals and organizations supported Independent Sector in 2012.

Ellen Alberding  
Barbara Arnwine

Kyle Caldwell  
Erica Greeley

Sandra Harris  
JustGive.org

Mikaela Seligman  
Roberto Suro

## MATCHING GIFTS

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

AXA Foundation  
Frances L. & Edwin L. Cummings Memorial Fund  
EisnerAmper LLP  
Ford Foundation

KPMG Foundation  
The Kresge Foundation  
Rockefeller Brothers Fund  
W.K. Kellogg Foundation

As of December 31, 2012

# INDEPENDENT SECTOR MEMBERS

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.

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**Bill & Melinda Gates Foundation**  
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\* Charter Member  
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\* Charter Member

\*\* New Member in 2012



# INDEPENDENT SECTOR MEMBERS

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**Center on Budget and Policy Priorities**  
Washington, DC

**Center on Community Philanthropy Clinton School of Public Service**  
Little Rock, AR

**CEOs for Cities**  
Chicago, IL

**Charities Review Council**  
Saint Paul, MN

**Charity Navigator**  
Glen Rock, NJ

**CharityWatch**  
Chicago, IL

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

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

**The Chicago Community Trust**  
Chicago, IL

**Chicago Lawyers' Committee for Civil Rights Under Law**  
Chicago, IL

**The Children's Trust**  
Miami, FL

**Church Communities Foundation, Inc.**  
Rifton, NY

**Citizen Schools**  
Boston, MA

\* Charter Member

\*\* New Member in 2012

# 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**  
Bethesda, MD

**D5 Coalition \*\***  
Chicago, IL

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

**Delaware Valley Grantmakers**  
Philadelphia, PA

**Deloitte LLP**  
Mc Lean, 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

**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

**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

\* 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

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

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

**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

\* Charter Member

\*\* New Member in 2012

# 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

# INDEPENDENT SECTOR MEMBERS

**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

**Prolnspire**  
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-Harrod 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

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

**Washington Nonprofits**  
Olympia, WA

**Weingart Foundation**  
Los Angeles, CA

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

**Wildflowers Institute**  
San Francisco, CA

**The 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

**As of December 31, 2012**

\* Charter Member

\*\* New Member in 2012



# INDEPENDENT SECTOR MEMBERS

## 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

**Schammond 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

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President and CEO

**Gina Catedrilla Strickland**  
Director

**Gwen Travis**  
Executive Assistant

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Senior Vice President, Strategy and Board Governance

**Nadine Jalandoni**  
Vice 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

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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**  
Manager, NPLP

## COMMUNICATIONS AND MARKETING

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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

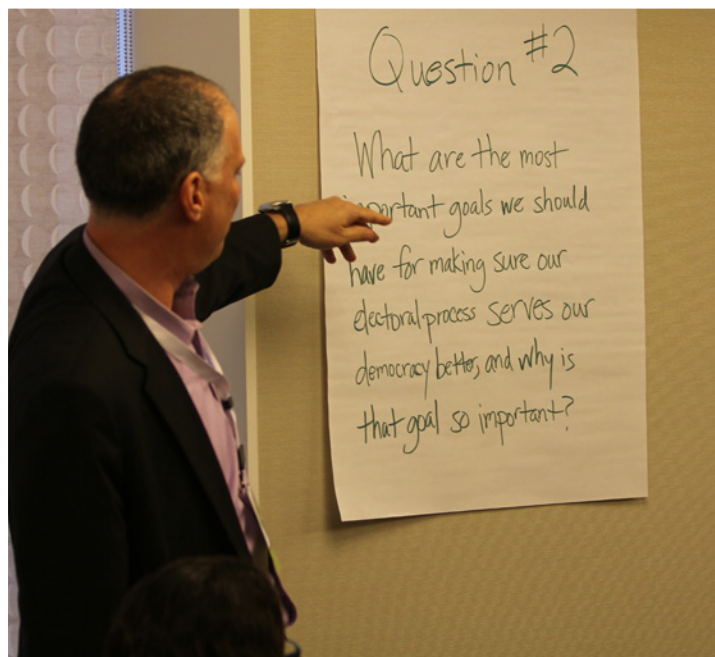
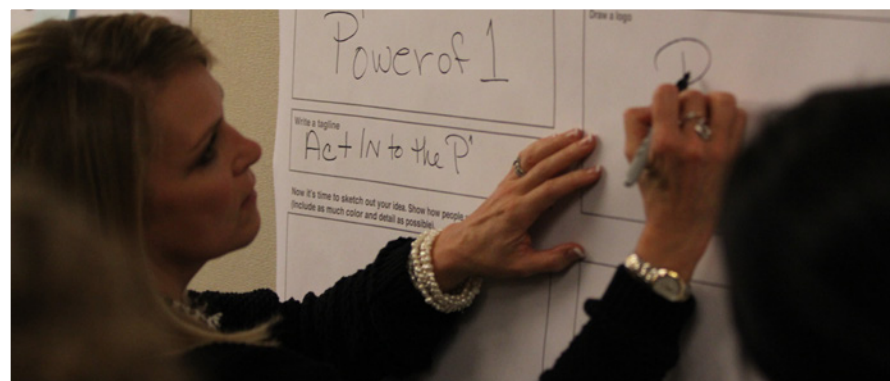
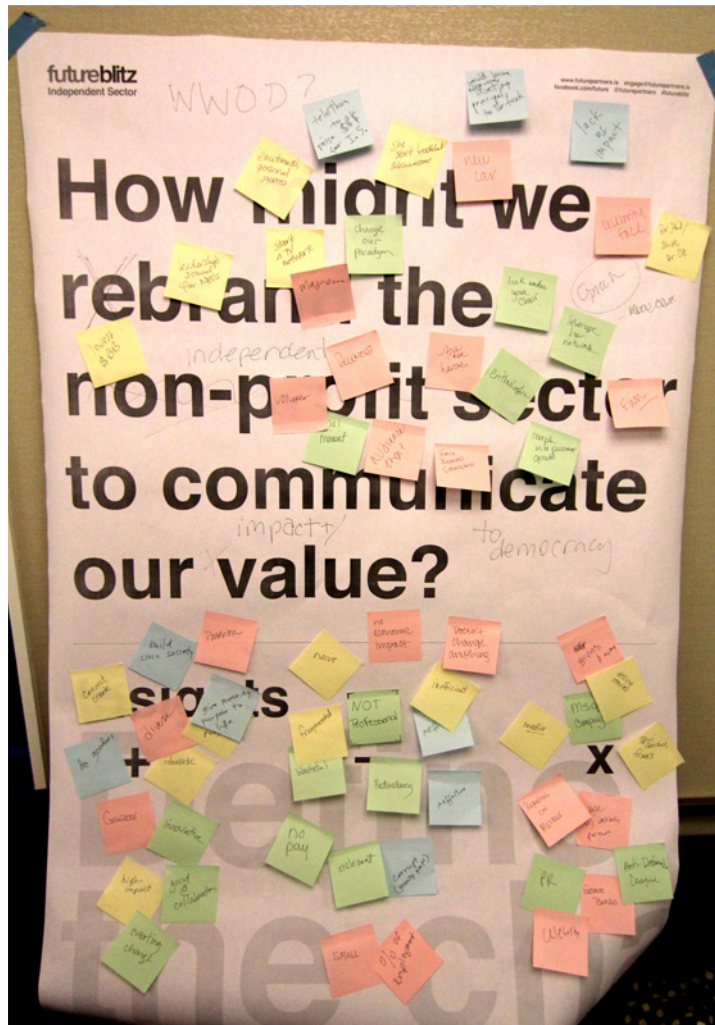
**Danielle T. Maxwell**  
Director, Talent and Administration

**Daniel Anbiah**  
Accounting Manager

**James Toliver**  
Office Services Coordinator

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

As of April 25, 2013





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