

3% NONPROFIT
26% FOUNDATIONS 6% BUSINESS
1.9 BILLION HOURS OF VOLUNTEER SERVICE WORTH \$171 BILLION IN



ESTIMATED VALUE OF VOLUNTEER TIME FOR 2012 IS \$22.14 PER HOUR

LEAD ON

2013 ANNUAL REPORT



INDEPENDENT
SECTOR

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



(for IS
members
only)

COVER

2013 American Express NGen Fellows

Row 1 (front row, left to right): Maggie Davies (Net Impact), Terri Broussard Williams (American Heart Association), Monisha Kapila (ProInspire), Gerrard Jolly (Community HealthCorps)

Row 2 (back row, left to right): Stephen Bauer (Public Allies), Carmen Rojas (Living Cities), Abby Flottemesch (Atlas Corps), Blair Glencorse (Accountability Lab), Alicia Gonzalez (Chicago Run), Dan Dobin (The Bridgespan Group), Melissa Kushner (goods for good), Dorcas Gilmore (American University Washington College of Law)

CREDITS

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Tom Mileshko Photography

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ABOUT INDEPENDENT SECTOR

The United States is home to more than 1.6 million nonprofits, foundations, and religious congregations that work to improve lives. They are known collectively as the “independent sector” as distinct from business and government.

Independent Sector is the nonpartisan leadership network for nonprofits, foundations, and corporations committed to advancing the common good. Our members' networks collectively represent tens of thousands of organizations and individuals locally, nationally, and globally.

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

LeadOn

The headlines of 2013 reported a growing political leadership vacuum in Washington, D.C. – sequestration, the government shutdown, a continuing impasse on climate change, gun control, and immigration. There was news of the widening income gap, entrenched underemployment, and the bankruptcy of one of America’s great cities, issues requiring Herculean efforts by government, business, and the charitable sector. It also was a year in which soon-to-be retiring leaders of key committees decided that it was time to reform the tax code.

Throughout 2013 and into 2014, Independent Sector worked with Congress and the White House to inform the critical process of comprehensive tax reform and ensure that donors will continue to be encouraged to give through generous tax incentives, including being able to donate from their IRAs without adverse tax consequences. As always, our success depended upon a dynamic coalition of IS members and partners who made compelling cases for the value of our work in helping millions of people and causes, locally, nationally, and globally.

Many people connect with IS through our national conference, and this past year was no exception. Our “LeadOn” Conference in New York City set records for attendance, fundraising, scholarships, artists in residence, and social media outreach. Main-stage presentations on leveraging the power of innovation, rallying to our common purpose as a nation, and our sector’s commitment to leadership – together with scores of in-depth breakout sessions – made us think in new and creative ways about how best to positively impact the people and causes we serve.

With the addition of our C-Suite track for people reporting to the CEO, IS leadership programs now touch the full continuum, from emerging leaders taking part in our NGen program to the CEOs who must, if they are to succeed, wrap their leadership around the volatility, uncertainty, complexity, and ambiguity of our times.

As IS heads into the final year of its strategic plan and thinks about the future, we are well served by the talented partners with whom we work every day. There is no shortage of challenges before us, and we remain convinced that the best way to achieve our respective purposes is to stand shoulder to shoulder in our common quest to make the world a better place.



Stephen B. Heintz
Chair

Diana Aviv
President and CEO

2014* BOARD OF DIRECTORS

*The following Board Members commenced their term of service on September 30, 2013.

OFFICERS*

CHAIR

Stephen B. Heintz
President
Rockefeller Brothers Fund

VICE CHAIR

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

TREASURER

Lorie A. Slutsky
President
The New York Community Trust

SECRETARY

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

AT-LARGE EXECUTIVE COMMITTEE MEMBER

Risa Lavizzo-Mourey
President and CEO
The Robert Wood Johnson
Foundation

EX-OFFICIO

Diana Aviv
President and CEO
Independent Sector

BOARD MEMBERS

Deborah Alvarez-Rodriguez
Interim President and CEO
East Bay Community Foundation

Barbara R. Arnwine
Executive Director
Lawyers' Committee
for Civil Rights under Law

***Jeffrey L. Bradach**
Managing Partner and Co-
Founder
The Bridgespan Group

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 and Director
Not for Profit Services
EisnerAmper, LLP

Irene Hirano Inouye
President
U.S.-Japan Council

***Robert L. Lynch**
President and CEO
Americans for the Arts

***Timothy J. McClimon**
President
American Express Foundation

Steven J. McCormick
President
Gordon and Betty Moore
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 S. Piraino
Chief Executive Officer
National CASA Association

Wendy Puriefoy
Education Director
The Barr Foundation

Paul Schmitz
Chief Executive Officer
Public Allies, Inc.

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

***Sandra L. Vargas**
President and CEO
The Minneapolis Foundation

OUR SINCERE APPRECIATION GOES TO THESE BOARD MEMBERS WHOSE TERMS OF SERVICE CONCLUDED ON SEPTEMBER 30, 2013.

Ellen Alberding
President
The Joyce Foundation

Susan Berresford

Rev. Larry Snyder
President
Catholic Charities USA

Richard B. Williams
Senior Advisor
American Indian College Fund

2014* COMMITTEE CHAIRS

*The following Committee Chairs commenced their term of service on September 30, 2013.

2014 NATIONAL CONFERENCE HOST COMMITTEE CO-CHAIRS

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

Sonya Campion
Trustee
Campion Foundation

2014 CONFERENCE PROGRAM COMMITTEE

Neil Nicoll
President and CEO
YMCA of the USA

2014 CONFERENCE PROGRAM COMMITTEE VICE CHAIR

Michael S. Piraino
Chief Executive Officer
National CASA

AUDIT COMMITTEE

Bernard J. Milano
President and Trustee
KPMG Foundation

COMMUNICATIONS COMMITTEE

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

EXECUTIVE COMMITTEE

Stephen B. Heintz
President
Rockefeller Brothers Fund

FUND DEVELOPMENT COMMITTEE

Mariam C. Noland
President
Community Foundation for
Southeast Michigan

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

JOHN W. GARDNER LEADERSHIP AWARD COMMITTEE

Wendy Puriefoy
Education Director
The Barr Foundation

MEMBERSHIP COMMITTEE

Deborah Alvarez-Rodriguez
Interim President and CEO
East Bay Community Foundation

C-SUITE ADVISORY GROUP

Richard Parnell
Chief Operating Officer
UN Foundation

NGEN ADVISORY GROUP

MacArthur Antigua
Director, Alumni Engagement
Public Allies, Inc.

AMERICAN EXPRESS NGEN LEADERSHIP AWARD COMMITTEE

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

AMERICAN EXPRESS NGEN FELLOWS SELECTION COMMITTEE

Barbara R. Arnwine
Executive Director
Lawyer's Committee for Civil
Rights Under Law

PROGRAMS AND PRACTICE COMMITTEE

Irene Hirano Inouye
President
U.S.-Japan Council

PUBLIC POLICY COMMITTEE

Sandra L. Vargas
President and CEO
The Minneapolis Foundation

OUR SINCERE APPRECIATION GOES TO THE FOLLOWING COMMITTEE CHAIRS WHOSE TERMS OF SERVICE CONCLUDED ON SEPTEMBER 30, 2013.

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

2013 NATIONAL CONFERENCE PROGRAM VICE CHAIR

Julie L. Floch
Partner and Director, Not for
Profit Services
EisnerAmper LLP

AUDIT COMMITTEE

Mariam C. Noland
President
Community Foundation for
Southeast Michigan

FUND DEVELOPMENT COMMITTEE

Michael S. Piraino
Chief Executive Officer
National CASA

JOHN W. GARDNER LEADERSHIP AWARD COMMITTEE

Bernard J. Milano
President and Trustee
KPMG Foundation

MEMBERSHIP COMMITTEE

Paul Schmitz
Chief Executive Officer
Public Allies, Inc.

AMERICAN EXPRESS NGEN LEADERSHIP AWARD SELECTION COMMITTEE

Steven J. McCormick
President
Gordon and Betty Moore
Foundation

PUBLIC POLICY COMMITTEE

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



HIGHLIGHTS from 2013

LEADON

Napoleon said the role of a leader is to “define reality and give hope.” It is very hard as a leader to define reality. You have people that are trying to lead you astray. You have well-intentioned people who want to hold back in telling you what the real deal is. So defining reality is absolutely critical. But then it’s not enough just to define reality. What are the reasons to be hopeful? What are the strategies? What are the tactics that you’re going to put in place? Because at the end of the day, a leader, a real leader, takes you from where you are today to where you need to be.

- Kenneth I. Chenault, CEO and Chairman, American Express

Independent Sector’s watch-cry in 2013 was “LeadOn.” And so we did in challenging times. We fought for fair laws and policies, promoted best practices in ethics and accountability (E & A), and strengthened nonprofit leaders of diverse ages and experiences – all the while engaging leaders of color and underrepresented communities.

- The leadership of donors of many stripes (see p. 36) made our leadership possible.
- Outstanding fundraising, host, and program committees and countless other partners helped shape an IS conference that hit new heights.
- In tandem with Public Citizen’s Bright Lines Project, we put into perspective the IRS proposed rule on political activity by 501(c)(4) social welfare organizations.
- Work continued on Charting Impact with GuideStar USA and BBB Wise Giving Alliance.
- We explored E & A safeguards with partners like NYU’s National Center on Philanthropy and the Law.
- IS again provided continuing education on nonprofit law and practice in partnership with Georgetown University.
- To identify models for the future, IS engaged members and allies to analyze current trends in membership strategies and networked organizations.
- IS board members, other sector leaders, and diverse experts began the process of envisioning where IS is going and what will be needed to lead 15-20 years out.

The pages that follow contain other highlights of of IS leadership in action on many fronts during 2013. For more details, please visit www.independentsector.org

TIMELINE 2013

IS Issues New Report on Nonprofit Workforce
Financial Security and Careers in the Nonprofit and Philanthropic Sector, a study conducted by IS and TIAA-CREF Institute, found that 45 percent of employees in the nonprofit sector lack confidence in their ability to prepare financially for retirement.



New Estimate for Value of Volunteer Time
 IS announced the 2012 national estimate for the value of a volunteer hour was \$22.14, a 35-cent increase from 2011. Charitable organizations use this estimate to quantify the enormous value volunteers provide.

IS Leader Comments on IRS Controversy
 Diana Aviv said: "The IRS's proper role in approving, and subsequently regulating, exempt organizations is not determining the worthiness of their cause, but their compliance with the law."



NGen *Moving Nonprofit Leaders From Next to Now*



IS Welcomes 2013 NGen Fellows
 Twelve outstanding leaders from IS member organizations were named 2013 American Express NGen Fellows.

JANUARY

01

FEBRUARY

02

MARCH

03

APRIL

04

MAY

05

JUNE

06

Protect Charitable Deduction in Sequestration, Says IS
 IS' statement argued that capping the charitable deduction penalizes millions of individuals, families, and communities that rely on programs and services provided by America's nonprofit and philanthropic sector.



IS Statement on President's 2014 Budget
 IS called on "policymakers in Washington to explore ways to increase, rather than decrease, the incentive for Americans to support their communities through charitable giving, and encourage the administration to work with our sector on identifying additional streams of revenue for charitable organizations."



Sarah Johnson Wins 2013 American Express NGen Leadership Award
 The director of Carnegie Hall's Weill Music Institute advocates for performing arts organizations to become good cultural citizens. (Award presented by IS Board Member Steven J. McCormick)



IS President and CEO Testifies on Tax Reform and Charitable Giving
 Diana Aviv told House Ways and Means Committee members: "The charitable deduction is a crucial incentive that gets people to give, and give more generously than they otherwise would."



Connie Rice Honored with 2013 John W. Gardner Leadership Award
 Advancement Project co-founder and ground-breaking civil rights attorney, Connie Rice, was recognized for transforming violence prevention in Los Angeles and across the country. (Award presented by IS Board Member Irene Hirano Inouye)



IS Sends a Strong Message on Charitable Deduction
 IS mobilized 1,245 organizations to join a sign-on letter to the U.S. Senate in support of protecting the charitable deduction during tax reform deliberations.

LeadOn Breaks Record for Attendance, Fundraising, and Scholarships

Nearly 1,300 leaders convened in New York City for Independent Sector's 2013 national conference, "LeadOn" – with NGen emerging leader and Public Policy Action Institute sessions leading the way.



JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

07

08

09

10

11

12

IS President and CEO Opposes Lifting Ban on Political Activity
 "Independent Sector is deeply troubled by a proposal... to lift the ban on political activity by 501(c)(3) organizations, including religious organizations. We urge all policymakers to reject any proposal that will ultimately undermine the public trust in these charitable organizations..."

The Washington Post

IS Comments on Washington Post Investigative Report
 "Zero tolerance of unethical or illegal actions no matter how seldom they occur is essential to maintaining the public trust... We believe that the majority of nonprofit boards and staff honor their obligation to open, transparent, and ethical stewardship of their organizations."

THE CHRONICLE OF PHILANTHROPY

In the News
 Diana Aviv co-authored op-eds on proposed IRS rules on political activity that were published in *The Washington Post* and *The Chronicle of Philanthropy*.

The New York Times

Diana Aviv Warns of Threats to Tax Incentives for Giving in NYT
 "It's not about hurting the sector. It's hurting the causes and people we're serving."

IS Convenes Sector on Political Activity
 IS hosted a strategy meeting with legal experts and sector leaders, convened an interactive sector-wide webinar, and submitted detailed comments to the IRS signed by more than 100 nonprofits and other stakeholders.

THE POLICY CHALLENGE

The charitable sector came under close scrutiny in 2013 and, on occasion, it came under fire.

Policymakers, working to balance budgets and pay for their own priorities, took a green eyeshade to our sector's revenue streams. For the sixth consecutive year, the President's fiscal year 2015 budget sought to limit the value of the charitable deduction at 28 percent for high-income taxpayers to generate additional tax revenue. At the same time, Congressional consideration of comprehensive tax reform – last enacted in 1986 – began in earnest and with it came a heightened climate of uncertainty concerning laws and policies fundamental to the charitable sector and the people we serve.

Rallying our community around a common policy agenda and a more favorable regulatory and legislative environment requires strong, incisive, and trusted leadership. Our two primary goals: to maximize support for the work of public charities and private foundations and to ensure that potential changes to the rules governing tax exempt status strengthen the ability of all organizations to serve their charitable missions.

In February 2013, IS President and CEO Diana Aviv testified before the House Ways and Means Committee, chaired by Rep. Dave Camp (R-MI). In July, IS mobilized 1,245 organizations to join a sign-on letter to the U.S. Senate in support of protecting the charitable deduction during consideration of tax reform.



In November, following a meeting with IS staff, senior Finance Committee member, Senator Charles Schumer (D-NY), introduced legislation to expand and make permanent the IRA charitable rollover. Nearly 500 organizations subsequently signed a letter to all U.S. Senate offices in support of the IRA charitable rollover, and requesting co-sponsorship of Sen. Schumer's bill.

Safeguarding Advocacy for Tax-Exempt Organizations

When news broke in May 2013 that the IRS had inappropriately scrutinized certain applications for exempt status, President and CEO Diana Aviv led a sector-wide conference call with tax policy experts on the implications. Later, in response to proposed IRS regulations regarding 501 (c)(4) political activity, IS hosted a strategy meeting with legal experts and sector leaders, convened an interactive sector-wide webinar, and submitted to the IRS detailed comments signed by a diverse group of more than 100 nonprofits and other stakeholders outlining concerns with the proposed regulations.

Diana Aviv co-authored opinion pieces on the proposed IRS rules in *The Washington Post* and *The Chronicle of Philanthropy* in December and, in February 2014, testified before a subcommittee of the House Oversight and Government Reform Committee about the charitable sector's concerns with the proposed IRS regulations.

In September, at LeadOn, the IS National Conference in New York, the tenth annual Public Policy Action Institute focused on the importance of advocacy messaging and ways in which sector leaders can use the tools at their disposal to have an impact on the key issues for the nonprofit world. Sector leaders guided discussions on the importance of nonprofits in the advocacy realm, and explored the issues at stake during tax reform.



IS Public Policy Committee considers tax reform and other issues affecting the nonprofit sector.



LEADERSHIP DEVELOPMENT

Two core aspects of IS' mission are to lead and strengthen the nonprofit and philanthropic community.

Throughout 2013, IS sought to ratchet up the capacity of key groups of individuals who are the lifeblood of nonprofit organizations – such as emerging leaders age 40 and under and C-Suite leaders. Together with the robust CEO Track that takes place during the IS National Conference, these activities now touch the full leadership continuum.

The American Express NGen Fellows program completed its fifth year and a new cohort already is working to hone their skills and address key issues affecting our sector. An in-depth evaluation is guiding the program's future – one made even brighter by American Express' decision to fund the program for three more years. For the first time, the 2013 Fellows selected their collaborative project by issuing an RFP to the entire IS membership. They selected a client whose topic has implications for the sector at large: diversity in staffing.

The 2013 NGen Pre-Conference program in New York was attended by more people than ever before – 165 emerging leaders. IS launched the C-Suite program with a 2013 national conference track, attracting more than 160 attendees, and is using this successful launch as a platform to build-out the program during 2014.

Four leadership development webinars tackled important issues – including one held in conjunction with Case Foundation's Be Fearless Campaign.

NETWORKS AND MEMBER ENGAGEMENT

Member engagement drives four critical aspects of our work: impact, reach and diversity, ideas and insights, and revenue.

As the only national organization that brings together nonprofits, foundations, and corporations around all kinds of charitable endeavors, our members are the true cross-section of the vibrant nonprofit sector. Members include organizations with one volunteer staff person to the largest funders in the world. We represent all types of activity for the common good – in the fields of arts and culture to health and the environment.

Over the past year, IS explored trends and challenges in membership associations generally and took a “deep dive” into the IS network to inform our thinking about how best to strengthen and mobilize our community. We heard from members that you want more opportunities for meaningful engagement and more information that can help you thrive. As usual, we are hard at work on both fronts.



LEADON: THE 2014 NATIONAL CONFERENCE

Held just steps from New York City's theater district, the 2013 IS National Conference resembled, in some respects, a hit Broadway show. It had unprecedented popular appeal, record box office, an inspiring script, dynamite music, and glowing reviews that echoed for months to come.

Leaders and experts from grantmakers and charities from many different subsectors and all parts of the country reinforced IS' reputation as a sector convener. Influential attendees new to IS came away with an appreciation for our work and members received the tangible benefits of a well-programmed conference that attracted leaders of the nonprofit sector and beyond. The Hub, our conference social networking site, buzzed with activity, as did Twitter:

Thanks to the leadership of fundraising chair Darren Walker, president of the Ford Foundation, and the generosity of numerous local and national supporters (see p. 37), IS secured a record \$2,050,000 to fund the conference, including \$370,000 towards the awarding of 215 scholarships selected from a competitive pool of more than 330 applicants. Fifty-eight scholarships were awarded nationally and more than 150 locally to a diverse and talented group of nonprofit professionals from the New York City region.

Each year, the national conference is the concrete realization of key approaches identified in the IS strategic plan to strengthen the sector's voice, leadership, and impact, by:

- Identifying and discussing issues that have the potential to dramatically to affect the sector's impact.
- Engaging and convening diverse leaders and networks from across the nonprofit and philanthropic community and beyond to share and exchange their ideas.
- Developing solutions and interventions to address issues that will increase the sector's impact, working in partnership with others and building on existing strengths and knowledge.
- Mobilizing for change through a broad network of nonprofit and philanthropic leaders, government officials, business allies, and other stakeholders.

Finally, the LeadOn conference continued to break new ground for arts programming and the integration of more than 80 artists contributing to the conference as breakout session panelists, presenters, and performers on our main stage.



Opening Plenary Encore: Wynton Marsalis on Jazz and Cultures of Resilience

Here is just one example of the rich artistic traditions represented at LeadOn. These remarks are excerpted from a dialogue between musician-composer-teacher Wynton Marsalis and Judith Rodin (above left), president of the Rockefeller Foundation.

Your art form will necessarily come from your communal aspirations. Where else is it going to come from? Once again, it's very basic ideas. Your community aspires to something. In the case of jazz, it was people aspiring to communicate with one another across the tribal narrative that they were living in, that we still live in, and that we still struggle with.

Jazz is constructed in a way with the balance of powers that forces the reconciliation of opposites. It's another thing we always see with some type of innovation, why you always say, "Wow! I don't see how they put that together." The way they put it together is they thought something you thought was an opposite, but then realized, "This is not really opposite; it's actually the same thing. So if we do this, make this little recalibration of our thinking, we can work together."

Resilience is in your stories. Innovation also is what do we remember and how do we combine the things that we remember. Okay. Just take, for example, New Orleans. Of course, we all know about Katrina as the most famous hurricane. When I was growing up, there were hurricanes before me, and there was a time that the levee flooded in the 1920s, "Oh, it wasn't bad as the one in the '20s." People would brag about how bad a hurricane was. "No, the worst ever was Betsy. Lord have mercy. Betsy came through here and tore everything up. We never thought we would come back from it, but here we are." So if you heard those stories, you had tremendous respect for Betsy, and then somebody would say, "Well, Betsy wasn't bad as Camille. Camille was worse than Betsy. Oh, no, Marguerite, Camille wasn't bad as Betsy. Betsy was. My grandfather lost both of his properties and the trees," and then they start telling you what made one worse than the other. They would start to battle with whose was the worst.

Then at the end of it, it would be, "But we still here." So you have a culture of resilience.

JUST THE FACTS 2013

OUR DIVERSE MEMBERSHIP

BY THE NUMBERS

8,079

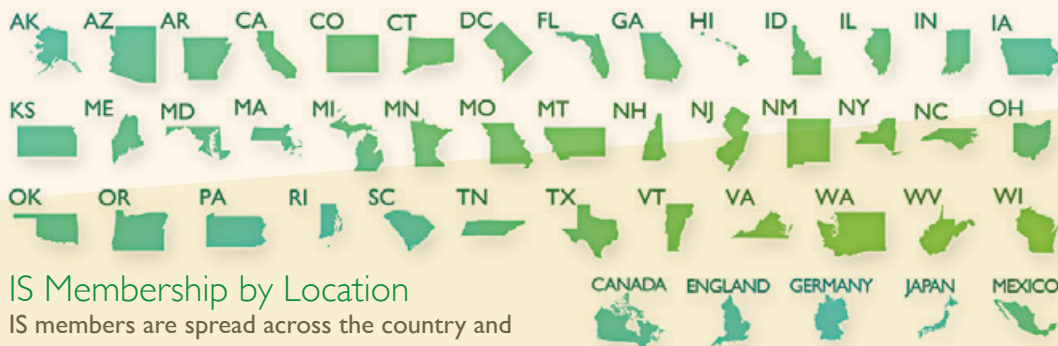
individuals actively engaged in IS programs, national conference, committees and ad hoc groups, in-person convenings, webinars, and conference calls, and calls to action. Many of the individuals involved took part in multiple activities.

3,537

individuals attended events and presentations featuring IS' CEO and staff experts.

5,686

individuals regularly receive IS educational newsletters and digests.



IS Membership by Size

The approximately 500-member IS coalition consists of organizations of every size.

22.0%

UNDER \$1 MILLION

33.3%

\$1 MILLION - \$9.9 MILLION

23.3%

\$10 MILLION - \$49.9 MILLION

21.5%

\$50 MILLION AND OVER

* Nonprofits are measured by revenue, funders are measured by grantmaking

POLICY & ADVOCACY

1200 attendees for 9 policy webinars

115 meetings on Capitol Hill

Nearly **500**

organizations signed a letter to all U.S. Senate offices in support of charitable extenders.

1245 organizations join sign-on letter to U.S. Senate in support of protecting the charitable deduction



LEAD ON

2013 INDEPENDENT SECTOR NATIONAL CONFERENCE
NEW YORK • SEPT 29 - OCT 1

160
attended new
C Suite
track at
conference

774

unique organizations represented

38%

of attendees were CEOs

1239

2013 conference registrants



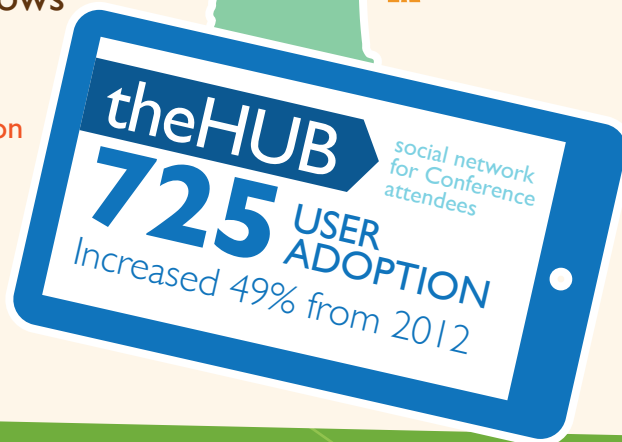
up from 950 in 2012



2013 NGen Fellows working across the sector

- Arts/Culture Education
- Environment
- Health
- Human Services
- International
- Public Benefit/Society
- Religion

NGen Moving Nonprofit Leaders From Next to Now



MEDIA

VALUE OF VOLUNTEER TIME
142,097 VISITS

GOOD GOVERNANCE AND ETHICAL PRACTICE RESOURCE CENTER
14,108 VISITS

1,434,251
WEBSITE HITS,
UP 7.5% SINCE 2012

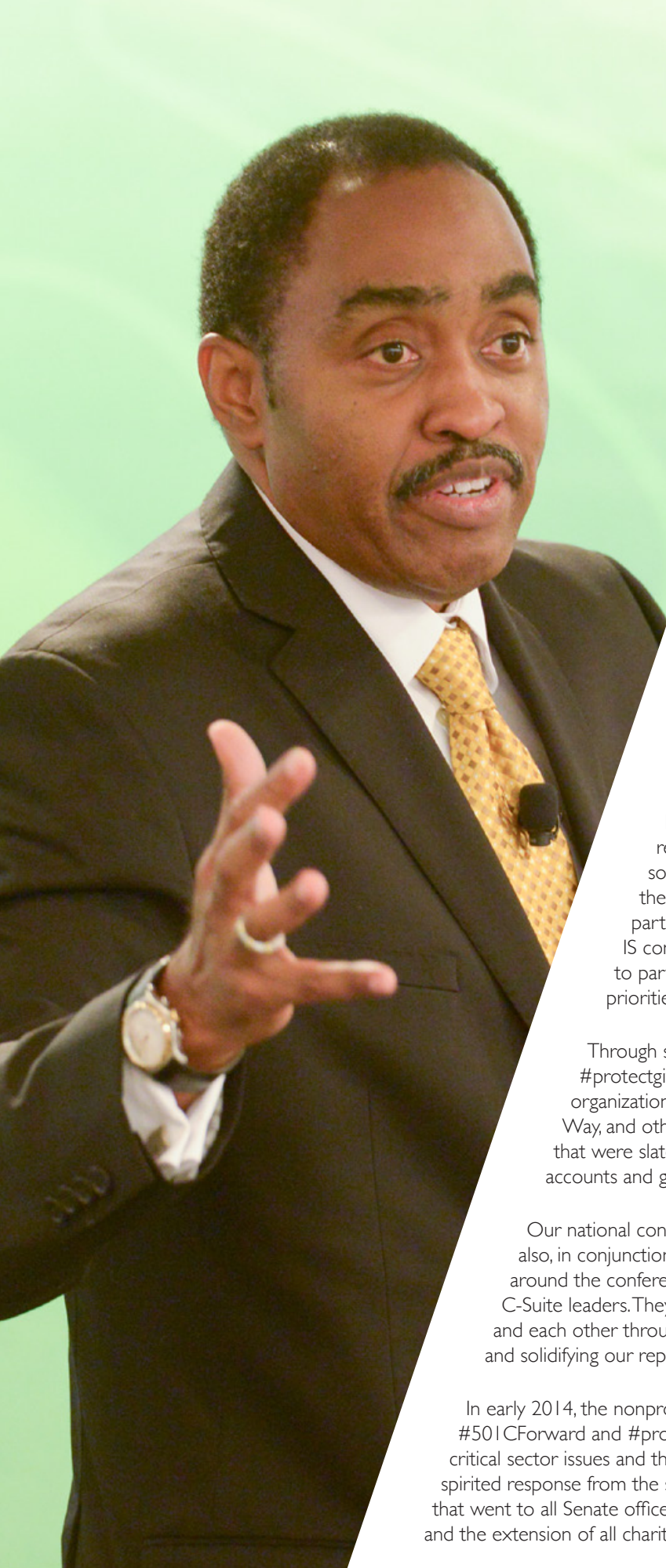
80% increase in Twitter followers

71% increase in Facebook likes

75 mentions in top-tier media



6 Op-ed Columns and 4 Letters to the Editor Signed By IS President And CEO Diana Aviv



THE VITAL VOICE OF IS

Independent Sector made headlines throughout 2013, with more than 70 media placements in publications and broadcasts that included *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *NPR*, *USA Today*, *Forbes*, *The Huffington Post*, *The Chronicle of Philanthropy*, *Nonprofit Quarterly*, and *The NonProfit Times*.

President and CEO Diana Aviv spoke multiple times and in over a dozen cities in 2013, tackling the topics of leadership, the future of the sector, and trends shaping our work. Diana also led the roll-out of *Beyond the Cause: The Art and Science of Advocacy*, IS' in-depth study of the elements of successful advocacy, completed in 2012. Presentations of key findings and trainings were conducted for advocates across the US and Canada in cooperation with IS member nonprofits and foundations.

IS communications efforts extended Independent Sector's reach and influence as a thought leader. Throughout 2013, social media was used to mobilize our membership and the nonprofit sector as a whole around IS priorities. With a particular focus on policy work and our national conference, IS communications engaged hundreds of thousands of people to participate in tangible outcomes that aligned with strategic priorities and built community within our network.

Through social media messaging and the use of the hashtag #protectgiving, IS created a venue where we could stand with organizations such as World Vision USA, Global Impact, The United Way, and others to speak as one voice to protect vital tax deductions that were slated to be cut. This campaign reached over 100,000 accounts and garnered over 100 tweets from 56 contributors.

Our national conference not only engaged 1.2 million people via Twitter but also, in conjunction with the Hub, our mobile app, enriched the experience around the conference and strengthened connections between NGen and C-Suite leaders. They now meet on a regular basis and continue to support IS and each other through social media, increasing our visibility as an organization and solidifying our reputation as a bridge-builder.

In early 2014, the nonprofit sector encountered new challenges. Our #501CForward and #protectgiving campaigns helped to raise awareness about critical sector issues and the #protectgiving campaign in particular contributed to a spirited response from the sector. Five hundred organizations signed on to an IS letter that went to all Senate offices calling for the restoration of the IRA charitable rollover and the extension of all charitable tax extenders.

RESOURCE DEVELOPMENT

Guided by Independent Sector's strategic priorities, the Resource Development team creates opportunities for individuals, foundations, and corporations to support IS' work. These generous supporters are listed on pages 36-38.

In 2013, IS launched its Business Development Program to create a new revenue stream to fund our work on behalf of the nonprofit sector and to enhance IS's long-term financial sustainability. IS piloted its new Innovations Sessions program at the 2013 National Conference, opening up a new channel of discussion and dialogue on services to improve nonprofit operations. IS is excited to be expanding the Innovations program in 2014.

As we go to press, IS is putting the finishing touches on its new Affinity program to give members and their affiliates exclusive access to and discounts on important products and services offered by a group of pilot participants. The initial focus of the Affinity Program is to provide products and services in areas that our members and broader network of constituents have identified as relevant and useful to their operations.

The Innovations Pavilion attracted a record 70 exhibitors, representing 33 organizations, who were given the maximum platform to display their products and services and give demos in the Presentation Pavilion (pictured below). New this year: a mobile app allowing exhibitors to generate leads and match attendees to their services.





2013 VITAL VOICES



A decade ago Independent Sector began interviewing and profiling a wide spectrum of exemplary member CEOs whose leadership is an inspiration to us all. This year we present an expanded special edition of “Vital Voices” with the understanding that our shared story is best told through their eyes.

Joe Benincasa President and CEO, The Actors Fund

While the headlines in *Variety* herald the “big bucks” blockbuster movies grossed last weekend, the average actor in America makes \$27,000 a year; musicians and singers, \$23,000; and dancers, \$20,000. “Most members of the creative community earn a very modest living and many are poor,” says Joe Benincasa, the president and CEO of The Actors Fund. With this in mind, The Actors Fund helps people in the creative community with nursing care, supportive and affordable housing, financial assistance and social services, free health care and health insurance counseling – even with help developing parallel or second careers.

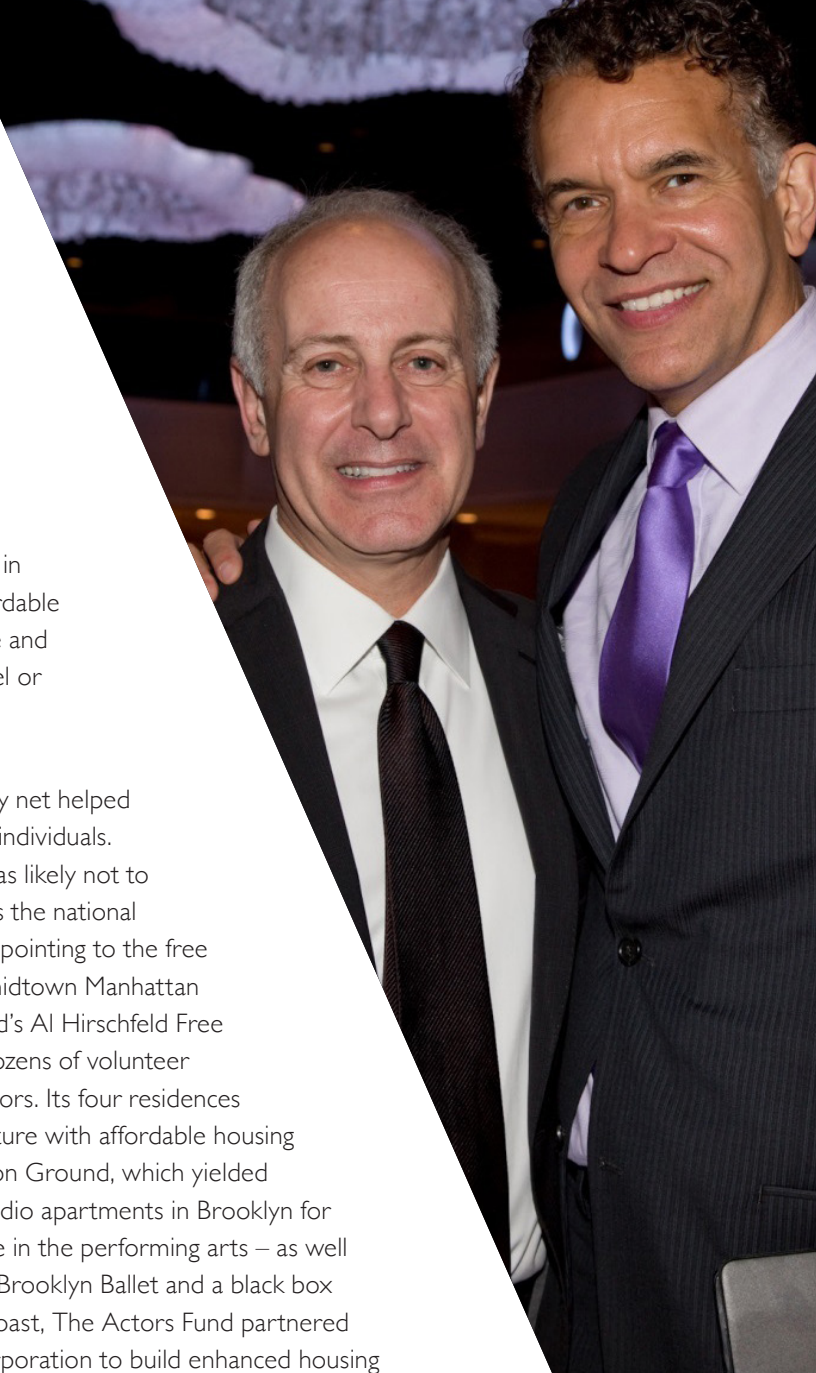
“MOST MEMBERS
OF THE CREATIVE
COMMUNITY EARN
A VERY MODEST
LIVING AND MANY
ARE POOR”

Last year this safety net helped more than 17,000 individuals. “Actors are twice as likely not to have health care as the national average,” says Joe, pointing to the free care provided in midtown Manhattan at The Actors Fund’s Al Hirschfeld Free Health Clinic by dozens of volunteer residents and doctors. Its four residences include a joint venture with affordable housing developer Common Ground, which yielded more than 200 studio apartments in Brooklyn for low income people in the performing arts – as well as a home for the Brooklyn Ballet and a black box

theatre used by 80 not-for-profit arts’ groups. On the West Coast, The Actors Fund partnered with West Hollywood Community Housing Development Corporation to build enhanced housing for people with HIV/AIDS. And recently, the West Coast-based MusiCares Foundation helped The Fund expand its nursing home and assisted living care facility home in Englewood, New Jersey.

“I can’t think of anything we do that doesn’t have a partnership or an element of collaboration,” says Joe, who has led The Fund for a quarter century. In 2013, when Brian Stokes Mitchell (pictured, right) – who chairs The Actors Fund Board – performed at the LeadOn 2013 conference in New York City, “we decided it was time to join the ranks of all the great nonprofits in the Independent Sector.”

From Joe’s perspective, artists give much more than they receive. “They help us get through the bad times. They lift people’s spirits. They help us examine our own lives by comparing ourselves to people playing a role. It’s important work.”



Alicia Gonzalez

Executive Director, Chicago Run

“People said my neighborhood was gang-infested and not a good place to run,” Alicia Gonzalez recalls. “But my parents told me that it was important to know my neighborhood and be proud of it. So I ran anyway. I wanted to give that same opportunity to the kids of Chicago.”

For Alicia, executive director of Chicago Run, her young nonprofit is about so much more than sport. Running with Alicia and volunteers, children from some of Chicago’s most violence-plagued neighborhoods learn leadership, cross-community relationship building, and community pride while working towards mental and physical health.

“Running is an escape for many kids who don’t otherwise have one,” Alicia explains. “Once, a student I knew didn’t come to practice to train for a 5K we had coming up. I asked around, and the others told me his brother had been shot and killed by a gang and his house had been burned down. But two days later, he came back. I ran with him, told him he was brave, and I was a little surprised to see him. He told me, ‘look, running is the only way to keep my mind from exploding. I know my brother would want me to run this race, and he wants me to be here because this is where I’m safe.’”

In 2008, Alicia heard about a local family foundation looking to launch a running charity. She got the grant. Starting with nothing but a laptop, a list of 12 schools, and a local bakery as her office, Alicia built an organization and a new model for reaching out to young people in troubled communities. She worked with Chicago public schools to include running in the curriculum and serve students of all races and backgrounds across the city.

Today, Chicago Run is an IS member and Alicia serves as a 2013 NGen Fellow. “Independent Sector brought me together with an intimate cohort of 12 great leaders from around the country,” Alicia says. “There’s no competition among us—we just share best practices and solve issues together.”

The diverse skills, experiences, and views among her NGen partners and fellow IS members is where she finds the true value of IS—and it is also the value Alicia offers to other members. “Some of my NGen cohort are brilliant consultants with business school backgrounds, and their way of viewing and solving problems is invaluable to me.”

“On the other hand,” Alicia continues, “I work on the ground, in the trenches, in my city. My involvement offers others the chance to watch sustainable change happening in communities and also to truly see how far that foundation dollar goes.”

“RUNNING IS
AN ESCAPE FOR
MANY KIDS WHO
DON'T OTHERWISE
HAVE ONE”



John D. Kemp

President and CEO, The Viscardi Center

To John D. Kemp, advocating for people with disabilities has never been about the idea that “life isn’t fair.”

At Henry Viscardi School at The Viscardi Center in Albertson, New York, where he has been president and CEO since 2011, medically fragile students with severe physical disabilities experience pre-K through 12th grade as they would in any public school. They play sports, go to the prom, serve in student government, graduate with the same diploma as their peers – and learn to be responsible advocates. “They learn to be firm about having a meaningful life,” he says, “but also to do their research on why and how to make life fair for everybody.”

“We had a second grade class, all girls,” he recalls. “They were known as the princesses and wore tiaras to school each day. The parent of one applied for a new motorized wheelchair for her daughter. When the insurance company offered a manual wheelchair instead, the girls decided limiting the independence of their classmate was unacceptable.” They sent a letter to the company and the decision was reversed.

The Center’s “power of expectations” philosophy began over 60 years ago with Dr. Henry Viscardi, Jr. the

organization’s and school’s founder and advisor to eight U.S. presidents on disability issues. But it also matches the high hopes John’s father had for him as a child born in North Dakota without lower arms and legs. After graduating from Georgetown University and the Washburn University School of Law, John co-founded a disability law practice and served in corporate and non-profit leadership roles – including on Independent Sector’s board for nine years, chairing the government relations committee and eventually becoming vice chair.

“It was such a great learning experience as a 40-year-old to get the wisdom of John Gardner and Brian O’Connell on how to harness the dynamic tension of a board to drive change,” John says. “IS is the only place you can get thought leadership, advocacy, and the leading edge practices that affect not only the operations but also the planning of your nonprofit.”

“THEY LEARN TO BE FIRM ABOUT HAVING A MEANINGFUL LIFE”

Although progress has proved slower than expected, John believes full inclusion for people with disabilities is very possible in 25 or fewer years’ time. He is pursuing two new initiatives: to make The Viscardi Center a nucleus for disability self-employment and entrepreneurship, and to encourage C-Suite professionals to be open about their disabilities. “Disability disappears as people ascend the corporate ladder. We want to take a page from the LGBT community so that people feel confident and proud about their disability regardless of what it may be.”



Earl Lewis

President, The Andrew W. Mellon Foundation

Earl Lewis' life journey is also the story of a changing nation, still finding its way on the promise of equal justice and opportunity for all.

"I guess you could say that I was part of that transitional generation," he says. "I grew up in the segregated south and attended segregated schools until tenth grade. With desegregation my life often turned on being the first. I was the first from my high school to attend a small liberal arts college in western Minnesota, the first African American to become provost of a major private southern institution.

"Over the past 40 years, opportunities have materialized that I have not anticipated and each time I was ready to walk through that door. By laying claim to these opportunities, I am symbolic of these changes. And if I am at all successful, that door is not a swinging door but one that remains open."

Earl's new door at The Andrew W. Mellon Foundation leads to his office as president. Yet he is no stranger to the venerable institution, having been a grantee in the 1990s and, in recent years, a trustee. The current challenge is to balance continuity with change.

"At the end of the next five-year period, the foundation will celebrate its 50th anniversary," he notes. "While remaining true to its longstanding commitment to higher education and the cultural and performing arts, it is the moment to consider: What new opportunities should we be concerned with? We have our domestic footprint and our work in South Africa, are there other venues that warrant our support?"

Looking ahead, Earl cites the importance of demographic diversity, with the U.S. becoming a majority nonwhite nation by 2050. "Democracy will not come simply by people living next to each other. Social change is sustained through people working through institutions. Some 20th century institutions may not be fully equipped to address the range of needs and opportunities in the 21st century." He also points to a "coastal effect" where diversity cleaves to the east and west coasts, leaving a wide swath of the country less diverse.

A portrait of Earl Lewis, a middle-aged Black man with a mustache, smiling. He is wearing a grey suit jacket over a yellow shirt. The background is a wood-paneled wall.

“WITH
DESEGREGATION
MY LIFE OFTEN
TURNED ON BEING
THE FIRST”

This, he says, is a major incentive for higher education to connect with communities. "Along with the military, colleges and universities play a disproportional role in socializing young people for their full place in society. The anchor institutions in municipalities and towns are often colleges. They don't pick up and move." Earl believes that these institutions need to "reach out and partner on everything from early childhood to continuing education, enabling people to access critical knowledge and lead a more purposeful life."

On that note: Earl's new job affords the opportunity to write and speak on critical issues. Prior to his post as provost at Emory University, Earl regularly turned out volume after volume as a nationally recognized scholar and professor in African American studies and history. "As Russell Menard, a professor of mine, once told me: 'You never know when you won't have time to write so if you have some ideas, write them down and put them in the drawer,'" says Earl. "I have a couple of pieces in the drawer."

“OUR WORK INVOLVES BUILDING
CRITICAL PARTNERSHIPS
THAT ALLOW THESE
RESOURCES TO MAKE
A DIFFERENCE”

**Alison
McCaffree**

Executive Director,
Washington Nonprofits

In the warmth of a rural community center on a cold blustery day, Alison McCaffree is reminded of the value of nonprofit partnerships. As executive director of Washington Nonprofits, Alison is in Belfair, Washington, to kick off a Finance 101 training. She's standing in front of a packed room of nonprofit volunteer treasurers. Some have driven more than two hours, most have paid the \$10 enrollment fee, and others needed a scholarship to participate. What made her pause was this: the event volunteers, knowing it would be chilly in the room, brought in their own space heaters from home. Alison explains, “I am reminded that our work goes beyond bringing needed resources to local communities. Our work involves building critical partnerships that allow these resources to make a difference within these communities. I didn't know this room was going to be cold, but by partnering with a local organization, things were taken care of, and we were comfortable. The environment was set so volunteers could learn how to help their organizations prosper.”

Many don't understand why someone with engineering degrees from Stanford and MIT, and an MBA from MIT's Sloan School of Business would devote herself to building a network of nonprofits in Washington State. To Alison it makes perfect sense: “I use my engineering background every day.” At MIT she studied system dynamics, which, she explains, “creates maps of the complex systems that we experience everyday. System dynamics models can test theories about what actions will create our desired outcomes. Being able to test possible policy or program changes against a model before you implement them in the real world is crucial to developing appropriate and cost-effective solutions.”

“My goal is to partner with a major university and create a comprehensive capacity building model for nonprofits. I want to incorporate all our knowledge about what works to build a healthy nonprofit organization.”

Before getting to that complex model, Alison says there is one thing she knows for sure. “Nonprofits need to be ‘heads up.’ So many nonprofit staff are heads down - grinding it out - working hard to get through the day-to-day things that need to be done.” Alison reminds us that we need to pick our heads up regularly, notice new opportunities, and connect with those around us who have ideas and energy that help us realize our missions.

Alison is grateful to the Campion Foundation for the funding that introduced her to Independent Sector and the national conference. Attending the IS conference and partnering with IS on other work are great ways to network with larger nonprofits and foundations, many headquartered on the east coast. “Washington Nonprofits is building the connection between the local and national levels. Through our work, small local organizations understand their national context.”

Heather McGhee

President, Dēmos

The scent of roses, and of victory, were in the air when Heather McGhee, then Director of Demos' Washington Office, sat two rows from the stage for President Obama's signing of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. "That came out of work we did over a decade to build the case for smart regulation and to show that the financial insecurity of working and middle-class families was a manifestation of larger problems in the economy," she explains.

It is fitting that a public policy organization committed to an America where "all have an equal say in our democracy and an equal chance in our economy" would be called Demos, which means "the people." Named Demos' new president in late 2013, Heather is clear about what's on the horizon for the nearly 14 year-old organization. She plans to continue to steer Demos toward the long view. "We champion ideas that are powerful enough to improve the lives of millions; we take the long view to advance reforms that are necessary even if they're not politically possible at the outset," says Heather.

Demos has three compass points, Heather says: "Achieving a true democracy, creating pathways to ensure a diverse and expanded middle class, and then, transforming the public narrative to elevate the values of community and racial equity."

Heather says the real strength of the sector is in its collective power. She looks to IS as the sector leader: "IS has been a remarkable place for us all to reflect on why we are different from the public and private sectors, and what we share in common, as disparate as our goals and agendas might be."

"The annual conference is a wonderful time to deepen and create new relationships, and to think together about the broader purpose of being an organization which is not for profit but is for impact," says Heather.

IS and other sector organizations should "recognize how much power we have together and be conscious of, and deliberate about, the ways we address what I think are the core issues of our time – the balance between the public and private sector and the rising inequality in our democracy and our economy. I want to continually lead my team in asking the question: what does the movement need from Demos in order to bring a more equitable future closer?"

“WE CHAMPION
IDEAS THAT ARE
POWERFUL ENOUGH
TO IMPROVE THE
LIVES OF MILLIONS”



“THE CHALLENGES WE’VE FACED IN MICHIGAN HAVE AWAKENED THE CONSCIOUSNESS OF WHAT THE NONPROFIT SECTOR CAN CONTRIBUTE”



Donna Murray-Brown

President and CEO, Michigan Nonprofits Association

Donna Murray-Brown believes that both the nonprofit sector and her state of Michigan are at a critical turning point, where value and sustainability will prove essential to long-term success. “The challenges we’ve faced in Michigan have awakened the consciousness of what the nonprofit sector can contribute,” says Donna. “We can be catalysts of democracy and equity, as well as architects of thriving communities down to the neighborhood level.”

While Donna is MNA’s first woman president, she is no newcomer – rather a five-year veteran who has held a series of important posts, from director of the Metro Detroit Partnership Office to senior director of capacity building. She led a successful strategic alliance program for arts and culture organizations in Metro Detroit and the merger negotiations of four organizations to create the Belle Isle Park Conservancy. To help catalyze a culturally diverse pipeline of nonprofit leaders, Donna engaged with the Wisconsin-based national service program Public Allies and the New York-based National Urban Fellows.

Coming from the world of finance, Donna finds it only natural to have generating revenue top of mind. But the way in which she has worked to position the Association at the center of revitalizing the state and revolutionizing the financial viability of the sector is a noteworthy development.

Entering the nonprofit sector was something Donna always planned to do but, in truth, she says her transition happened much more quickly than she had anticipated. In her role as a banking executive, Donna served on many boards of directors and played a vital role in community reinvestment, funding programs that made a difference in the lives of local people. This involvement sparked her interest in taking the work a step further and partnering with nonprofits instead of just investing in them.

Donna believes that emphasizing access to information, diversity and inclusion, civic engagement, and capacity building will fuel MNA’s renewed commitment to serve, strengthen, and transform Michigan nonprofits.

The Michigan Nonprofit Association is now working on state-wide projects to increase employment and job readiness, assessing widespread housing issues, and spurring volunteerism in the community to accelerate the rebuilding of the state. Donna believes that many of these undertakings and the decision to pursue her career as a trailblazing chief executive in the nonprofit sector were “made possible in part due to my involvement with Independent Sector. My experience at the Independent Sector national conference in San Francisco was a defining moment that gave me the confidence to pursue the great challenges that come with being a leader in the nonprofit sector.”

Sarah Stachowiak

Chief Executive Officer, ORS Impact & Team

Organizations in the charitable sector often ask ORS Impact to answer some of the most difficult questions having to do with organizational goals, strategic planning, and how to get from mission statement to “mission accomplished.”

ORS Impact’s mission is as plain as the name of the firm. Originally known as Organizational Research Services, ORS Impact’s rebranding provides an updated identity reflective of its long history of delivering data-driven insights the sector needs to move from ideas to impact. ORS Impact moves systems change work forward under the stewardship of a strong Leadership Team, including CEO Sarah Stachowiak, President Jane Reisman, Vice President Lovely Dhillon, and Vice President Marshall Brumer.

The organization has had a strong reputation for project evaluation for the last 25 years which is now complemented with deeper work in defining mission success and supporting organizational learning. Acting as “thought partner” with its clients in a shared duty to achieve social change, ORS Impact has helped to shift the focus of organizations to encompass the difference their work makes in concrete, measurable, and accessible terms.

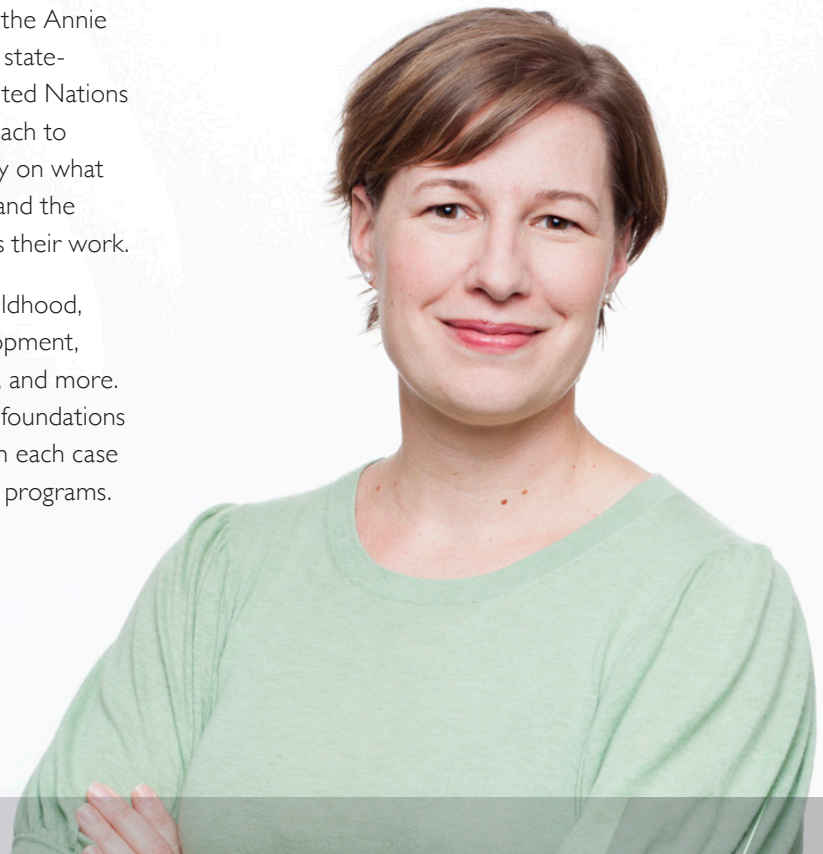
ORS Impact helps organizations formulate their “theory of change” to make connections between activities, strategies, and outcomes. Whether it’s helping the Annie E. Casey Foundation strengthen its network of state-based child advocates or working with The United Nations to design and implement a results-based approach to budgeting, ORS Impact works to provide clarity on what organizations should be striving to accomplish and the methods they will use to implement and assess their work.

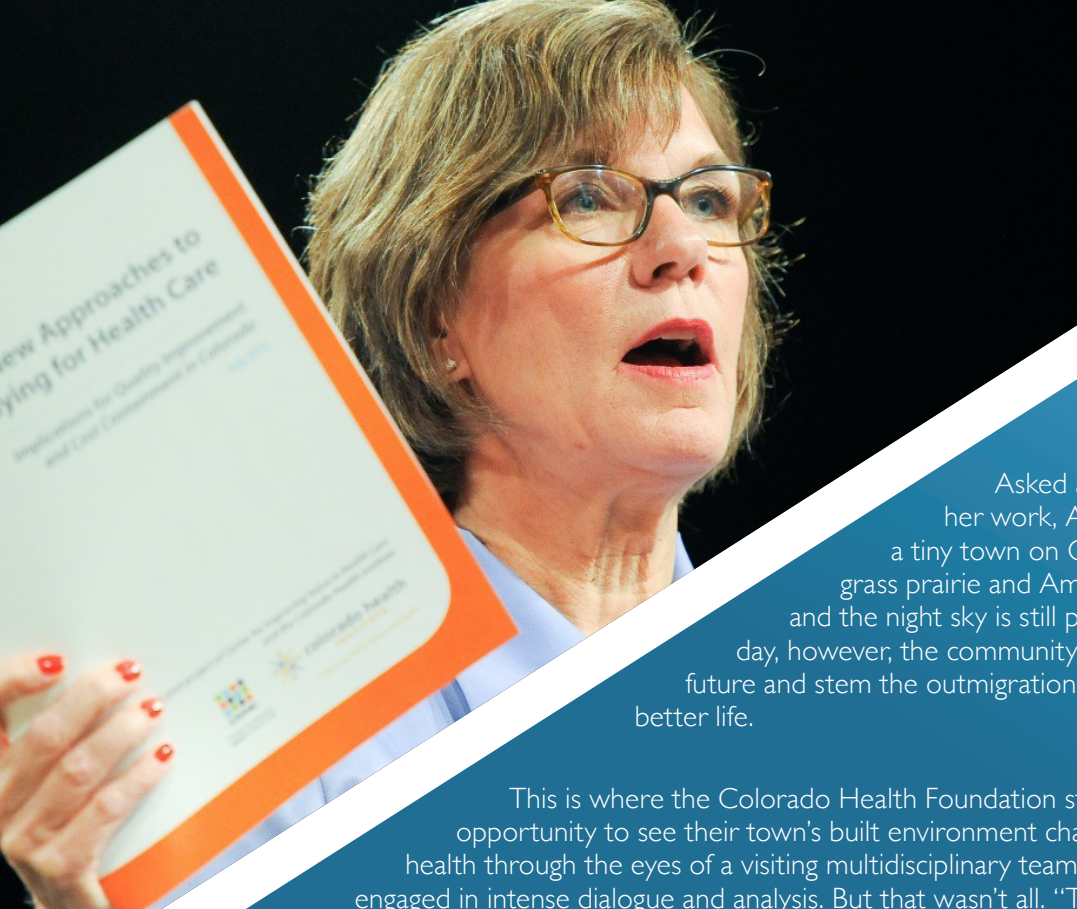
Issues ORS Impact has tackled include early childhood, advocacy and policy change, community development, K-12 education, the environment, public health, and more. Their client partners run the gamut from large foundations to small nonprofits to government agencies – in each case custom designing evaluation and measurement programs.

“As we help organizations create their theory of change, there is always an ‘a-ha moment’ where the team realizes new insight into how their individual activities contributes towards an organizational goal.” Sarah says. “It’s always our mission to create greater strategic alignment within organizations that will result in better impact.”

“AS WE HELP ORGANIZATIONS
CREATE THEIR THEORY OF
CHANGE, THERE IS ALWAYS AN ‘A-
HA MOMENT’”

ORS Impact’s membership in Independent Sector supports the firm’s efforts as it continues to address the needs of the nonprofit sector. Pointing to the wide range of membership represented and the targeted focus of the programming, ORS Impact shares, “Personally and professionally, we have gained some powerful insights at the Independent Sector national conference.” “As CEO, I constantly need insights for my work as the leader of our firm and with my clients,” says Sarah. The Independent Sector conference, especially C-Suite Sessions, provide that value.”





Anne Warhover

President and CEO,
Colorado Health Foundation

Asked about a memorable moment in her work, Anne Warhover pauses then recalls a tiny town on Colorado's Eastern plains. Short grass prairie and American bison once flourished there and the night sky is still punctuated by a canopy of stars. By day, however, the community questions how to build a brighter future and stem the outmigration of young people looking for a better life.

This is where the Colorado Health Foundation stepped in. Local leaders had the opportunity to see their town's built environment challenges and potential for greater health through the eyes of a visiting multidisciplinary team of experts with whom they engaged in intense dialogue and analysis. But that wasn't all. "The end result was not a plan without dollars that would sit on a shelf," says Anne, the foundation's president and CEO since 2005. "It came with an investment. The community told us 'we feel valued.' It gave them hope."

As part of its Healthy Places Initiative, the foundation partnered with three diverse locales – urban, suburban, and rural (the example above) – to rethink and reengineer the built environment with a focus on health. Changes to streets, buildings, transportation, parks, and bike paths are designed to make it easier, safer, and more appealing to walk, play, and engage in daily activities that encourage movement, connection, and fun. A major cross-cutting concern in all of the foundation's work is to help reduce obesity, particularly among the state's youngest residents. "What I am really passionate about is investing in children, to help them place a different value on health," says Anne. "We want good health to be as cool as video games."

Dedicated to making Colorado the healthiest state in the nation, the foundation not only encourages healthy living, it also works to increase access to adequate, affordable health insurance and quality, coordinated health care that addresses mental as well as physical health needs. With \$2.2 billion in assets, it is the third largest health-related foundation in the nation.

"IT WAS REFRESHING TO HEAR WHAT NONPROFITS WERE DOING NOT JUST IN HEALTH BUT IN EDUCATION, THE ENVIRONMENT, AND ARTS AND CULTURE"

In thinking back to her earliest days as chief executive, Anne did not attend the IS conference because she thought it was for grantees. One conference convinced her it was the place to be. "I was so impressed by the mingling of grantees and foundations. It is one of the few places where you can be on an equal playing field, where the power differential is diminished," she says. "It also was refreshing to hear what nonprofits were doing not just in health but in education, the environment, and arts and culture. When we just meet with each other we don't get to the root of things people are doing."

Rand Wentworth

President, Land Trust Alliance

Sometimes a small effort can add up to a much larger one. Rand Wentworth, president of Land Trust Alliance, sees this truth every day as he helps local citizens protect forests, farms, parks, and other “cherished” places across America. “I’m a huge believer in local action,” says Rand. “Given constraints on state and federal budgets, we feel that the way forward is for land trusts to work with private land owners.” Little by little, land trusts are conserving land, but this adds up to 50 million acres – the size of the state of Wisconsin.

Rand is quick to note that, despite their name, land trusts are about people. “It’s a moral imperative that every child have access to the healing qualities of nature,” Rand says.

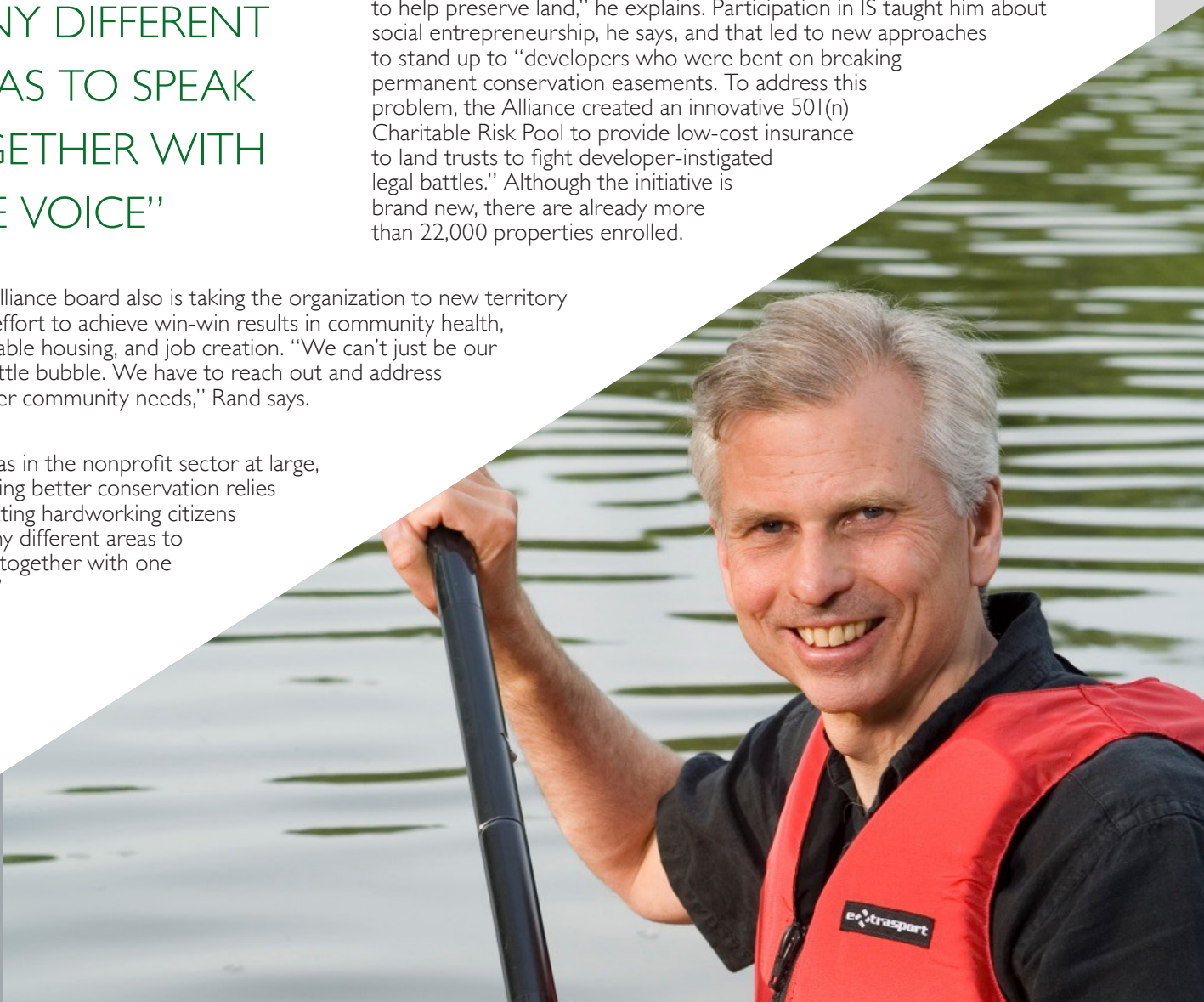
“ACHIEVING BETTER CONSERVATION RELIES ON GETTING HARDWORKING CITIZENS IN MANY DIFFERENT AREAS TO SPEAK TOGETHER WITH ONE VOICE”

That is why the Alliance is dedicated to pursuing three goals. The first is to increase the pace of conversation (doubling acres conserved from 1 to 2 million per year through federal tax incentives that support the donation of conservation easements and other important policies). Second is enhancing the quality of conservation so that the most important lands are protected with the best practices (including an accreditation process that evolved from Rand’s work with IS and the Panel on the Nonprofit Sector a decade ago). Third, the Alliance’s legal services defend conservation when it is threatened in court.

Rand began his career in commercial real estate right after business school. “I changed sides after ten years, using my real estate knowledge to help preserve land,” he explains. Participation in IS taught him about social entrepreneurship, he says, and that led to new approaches to stand up to “developers who were bent on breaking permanent conservation easements. To address this problem, the Alliance created an innovative 501(c)(3) Charitable Risk Pool to provide low-cost insurance to land trusts to fight developer-instigated legal battles.” Although the initiative is brand new, there are already more than 22,000 properties enrolled.

The Alliance board also is taking the organization to new territory in an effort to achieve win-win results in community health, affordable housing, and job creation. “We can’t just be our own little bubble. We have to reach out and address broader community needs,” Rand says.

“Just as in the nonprofit sector at large, achieving better conservation relies on getting hardworking citizens in many different areas to speak together with one voice.”



Carolyn Woo

President and CEO, Catholic Relief Services

As Carolyn Woo is quick to note, Catholic Relief Services helps people on the basis of need, not creed. Today they number more than 100 million people, with a goal of 150 million in five years. But just as important to Carolyn and her organization is how they are served: through integrated human development. “Food or health care or education alone is not enough,” says Carolyn. “CRS stresses the whole person, family, and community, and the values of peace, social justice, and human dignity. The goal is to help people reach their full potential” – and she has witnessed the impact close up.

“I GET TO LOOK OUT FROM A DIFFERENT WINDOW WITH IS.”

In Afghanistan she met women, who with help from CRS, received business training and a small fund to buy ingredients. They were so successful they sold out their three-month inventory of supplies in just one week. In a quiet corner of the bakery, Carolyn conversed with a woman who was nursing her baby. In past years, the mother had so little to eat that she had lost a child. The baby in her arms represented a new beginning.

A maize farmer she met in Nicaragua had nightmares when the bill collector’s motorcycle drove by, fearing he would confiscate their farm and leave his family with no place to go. CRS taught him to grow papayas, a more lucrative crop. He started a greenhouse to germinate seedlings and he was certified in the use of fertilizer, an expertise he shares at no cost with local farmers. His children? They are pursuing college degrees in agronomy and agricultural economics.

As the official humanitarian and development agency of the Catholic Church, CRS is seeking to engage 10 million U.S. Catholics in a deep understanding of Catholic social teaching and a meaningful involvement with CRS’ work – “Beyond just donating once a year, to include other activities like fair trade, advocacy, or a speakers’ program.” Carolyn herself has long been engaged with the church, attending 1st to 12th grade in a school run by Maryknoll Sisters in Hong Kong. She appreciates that they taught that “the power of love overcomes challenges” along with an extremely rigorous education.

The former dean of the Mendoza College of Business at the University of Notre Dame, Carolyn finds she is well placed to see CRS with a new eye, deal with the changing environment, and experiment with innovative strategies, technology approaches, structures, and systems. IS helps in that respect. Having been introduced to IS by former board member Father Larry Snyder of Catholic Charities USA, Carolyn appreciates what IS has to offer in terms of learning, networking, advocacy, and meeting her fellow CEOs. “You could be working very hard but leading your organization toward a dead end,” she says. “I get to look out from a different window with IS.”





Lisa M. Borders

Chair of The Coca-Cola Foundation and
Vice President of Global Community Affairs
for The Coca-Cola Company

No matter where you live or the language you speak, The Coca-Cola Company brand rings a bell. The Coca-Cola Foundation is also global and aspires to be the #1 force for sustainable communities. With the strategic priorities of “Water, Women, and Well-Being,” the foundation is tackling three critical issues in 200+plus nations worldwide.

“Water is a major concern, it comprises 99 percent of our bodies and 99 percent of our product,” explains Lisa M. Borders, chair of the Foundation. “The company has made a global commitment to put back every drop we use and become water neutral by the year 2020. That is our first priority. Secondly, women are underrepresented and disenfranchised everywhere, yet they are community leaders and tremendous assets. We have pledged to empower five million women through our value chain by 2020. And our third priority is to promote active healthy living in every market where we operate.”

“For our Foundation, we fulfill these commitments by supporting clean water and water conservation efforts like our RAIN initiative in Africa, which will provide access to clean water for 2 million people living on the continent; enabling women through entrepreneurship and economic empowerment efforts and enhancing communities through active healthy living, education and youth development programs.”

The company’s philanthropic commitment has practical roots. “Our company can only be as strong and sustainable as the communities we serve,” says Lisa, while stressing that the company and foundation walk on parallel tracks so as not to mix the commercial with the charitable. She joined the foundation a year ago, just in time to help them celebrate their 30th anniversary of giving back.

Lisa says she is honored to lead Coca-Cola’s philanthropic efforts. Just two months into her job, the US Department of State contacted the foundation about providing assistance to educate young African leaders by bringing them to the U.S. for training, both academic and experiential. “Upon hearing of this request we agreed that, as the largest private employer on the continent, we should be engaged, she says. “However, we asked that our first wave of support target young women leaders and the State Department agreed.”

Lisa is well known to people across the City of Atlanta having served as president of the City Council and Vice Mayor, and held top private sector jobs in the fields of healthcare, community reinvestment and real estate. A brilliant resume and yet the accomplishment she singles out with a smile from those years was having helped bring the Dream, the Women’s National Basketball Association (WNBA) team, to Atlanta. In just six seasons, the Dream has secured two Eastern Conference championships for the city. “Women are following their passions by playing professional sports while also serving as terrific role models,” she notes.

She reminds us The Coca-Cola Foundation has for decades been a close partner of Independent Sector. “IS is like a pebble in the pond gathering up all of the information from the ecosystem and then sending a signal across the pond to the rest of us,” says Lisa. “There is strength in numbers. We benefit so much from your critical thinking, your ability to represent, your conferences, and your trainings, your policy insights and work on impact. It is a privilege to support IS.”

FINANCIALS

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2013

ASSETS

Cash and cash equivalents	\$ 4,650,237
Investments	7,197,363
Accounts and other receivables	61,784
Grants receivable and promises to give, net	1,370,016
Deferred rent receivable	254,245
Deferred lease incentives	849,378
Property and equipment, net	30,488,859
Debt issuance costs, net	265,583
Deferred compensation plan assets	244,494
Other assets	65,997

TOTAL ASSETS

\$ 45,447,956

LIABILITIES AND NET ASSETS

Liabilities

Accounts payable and accrued expenses	\$ 756,889
Deferred revenue	1,640
Deferred rent liability	27,372
Deferred compensation plan liability	244,494
Notes payable	13,822,812
Deposits held in escrow	176,830

TOTAL LIABILITIES

15,030,037

NET ASSETS

Unrestricted

Undesignated	24,989,189
Board designated	2,500,000

Total Unrestricted

27,489,189

Temporarily restricted

2,928,730

TOTAL NET ASSETS

30,417,919

TOTAL LIABILITIES AND NET ASSETS

\$45,447,956

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

FINANCIALS

CONSOLIDATED STATEMENT OF ACTIVITIES YEAR ENDED DECEMBER 31, 2013

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	Total
Grants and contributions	\$ 2,610,317	\$ 1,122,039	\$ 3,732,356
Membership contributions	2,802,850	-	2,802,850
Rental income	1,654,341	-	1,654,341
Conference fees	821,420	-	821,420
Interest and dividends	36,498	-	36,498
Publication sales and other	2,413	-	2,413
Net assets released from restrictions:			
Satisfaction of program restrictions	1,133,474	(1,133,474)	-
Satisfaction of time restrictions	1,469,813	(1,469,813)	-
TOTAL REVENUE AND SUPPORT	10,531,126	(1,481,248)	9,049,878
EXPENSES			
Program Services			
National conference	2,157,233	-	2,157,233
Public policy and government affairs	1,299,541	-	1,299,541
Networks and member engagement	1,002,956	-	1,002,956
Programs and practice	771,129	-	771,129
Planning and learning	759,147	-	759,147
Communications and marketing	550,696	-	550,696
Total Program Services	6,540,702	-	6,540,702
Supporting Services			
General and administrative	978,605	-	978,605
Fundraising	701,688	-	701,688
Membership development	105,039	-	105,039
Total Supporting Services	1,785,332	-	1,785,332
Building Services			
Tenant operations	877,027	-	877,027
Building operations	431,969	-	431,969
Total Building Services	1,308,996	-	1,308,996
TOTAL EXPENSES	9,635,030	-	9,635,030
CHANGE IN NET ASSETS FROM OPERATIONS	896,096	(1,481,248)	(585,152)
Grants and Contributions – Fund for IS Leadership	-	-	-
Net Assets Released – Fund for IS Leadership:			
Released for use in debt reduction	800,000	(800,000)	-
Realized and unrealized gain on investments	5,715	-	5,715
Loss on write-off of bond issuance costs	(254,958)	-	(254,958)
CHANGE IN NET ASSETS	1,446,853	(2,281,248)	(834,395)
NET ASSETS, BEGINNING OF YEAR	26,042,336	5,209,978	31,252,314
NET ASSETS, END OF YEAR	\$27,489,189	\$2,928,730	\$ 30,417,919

CONTRIBUTORS

GENERAL SUPPORT FUNDERS

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
The John D. and Catherine T. MacArthur Foundation
Lumina Foundation

The Lutheran Home Association
Marguerite Casey Foundation
The New York Community Trust
Newman's Own Foundation
Robert Wood Johnson Foundation
Rockefeller Brothers Fund
Rosenberg Foundation
Surdna Foundation
The Wallace Foundation
W.K. Kellogg Foundation

PROJECT FUNDERS

Advocacy Study Dissemination

Campion Foundation
The Chicago Community Trust

Charting Impact

The William and Flora Hewlett Foundation

Building a Sustainable Future

W.K. Kellogg Foundation

Membership Model

The Rockefeller Foundation
The William and Flora Hewlett Foundation

Financial Security

TIAA-CREF

Redefine Political Activity – Bright Lines Initiative

Anonymous
Casey Family Programs
Joyce Foundation

The Minneapolis Foundation

Save the Charitable Deduction

Casey Family Programs
The Chicago Community Trust
The Cleveland Foundation
Daniels Fund
The Community Foundation of Greater Atlanta
The New York Community Trust
Omidyar Network
The Pittsburgh Foundation
The Saint Paul Foundation
The San Francisco Foundation
Silicon Valley Community Foundation
UN Foundation – Better World Fund

Strategic Planning

Gordon and Betty Moore Foundation

As of December 31, 2013

CONTRIBUTORS

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Ford Foundation
The Rockefeller Foundation
Bloomberg Philanthropies

Distinguished Leader

The New York Community Trust
W.K. Kellogg Foundation*

Leader

Citi Foundation
Rockefeller Brothers Fund

Conveners

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American Express Foundation
Andrew W. Mellon Foundation
The NonProfit Times

Presenters

Blackstone Charitable Foundation
The California Endowment*
Carnegie Corporation of New York
The Cleveland Foundation
David and Lucile Packard
Foundation
Doris Duke Charitable Foundation
The Edna McConnell
Clark Foundation
F.B. Heron Foundation
Goldman Sachs Foundation
The Joyce Foundation**
Prudential Financial, Inc.
Surdna Foundation
United Nations Foundation
The Wallace Foundation
Walmart Foundation

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The Cricket Island Foundation
TIAA-CREF Institute

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Annie E. Casey Foundation
Charles H. Revson Foundation

Additional Sponsors

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American Museum of
Natural History
The Clark Foundation*
Peter G. Peterson Foundation
Washington Council, Ernst & Young
May and Samuel Rudin
Family Foundation, Inc.*
William Caspar Graustein
Memorial Fund *
.ORG, The Public Interest Registry

* 2013 Conference Scholarship Supporter

** 2013 Arts Programming Supporter

2013 LEADERSHIP SUPPORTERS

2013 John W. Gardner Leadership Award

The William Randolph Hearst Foundations

2013 American Express NGen Leadership Award and the 2013 NGen Fellows Program

American Express Foundation

NGen Preconference Program:

Moving Nonprofit Leaders from Next to Now

Supported in part by Walmart Foundation

CEO Track

Accenture

C-Suite Track

United Nations Foundation

As of December 31, 2013

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
Irene Hirano Inouye
Michael Piraino
Lorie Slutsky

Gold Associate

Susan Berresford
Stephen Heintz
Risa Lavizzo-Mourey

Silver Associate

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Ralph Everett

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Neil Nicoll
Mariam Noland
Teresa O'Brien
Geoffrey Plague
John Rhodes
Paul Schmitz
Jonathan Small
Kelvin Taketa
Claire Wellington
Richard Williams

ANNUAL FUND

The following individuals supported Independent Sector in 2013.

Cynthia Adcock
Barbara Arnwine

Kyle Caldwell
Edge Research

Erica Greeley
Julia Lopez

Roberto Suro

MATCHING GIFTS

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

AXA Foundation
College Access Foundation of California
EisnerAmper
The Frances L. & Edwin L.
Cummings Memorial Fund

Ford Foundation
Kresge Foundation
Rockefeller Brothers Fund
W.K. Kellogg Foundation

As of December 31, 2013

IS MEMBERS

Independent Sector's collective strength and value depend on active member engagement. That is why in 2013-2014 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

American Red Cross *
Washington, DC

Bill & Melinda Gates Foundation
Seattle, WA

The William and Flora Hewlett Foundation
Menlo Park, CA

John and Mary R. Markle Foundation
New York, NY

Gordon and Betty Moore Foundation
Palo Alto, CA

Charles Stewart Mott Foundation *
Flint, MI

The New York Community Trust *
New York, NY

Fannie E. Rippel Foundation
Morristown, NJ

Rockefeller Foundation
New York, NY

W.K. Kellogg Foundation
Battle Creek, MI

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Allegheny Franciscan Ministries, Inc.
Palm Harbor, FL

BBB Wise Giving Alliance
Arlington, VA

The Coca-Cola Company
Atlanta, GA

William Caspar Graustein Memorial Fund
Hamden, CT

McGregor Fund
Detroit, MI

Sheffield-Harrod Charitable Trust
Atlanta, GA

Xerox Corporation *
Norwalk, CT

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** New Member in 2013

IS MEMBERS

.ORG, The Public Interest Registry
Reston, VA

92Y **
New York, NY

A.I.R. Harlem **
New York, NY

AARP Foundation
Washington, DC

Accountability Lab **
Washington, DC

AchieveMission **
Oakland, CA

Achieving the Dream, Inc.
Silver Spring, MD

Action for Healthy Kids **
Chicago, IL

Actors Fund of America **
New York, NY

The Advertising Council
New York, NY

Aga Khan Foundation U.S.A.
Washington, DC

Alcoa Foundation *
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Palm Harbor, FL

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Milwaukee, WI

Alliance for Community Media
Mc Lean, VA

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

American Friends Service Committee
Philadelphia, PA

American Heart Association *
Dallas, TX

American Indian College Fund
Denver, CO

American Red Cross *
Washington, DC

Americans For Community Development
Granite Springs, NY

Americans for Indian Opportunity
Albuquerque, NM

Americans for the Arts *
Washington, DC

America's Charities
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America's Promise Alliance
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New York, NY

Arab Community Center for Economic and Social Services
Dearborn, MI

The Arc of the United States
Washington, DC

Arcus Foundation
New York, NY

Armed Services YMCA of the USA
Alexandria, VA

ASAE & The Center for Association Leadership
Washington, DC

Asian Americans Advancing Justice
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 *
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Center for Nonprofit Excellence
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Charity Navigator
Glen Rock, NJ

CharityWatch
Chicago, IL

The Chicago Community Trust
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Chicago, IL

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Chicago, IL

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Cleveland, OH

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Atlanta, GA

College Access Foundation of California
San Francisco, CA

The Colorado Health Foundation
Denver, CO

Colorado Nonprofit Association
Denver, CO

The Columbus Foundation
Columbus, OH

Common Good Vermont **
Burlington, VT

The Communications Network, Inc.
Naperville, IL

Communities In Schools
Arlington, VA

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Detroit, MI

Community HealthCorps
Bethesda, MD

Community Initiatives
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Community Partners
Los Angeles, CA

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Chicago, IL

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Encore.org
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Family Independence Initiative
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Oklahoma City, OK

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Chicago, IL

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Merrimack, NH

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Southfield, MI

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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

Hibler Franke Foundation
Portland, OR

Lloyd A. Fry Foundation
Chicago, IL

FSG Social Impact Advisors
Boston, MA

The Fund for Greater Hartford
Hartford, CT

**Bill & Melinda Gates
Foundation**
Seattle, WA

Gateway Center for Giving
Saint Louis, MO

GE Foundation
Fairfield, CT

**Georgetown University Law
Center**
Washington, DC

Georgia Center for Nonprofits
Atlanta, GA

**The Wallace Alexander
Gerbode Foundation**
San Francisco, CA

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Los Angeles, CA

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New York, NY

Girls Incorporated
New York, NY

Global Impact
Alexandria, VA

GlobalGiving Foundation
Washington, DC

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

**Goodwill Industries
International, Inc.**
Rockville, MD

**Goodwill Industries of
Northern New England**
Portland, ME

**Goodwill Industries of San
Francisco, San Mateo, & Marin
Counties**
San Francisco, CA

The Grable Foundation
Pittsburgh, PA

**Grantmakers for Effective
Organizations**
Washington, DC

**Grantmakers Forum of New
York**
Rochester, NY

**William Caspar Graustein
Memorial Fund**
Hamden, CT

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

Growth Philanthropy Network
New York, NY

GuideStar USA, Inc.
Williamsburg, VA

The George Gund Foundation *
Cleveland, OH

Walter & Elise Haas Fund
San Francisco, CA

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

HAND Foundation
Redwood City, CA

HandKind Company
Chicago, IL

The Harwood Institute
Bethesda, MD

Hawai'i Community Foundation *
Honolulu, HI

**The Edward W. Hazen
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New York, NY

Health Council of South Florida
Miami, FL

**William Randolph Hearst
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New York, NY

The Henry Ford
Dearborn, MI

F. B. Heron Foundation
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**The William and Flora Hewlett
Foundation**
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** New Member in 2013

IS MEMBERS

Hispanics in Philanthropy
Oakland, CA

Hope Street Group
Prescott, AZ

Hudson-Webber Foundation
Detroit, MI

The Human Services Council
**
New York, NY

Humanity First, USA
Baltimore, MD

Idaho Nonprofit Center
Boise, ID

**Illinois African American
Coalition for Prevention**
Chicago, IL

Imagine Canada **
Toronto, ON

Imaginer Consulting Limited
London, United Kingdom

**Indiana Association of United
Ways**
Indianapolis, IN

Indiana Grantmakers Alliance
Indianapolis, IN

**Indiana University Lilly Family
School of Philanthropy**
Indianapolis, IN

InsideNGO
Westport, CT

**Institute for Community
Engagement**
Las Cruces, NM

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

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

InterAction
Washington, DC

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

**International Debate Education
Association (IDEA) ****
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**International Primate
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KPMG Foundation
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The Kresge Foundation
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Rights Under Law**
Washington, DC

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LeadingAge *
Washington, DC

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**League of Women Voters of
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Chicago, IL

Management Assistance Group
Washington, DC

The Mandel Foundation
Cleveland, OH

March of Dimes Foundation *
White Plains, NY

Marin Community Foundation
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John and Mary R. Markle Foundation
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The Mary Elizabeth & Gordon B. Mannweiler Foundation, Inc.
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Maryland Nonprofits
Baltimore, MD

Massachusetts Nonprofit Network
Boston, MA

McCormick Foundation
Chicago, IL

McGregor Fund
Detroit, MI

The McKnight Foundation
Minneapolis, MN

The Andrew W. Mellon Foundation
New York, NY

MetLife Foundation *
New York, NY

Metro TeenAIDS (MTA)
Washington, DC

Michigan Nonprofit Association
Lansing, MI

The Minneapolis Foundation
Minneapolis, MN

Minnesota Council of Churches
Minneapolis, MN

Minnesota Council of Nonprofits
Saint Paul, MN

The Mission Continues
Saint Louis, MO

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Washington, DC

Gordon and Betty Moore Foundation
Palo Alto, CA

Morino Institute
Rocky River, OH

Charles Stewart Mott Foundation *
Flint, MI

Ms. Foundation for Women
Brooklyn, NY

NAACP
Baltimore, MD

NAMM Foundation
Carlsbad, CA

National Academy Foundation
New York, NY

National Asian Pacific Center on Aging
Seattle, WA

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 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

National Committee for Responsive Philanthropy
Washington, DC

National Conference on Citizenship
Washington, DC

National Council for International Visitors
Washington, DC

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.
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National Domestic Workers Alliance
New York, NY

National Endowment for Financial Education
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National Health Foundation
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* Charter Member

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IS MEMBERS

National Human Services Assembly *
Washington, DC

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National Multiple Sclerosis Society
Washington, DC

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National Organization for Victim Assistance
Alexandria, VA

National Organizations for Youth Safety
Manassas, VA

National Public Radio
Washington, DC

National State Attorneys General Program, Columbia Law School **
New York, NY

National Urban Fellows, Inc. *
New York, NY

Native American Rights Fund
Boulder, CO

Native Americans in Philanthropy
Minneapolis, MN

The Nature Conservancy *
Arlington, VA

Net Impact **
San Francisco, CA

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 and Public Management Center, University of Michigan
Ann Arbor, MI

Nonprofit Center of Northeast Florida
Jacksonville, FL

Nonprofit Coordinating Committee of New York
New York, NY

Nonprofit Leadership Alliance
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Nonprofit Network Southwest Washington
Vancouver, WA

The Nonprofit Partnership
Erie, PA

Nonprofit Westchester **
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The Nord Family Foundation
Amherst, OH

Northern California Grantmakers
San Francisco, CA

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Saint Paul, MN

NTEN
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NYCharities.org **
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Ohio Association of Nonprofit Organizations
Columbus, OH

OneStar Foundation
Austin, TX

Open Society Foundations
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OPERA America *
New York, NY

Organizational Research Services
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Arlington, VA

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Pennsylvania Association of Nonprofit Organizations
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Peter G. Peterson Foundation
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The Philadelphia Foundation
Philadelphia, PA

Philanthropy for Active Civic Engagement
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Philanthropy Network Greater Philadelphia
Philadelphia, PA

Philanthropy New York
New York, NY

Philanthropy Ohio
Columbus, OH

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Cleveland, OH

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IS MEMBERS

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Milwaukee, WI

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Philadelphia, PA

Public Welfare Foundation
Washington, DC

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Austin, TX

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Raikes Foundation **
Seattle, WA

RAND Corporation
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Morristown, NJ

Rita Allen Foundation **
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Rockefeller Brothers Fund
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Rockefeller Foundation
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Rollins College Philanthropy and Nonprofit Leadership Center
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Ropes & Gray LLP
Washington, DC

Rosenberg Foundation *
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The Saint Paul Foundation and Minnesota Community Foundation
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Sall Family Foundation
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The Score Foundation
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The Seattle Foundation
Seattle, WA

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Silicon Valley Council of Nonprofits
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Washington, DC

Southern California Grantmakers
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Sphinx Organization
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Stanford, CA

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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.

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As of April 15, 2014





INDEPENDENT SECTOR
A vital voice for us all