

JOIN US ON OUR JOURNEY

2014/2015 ANNUAL REPORT



Message from our Chair and President

Once & Future IS

There is treasure to be found in old filing cabinets!

"We mustn't ever become so preoccupied with institutional self-preservation that we forget our vision of the sector... in which you're allowed to pursue truth, even if you're going in the wrong direction, to experiment even if you're bound to fail, to map unknown territory even if you get lost, a sector committed to alleviate misery and redress grievances, to give rein to the mind's curiosity and the soul's longing, to seek beauty where we can and defend truth where we must... to prepare for tomorrow's crisis and preserve yesterday's wisdom..."

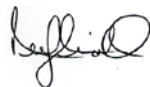
Veterans of our coalition may recognize these words as belonging to our founding chairman, John Gardner, spoken more than 30 years ago but just as relevant today, and tomorrow. Preparing for tomorrow's crisis and preserving yesterday's wisdom is precisely the task we set for ourselves in 2014.

We have developed long-range goals covering 20 years or more, a framework for achieving them, and a short-term plan that lays the groundwork for success. We looked hard at the principal challenges IS and the sector are encountering, including:

- National and global-level forces
- The context for pursuing social impact, and,
- Uncertainties regarding government.

In 2015 we are pulling those threads through dynamic community conversations with social good champions in a dozen cities or more. As we identify bright spots and sticky problems, we also seek to learn how IS can better serve the sector – and our embattled democracy.

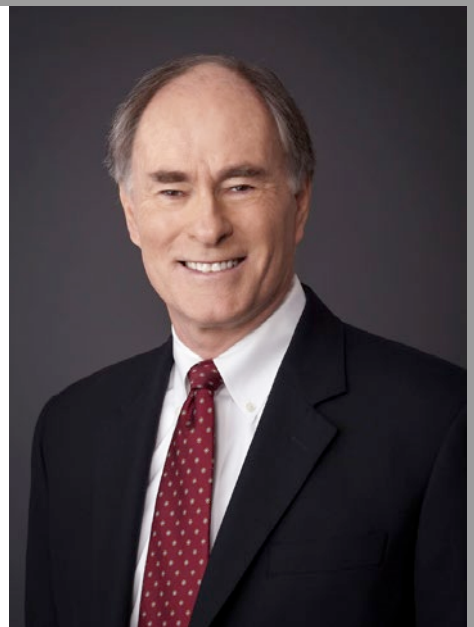
While our goal is re-invention, we bring our storied past and the wisdom of our founders along with us — always remembering that our search for growth and renewal is not about our institution per se, but about our mission and purpose.



Neil Nicoll
Chair



Diana Aviv
President and CEO



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*The following Board Members commenced their term of service on November 17, 2014

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E is for Embark, the theme of our 2015 National Conference



The host committee of an Independent Sector national conference is a perfect microcosm of the main event itself. It brings passionate leaders from organizations of every size and mission to the same table. Together, they raise the challenges and possibilities that are common across the sector. Some committee members are IS veterans. Others are novices. Last spring, at a planning meeting in Seattle, committee co-chair and IS board member Sonya Campion stood before a packed room at the ACT Theatre and shared a vivid anecdote about the conference experience for the sake of newcomers.



She told them about a session where, as the conversation escalated, attendees began frantically texting their colleagues and running into the hallway to pull in as many folks as they could. There was a vibrant urgency that could only have presented itself through such a diverse group of sector leaders and thinkers.

The bottom line is that the IS conference isn't simply a unique meeting of bright minds that are dedicated to the common good. It's a rare opportunity where the outcomes can be truly transformative for the entire charitable sector.

We chose Seattle for the 2014 conference because it is a city that embodies the pioneering spirit that built our country and continues to pulse through the digital realm where technology redefines the way we work. And, for those reasons, it was the right place to apply the theme "Imagine."

In her plenary Diana told the IS conference audience, "We have an opportunity, here and now, to create the most robust, powerful social good infrastructure ever imagined. We are, indeed, the lucky ones. Future shores beckon. I stand before you to ask how will we reach them?"

For three days, 1200 imaginations thought about better ways to listen to our communities and how to tell the stories of our work; how data can improve our effectiveness and IT can strengthen our organizations; how small and large organizations can support each other and how we, as a sector, can revitalize American democracy.





In October 2015, we will gather on the other side of America in Miami. There, we'll turn the work of our imaginations into action. On the waters of a city that is home to the demographics of the future, we'll work to build the infrastructure that Diana envisions. Together, we will embark on a vital journey to find our future shores.

[Learn more here.](http://ISEMBARKS2015.COM)





The Nature Conservancy works toward a big mission: “to conserve the lands and waters on which all life depends,” as president and CEO Mark Tercek puts it. At a time when the natural environment that supports human life—and all life—is under grave threat, Mark sees cause for optimism.

“If we move quickly and wisely, we can make a lot of progress,” Mark says. “And that is the job of the Nature Conservancy and the other strong environmental NGOs with whom we work. We want to bring people together, establish common ground, solve problems using strong science, and do so in a way that really scales up.”

The history of U.S. environmental policy gives him hope. The grandchild of Eastern European immigrants, Mark grew up in inner-city Cleveland. He remembers the effects of industrial pollution that led to shocking episodes such as the 1969 fire on the Cuyahoga River, when the city’s iconic waterway, saturated with pollution and debris, literally caught fire. One year, while he was in grade school, the fruit trees and vegetables he tended in his grandparents’ gardens began to choke on worsening air pollution and die. The desperate conditions of America’s natural resources stirred public outrage and led to key federal and local pollution control initiatives, including the Clean Water Act, the Clean Air Act, the federal Environmental Protection Agency, and other landmark legislation.

“There was a lot of concern that those environmental protection measures would cost us jobs and economic progress,” Mark recalls. “And you know what? Generally they didn’t, and they worked! Of course some tradeoffs have to be made, but the truth is the economic growth that’s improving human prosperity actually goes arm-in-arm with better environmental outcomes.”

Today, environmental threats have grown from local and national problems to global ones that require international coordination and a major shift from the fossil fuel-driven economy that helped to lift much of humanity out of poverty over the last century and a half. Even still, developments on the global stage keep Mark hopeful.

“If you pay close attention, right now, the leaders of China are thinking about these issues, just like our leaders were in 1970. Everyone in the U.S. knows of the situation in countries like China. Not that long ago – in my lifetime – it wasn’t that different in the U.S. And I think China will tackle its challenges in the same way that we did.”

Solving the threat of global climate change and other environmental challenges created by human activity will require strong collaboration among environmental groups like the Nature Conservancy, governments, companies, community groups, and other NGOs, including health and human development groups. Leadership forums like Independent Sector can play an important role in fostering that collaboration.

“The role of the nonprofit sector is going to be enormously important. I think there is tremendous opportunity across nonprofits to share best ideas, to better understand how to move forward. Here, we are at a relative disadvantage to the private sector,” says Mark, a former investment banker. “In the business world, good ideas travel fast. And there is great transparency—SEC disclosures, investment analyst reports, extensive media coverage. The nonprofit sector has to get better at learning quickly what works and doesn’t work, borrowing ideas from one sector and applying them in another, and sharing best ideas. That’s what Independent Sector has the opportunity to do.”

In that role as a convener, Mark says, Independent Sector and its members can bring together groups and individuals from across the charitable community and other sectors to have the tough, hard-hitting conversations that will move democratic society forward in tackling the grave environmental risks we face.

“Saving nature is the smartest investment that we can make. The ‘we’ there is humankind. It’s not just environmentalists. It’s governments, businesses, and indigenous people. It’s other NGOs working to improve human well-being. It’s urban and rural communities, red states and blue. All facets of society must come together to make these investments that benefit humanity so greatly.”



M is for Move the Needle

<p>NGEN ONLINE COMMUNITY GAINS</p> <p>200</p> <p>NEW MEMBERS</p> <p>IN 6 MONTHS</p>	<p>TWITTER TOWNHALL </p> <p>1,064,961</p> <p>ACCOUNTS REACHED</p> <p>EALRY 2014</p>	<p>110 </p> <p>VISITS TO CAPITOL HILL OR WHITE HOUSE</p>	<p>4 </p> <p>LETTERS TO CONGRESS SIGNED BY MORE THAN</p> <p>2,600</p> <p>NONPROFIT ORGANIZATIONS</p>
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- LEADERSHIP PROGRAMS
- POLICY & ADVOCACY 2014-2015
- TAX REFORM
- AMERICA GIVES MORE ACT
- POLITICAL ACTIVITY

2014-2015 Leadership Programs

This has been an amazing year for sowing the seeds of leadership. This has been true with established leaders and with the next generation of innovators in the charitable sector.

In 2014, we celebrated the 30th anniversary of IS's John W. Gardner Leadership Award. It honors outstanding Americans who exemplify the leadership and the ideals of John W. Gardner (1912-2002), an advisor to six presidents, and founding chair of Independent Sector.

In an inspiring call to action, 2014 John W. Gardner Leadership Award recipient Alberto Ibarguen told IS national conference participants in Seattle:



Alberto Ibarguen, President and CEO, The John S. and James L. Knight Foundation

The more we lead our social, commercial, and civic lives on line, it is essential to think about access to the Internet exactly the same as to city hall or a park or the public commons. You would not consider charging someone to come to a meeting. Separate but equal went out in 1954 where education was concerned. Why would we have a separate but equal Internet system where the rich get faster, more effective service and poor people get slower, less effective service? How could you consider government policy to re-establish a doctrine so discredited in another field but because there are commercial interests at play, we would allow a whole group of Americans "separate but equal" access to the civic commons? Not acceptable.

Independent Sector's NGen: Moving Nonprofit Leaders from Next to Now program builds the capacity and taps the talents of nonprofit and philanthropic leaders age 40 and under. Our Twitter Town Hall in early 2014 showcased finalists from our 2014 American Express NGen Leadership Award competition. This diverse group of emerging change-makers shared valuable perspectives on the challenges young leaders face. Our awardee, Dr. Sarah Kastelic was a strong presence at the IS national conference and in January 2015, she was celebrated by her own organization as she took the helm as executive director of the National Indian Child Welfare Association.

2014 American Express NGen Leadership Award recipient Sarah Kastelic made an eloquent case for the power of leadership and the importance of fighting for the right policies.



Sarah Kastelic with IS Board Member Kyle Caldwell, Program Director, Pathways Out of Poverty, Charles Stewart Mott Foundation

When there isn't data about the socio-economic conditions, health, education, etc., of your population, you are invisible to policymakers. A career in policy research has given me the opportunity to mobilize tribal people, to equip them with data and information to support important policy changes.

- Dr. Sarah Kastelic

We have witnessed firsthand what a collaborative deep dive into the issues can do.

IS's 2013-2014 American Express NGen Fellows worked with IS member National Audubon Society to release their research on talent diversity within the nonprofit sector. A year in the making, data and conclusions drawn from their efforts are amplifying a discussion about the need for diverse voices in every aspect of charitable work.

Good progress was made working with our members to unite one of the sector's most influential – and underserved – groups of professionals: the C-Suite. IS provided the opportunity for these leaders reporting to the CEO to break away from routine and analyze issues specific to their roles. Our 2014 C-Suite Midwest Regional Meeting in Detroit illustrated the program's potential and laid the foundation for more facilitated C-Suite sessions in 2015. C-Suite sessions and networking opportunities at the national conference attracted large audiences.



With an eye on the future: the IS 2014-2015 NGEN Fellows



IS Board Member Barbara Arnwine, executive director, Lawyer's Committee for Civil Rights Under Law, said hello to 2014 American Express NGen Fellow Dwayne Marshall at the 50th anniversary of the historic march from Selma to Montgomery.

We also spent quality time leaning into technology to inspire and engage our leaders in the sector. In addition to our Twitter Town Hall, we launched online communities on LinkedIn for both the NGen and C-Suite groups. This safe space where practitioners can ask for advice, share ideas, and expand their networks was expressed as a need, and working in partnership, we fulfilled it. The communities continue to shine a light on emerging issues and critical trends that impact C-Suite and NGen leaders.

As we go to press, the search is on for the next recipient of the American Express NGen Leadership Award and a new cohort of American Express NGen Fellows. Our mandate is to listen to and address the needs of individuals on the forefront of change in the social sector through skills-based training, informative research, and unique convenings that matter to our members and the communities they serve. Looking down the road to Miami, NGen programming at the 2015 national conference will have sessions dedicated to social justice and movement building and our NGen fellows will present research on innovative practices that help leading organizations in the sector stay ahead of the curve. Throughout the year our C-Suite community will have conversations about the issues of financial security, cultural competency, and talent management and will identify concrete strategies that can be taken back to their organizations.

Policy & Advocacy 2014-2015

Tax reform

Lawmakers in Washington continued efforts to rewrite the tax code in 2014, including the unveiling of a comprehensive [tax reform proposal](#) by then-House Ways and Means Committee Chairman Dave Camp (R-MI). Among the items of particular interest to nonprofits was Mr. Camp's estimate that under his plan only 5% of taxpayers would continue to file itemized tax returns, effectively eliminating the [charitable deduction](#) for more than 30 million Americans. Moreover, only those charitable donations that exceeded two percent of a taxpayer's adjusted gross income would be tax-deductible under the plan.

After drafting and distributing a [summary](#) of the Camp plan's key provisions, Independent Sector sought input from sector leaders and other policy experts around the impact on charitable giving, commercial activity by nonprofit organizations, and donor-advised funds. Armed with thoughtful input from these stakeholders, IS communicated the charitable community's concerns on these issues in dozens of Hill meetings throughout 2014.

The 2014 midterm elections shifted majority control of the upper chamber to Republicans, positioning Sen. Orrin Hatch (R-UT) to assume the chairmanship of the Senate Finance Committee in the 114th Congress. Under Mr. Hatch's leadership the committee has launched bipartisan working groups to examine a range of tax issues, and IS is actively engaged in that process to ensure policymakers understand the sector's views as comprehensive tax reform efforts move forward.





B is for Better Practices

250,000
ORIGINAL PRINCIPLES
DISTRIBUTED

33
UPDATED
PRINCIPLES

NEW
2015 ONLINE STORE &
RESOURCE CENTER

The “Flying Wallendas” were a daring tightrope act who awed and entertained millions of circus fans. Unfortunately, because they pushed the limits of human endurance and were at times too proud to employ a net, several of the family members eventually fell to their deaths.

Most Boards of Directors and executives know better than to run their charities and nonprofits like high-wire acts – so they look for guidance on key issues like legal compliance and public disclosure, effective governance, financial oversight, and responsible fundraising.



Now this guidance can be found in one place: Independent Sector’s Principles for Good Governance and Ethical Practice. More than 350 additional ethics and good governance resources can be tapped through this resource center.

First published in 2007, the utility of these 33 principles has been widely demonstrated, with more than 250,000 copies distributed nationwide. The 2015 updated version, and its companion Legal Reference Edition, reflect changes in the law as well as the new circumstances in which the charitable sector functions, and new relationships within and between sectors.

The 2015 edition is the work of 21 leaders from the nonprofit and philanthropic sector, convened by Independent Sector. The official Principles launch took place in February 2015 on Capitol Hill, with top sector leaders present and support from honorary Congressional cosponsors Senator Chuck Grassley (R-IA), Congressman Mike Kelly (D-3rd District PA), Congressman Earl Blumenauer (D-3rd District OR), and keynote speaker Congresswoman Debbie Dingell (D-12th District MI).

Having Congress and other leaders share these recommendations with public charities and private foundations back home is an important goal.

[Learn more at PrinciplesForGood.com](http://PrinciplesForGood.com)





*In brutal strife
Your sword and shield shall be
Belief in life
And human dignity*

- Norwegian poet Nordahl Grieg quoted in the 1977 Nobel Peace Prize presentation to Amnesty International

Growing up in Ossining, New York, Steve Hawkins was well aware of the maximum-security prison occupying the riverfront of his hometown. But it was not until a high school program with the NAACP took him inside Sing Sing that he learned what he calls his “most important life lesson.” “There are no throw-away people,” says Steve, who today is at the helm of the U.S. operations of the half-century-old global human rights organization, Amnesty International. “Many of the men imprisoned there became like surrogate fathers to me.”

After earning degrees in economics (Harvard) and law (NYU), Steve clerked for trail-blazing African American U.S. Court of Appeals Judge A. Leon Higginbotham, who, in his own youth, had famously turned down the opportunity to study engineering at Purdue because it meant residing in segregated housing. “He did become an engineer, after all, a social engineer,” Steve notes, “Using the legal tools of his profession to break down the barriers of segregation.”

Steve applied his “no throw-away people” philosophy in his position as an NAACP Legal Defense Fund attorney representing African American men on death row throughout the Deep South. “My goal was to stop executions by getting the courts to recognize my clients’ worth, to see the value of their existence.” His investigations and litigation spared lives, including those of three black teenagers wrongfully convicted in Tennessee.

On dark days when his motions did not prevail, Steve recalls returning to his desk to find a stack of letters from Amnesty International members thanking him for his work to repeal the death penalty. “I planned to be a human rights law professor, but my encounters with the death penalty in Alabama and Texas led me to become a human rights lawyer arguing for our domestic laws to conform to the standards of the global community.”

Executive Director of AIUSA since 2013, Steve’s current priorities include inspiring a new generation to be involved with Amnesty International and developing his signature effort to “Bring Human Rights Home.” “The abuse of one person’s rights is an affront to all of us, no matter where it occurs,” explains Steve. “To Bring Human Rights Home means that we connect police torture in Turkey with police torture in Chicago. It means a woman fighting for reproductive freedom in Texas has a deep and human connection to a woman struggling for these same rights in El Salvador. When we bring human rights home, we show that human rights are relevant and personal no matter where the fight to protect them takes us.”

Asked about his proudest moment in his new role, Steve notes that Amnesty was one of the first national groups on the ground in the summer of 2014 in the aftermath of teenager Michael Brown’s shooting by a police officer in Ferguson, Missouri. “People took a look at us in our yellow t-shirts and wanted to know who we were. We let them know that we were there to make sure that the world knew what was happening.” And Steve and his team did just that with the release of an Amnesty report documenting instances of human rights abuses and violations of international standards at the hands of law enforcement during those days of conflict.

Steve believes in the importance of Amnesty being on the ground when human rights crises are emerging, but he also notes that coalition building, including with nontraditional allies, is also very much needed. He sees this as urgently needed in the context of ending mass incarceration. “We must build a chorus of voices to spotlight that, with 2.2 million people in prison, the U.S. is the largest jailer in the world. We must remedy this problem and work hard to lose that distinction.”

Steve appreciates the opportunity Independent Sector provides for the private sector, philanthropists, and nonprofits to develop those relationships, as well as share strategies and solutions. “There is no other space that provides that opportunity like Independent Sector.”



A is for Assemble

95
NEW MEMBERS
IN 2014

9,603
NETWORK CONNECTIONS FACILITATED

13 CITIES WILL HOST
THREADS: COMMUNITY CONVERSATIONS

Think of a towering building or an effective government. A beautiful painting or a thriving local business. Think of just about anything that adds value to your life – your smartphone, a delicious meal, the bus you ride to work, or even the organization into which you pour your time and passion.

What do they all have in common? Each one is made up of many diverse parts.



The things that improve the world, even the simplest of them, are comprised of thoughtfully assembled components of every shape and size. Pieces are connected in ways that leverage their individual strengths to create a more effective whole.

We know that the potential of the charitable sector doesn't lie within any single organization or individual. If our aim is to better support our communities and truly advance the common good, then the key to success is the way in which our sector's parts assemble.

Last year, Independent Sector facilitated more than 9,603 connections between individuals in our network. Many of these connections were made with the leaders and staff of our 95 new member organizations. Over the course of the year, we brought the sector's young leaders together with its most experienced veterans. We introduced budding policy advocates to seasoned experts, who jointly influenced the passage of critical legislation. Senior executives from organizations small and large came together to learn from each other and share their best ideas.





From our biggest conferences to small personal meetings, across digital highways and in-person around the country, the charitable sector became more powerful last year because we connected with each other. As we rise to meet the challenges and opportunities of tomorrow, our chances of success increase exponentially as more and more diverse organizations and individuals connect to each other through the IS network.

Assembled, we are a force to be reckoned with.

In the course of hammering out our new strategic vision in 2014, a realization dawned upon IS.

For the nonprofit and philanthropic sector to thrive in the decades ahead, we must come together to take stock of the daunting challenges and incredible possibilities we face.

That is why Independent Sector and convening partners in communities across the country decided to hold conversations throughout 2015 about the key trends, obstacles, and opportunities affecting every organization and individual working to advance the common good. We call these conversations THREADS.

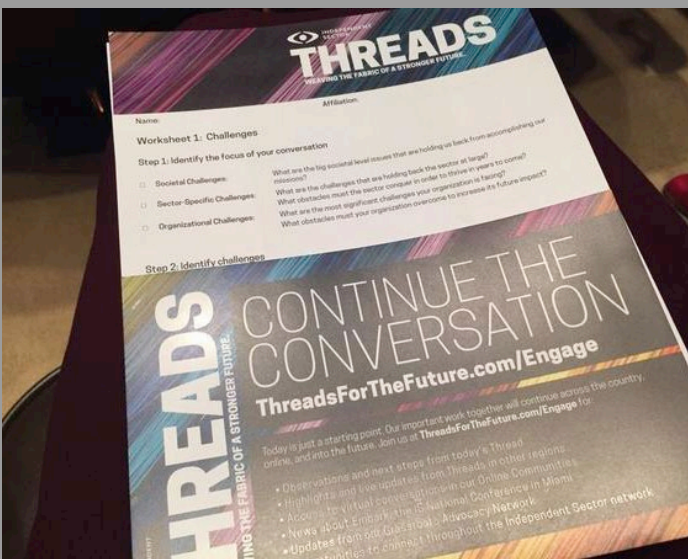


THREADS is pulling together a vibrant cross-section of leaders and practitioners to meet face-to-face.

Upcoming stops on this 2015 listening and learning tour:

- | | | |
|-------------------------------------|--|--|
| Chicago - 05.07 | Boston - 06.03 | Seattle - 06.26 |
| Los Angeles - 05.08 | Silicon Valley - 06.08 | Washington, D.C. - 06.29 |
| Minnesota - 05.27 | Oakland - 06.10 | Phoenix - 8.27 |
| Miami - 05.29 | Spokane - 06.16 | |

with a virtual THREADS held in conjunction with the [MCON Millennial Conference on June 23](#).





"You have ten seconds," the Nazi soldier warned, pressing a gun to the young woman's head, "10-9-8-7-6....." Her mind raced but in the end she told him nothing about her fellow members of the Dutch resistance, and lived to tell the experience.

To Grant Oliphant, president of The Heinz Endowments, this "countdown" story is instructive, and not just because the young woman in question became his grandmother.

"There is a tendency on the part of social sector organizations and especially foundations to imagine that the problems that we face don't have time limits. But the reality is that every second there is something happening to someone somewhere," he says. "You can see it in the context of global issues like climate change where, with each passing day, if we don't fundamentally change our behavior as a species, we will face irreversible consequences. You can see it clearly in the community context where real kids are not graduating with the real skills they need in the world we are sending them into."

The Heinz Endowments' "favorite thing is moving the goalposts." Twenty years ago Pittsburgh's residents "spoke about their city in the past tense." Today it is frequently in the top ranks of urban areas best for people to start families, launch new businesses, and advance their careers. From reinventing the waterfront, to green building design, to public art driving economic development, charitable organizations have played an important part. "Pittsburgh has gone through a remarkable transformation. Part of what has driven that is the success of organizations like ours getting people to think differently about what is possible."

The Heinz Endowments are "locally engaged but globally focused." "We have drivers of innovation in large universities, companies in the IT sector and education arena, in Millennials and entrepreneurs who find their place in Western Pennsylvania because of the authenticity of our neighborhoods," says Grant. "Through our work, we define community not as a series of dysfunctions but as opportunities."

One of the flagship initiatives that bring all of these points of emphasis together is "Pittsburgh P4," a sustainable and inclusive urban design and development project. Its name stands for planet, place, people, and performance. Working in close partnership with Pittsburgh's Mayor Bill Peduto, Grant sees this effort as another indicator of what The Heinz Endowments do best. The goal is to continue to reclaim the city's position as an iconic place and a centerpiece of community life for all of its residents.

Grant notes that without proper infrastructure and guidance on a national scale, charitable organizations like his would not be as effective as they are. "We believe in infrastructure for the field," he says. "We don't have access to mechanisms by which we can build a movement. Independent Sector creates a forum for that to happen and serves as a direct access point to what's happening in the sector nationally."



R is for Resources

23

GENERAL SUPPORT
CONTRIBUTORS



53

CONFERENCE
UNDERWRITERS

53%

OF CONTRIBUTORS
FROM NATIONAL
PHILANTHROPIC
COMMUNITY

THE CRITICAL ROLE OF IS CONTRIBUTORS

Throughout our history, generous donors and funders have not only made Independent Sector's work possible but have also informed the key programs that meet the needs of the entire charitable and philanthropic community. (A complete list of donors by type is found below.) In 2014, we enjoyed the support of a broad range of contributors:



23 contributors provided general support to Independent Sector. They included leading foundations and corporate giving programs from all parts of the country and across the giving sector.

24 project funders helped IS launch, strengthen, and sustain special initiatives in critical areas such as advocacy, community outreach and regional meetings, convening around sticky issues, ethics and accountability, financial security, new digital strategy, redefining political activity, saving the charitable deduction, and strategic planning.

38 individuals made donations to Independent Sector as Associates or Annual Fund contributors.

Nine institutions helped sustain IS's work with their matching gifts.

53 contributors underwrote IMAGINE, our 2014 Annual Conference in Seattle, where more than 1,200 nonprofit and philanthropic leaders "imagined" a just and inclusive society and healthy democracy of active citizens, effective institutions, and vibrant communities.

- **47%** of contributors were from the philanthropic community in the Northwest region.
- **53%** of contributors were from the national philanthropic community.
- **16** contributors supported the conference scholarship program.
- **12** contributors supported the Public Policy Action Institute.
- **13** contributors supported the John W. Gardner Leadership Luncheon.



BUSINESS DEVELOPMENT INITIATIVES

IS introduced our Business Development Program in 2013 to create a new revenue stream to fund our work on behalf of the nonprofit sector, to enhance IS's long-term financial sustainability, and to demonstrate the value and "how-to's" of business development to other nonprofits. Innovations Sessions, a key business development program, were launched at the 2013 national conference. At the 2014 conference, IS offered 12 Innovations Sessions, up from three the previous year, and increased revenue from this program significantly.



In 2014, our Business Development Program:

- Hosted a successful digital advocacy training series, "The Fundamentals of Nonprofit Advocacy and Lobbying," alongside Independent Sector's public policy department. Revenue from the three-part series alone exceeded all revenue from IS's online trainings over the previous three years.
- Launched the new IS Affinity Program, providing IS members and our broader constituent network with exclusive access to and discounts on important products and services. We began the year with seven Affinity Partners, and we are ending 2014 with a dozen and more in the wings.

IS Business Development Partners

Innovations

501(c) Agencies Trust
Airwatch by VMware
America's Charities
Blue State Digital
Care2
CDW
Front Desk
Global Impact
Jitasa
ORS Impact
Perman & Perlman LLP
Relationship Science
Salesforce Foundation
Sanky Communications
TVP NYC
Waldron

Affinity

Brighter Strategies
CauseVox
Financial SCAN
Front Desk
GiveGab
Jitasa
Lenovo
Lorman Education Services
Perman & Perlman LLP
Relationship Science
TD Bank
TVP NYC
WealthEngine



IS members 92Y and United Nations Foundation led the way – and IS joined in – on holiday season charitable giving.

Conference Supporters

2014 IS NATIONAL CONFERENCE SPONSORS AND SUPPORTERS

Leadership Circle

Bill & Melinda Gates Foundation
Campion Foundation*
Marguerite Casey Foundation*
Microsoft Corporation

Distinguished Leaders

W.K. Kellogg Foundation*

Leaders

The Boeing Company***
Casey Family Programs
The Detroit Funders Group
Kresge Foundation
Starbucks Coffee Company

Conveners

American Express Foundation
Empire Health Foundation*
John S. and James L. Knight Foundation
The Joyce Foundation
Raikes Foundation
Rasmuson Foundation***
United Nations Foundation

Presenters

Accenture
American Airlines
The California Endowment*
The California Wellness Foundation*
The Cleveland Foundation*
Paul G. Allen Family Foundation**
Peter G. Peterson Foundation
TIAA-CREF

Additional Supporters

America's Charities and Global Impact
Building Changes*
Bullitt Foundation*
Carnegie Corporation of New York
The Case Foundation
Clark Nuber
Davis Wright Tremaine LLP
Dina Dublon
Evans School of Public Affairs – University of Washington
Ewing Marion Kauffman Foundation
The Henry M. Jackson Foundation*
Hugh and Jane Ferguson Foundation*
Medina Foundation*
The Miami Foundation*
The Minneapolis Foundation
Native Ways Federation
Outerwall*
PepsiCo Foundation
Perlin Pembroke Advised Fund at The Seattle Foundation*
The Philadelphia Foundation
Pride Foundation
RWJF Special Contributions Fund of the Princeton Area Community Foundation
Robert W. and Alyssa Briggs
The Rockefeller Foundation
The Seattle Foundation
Seattle International Foundation*
Vartan Gregorian
Washington Council Ernst & Young
Women's Funding Alliance

2014 LEADERSHIP SUPPORTERS

2014 John W. Gardner Leadership Award

The William Randolph Hearst Foundations

2014 American Express NGen Leadership Award and the 2014 NGen Fellows Program

American Express Foundation

CEO Track

Accenture

C-Suite Track

Kresge Foundation
TIAA-CREF
United Nations Foundation

* 2014 Conference Scholarship Supporter

** 2014 Arts Programming Supporter

*** 2014 Scholarships and Arts Programming Supporter

Donors Lists

GENERAL SUPPORT FUNDERS

Bill and Melinda Gates Foundation
The California Endowment
The California Wellness Foundation
Charles Stewart Mott Foundation
The David and Lucille Packard Foundation
The Edna McConnell Clark Foundation
Florida Philanthropic Network
Ford Foundation
Gordon and Betty Moore Foundation
Kettering Foundation
Kresge Foundation
The John D. and Catherine T. MacArthur Foundation
Lumina Foundation
May and Samuel Rudin Foundation, Inc.
Newman's Own Foundation
The New York Community Trust
The Robert Wood Johnson Foundation
Rockefeller Brothers Fund
Rosenberg Foundation
Rothschild Foundation
Surdna Foundation
Wallace Foundation
W. K. Kellogg Foundation

PROJECT FUNDERS

Advocacy Study Dissemination

Campion Foundation

Community Outreach/Regional Meetings

James Irvine Foundation
Otto Bremer Bank Foundation

Convening Around Sticky Issues

Otto Bremer Bank Foundation

Ethics and Accountability

Andrew W. Mellon Foundation
Hogan Lovells US LLP
James Irvine Foundation
Lilly Endowment Inc.
Otto Bremer Bank Foundation
Patterson Belknap Webb & Tyler LLP
Wallace Foundation

Financial Security

TIAA-CREF

New Digital Strategy

John S. and James L. Knight Foundation

Redefine Political Activity – Bright Lines

Adler and Colvin Schwab Charitable Fund
The California Wellness Foundation
Casey Family Programs
Charles Stewart Mott Foundation
Joyce Foundation
The Minneapolis Foundation
The Saint Paul Foundation
Schwab Charitable Fund (Anonymous)

Save the Charitable Deduction

Silicon Valley Community Foundation

Strategic Visioning

Gordon and Betty Moore Foundation
William and Flora Hewlett Foundation



K is for Knowledge

LONG-RANGE
PLAN
FOCUSES
ON NEXT



25 YEARS

**OF 45 TRENDS
AFFECTING OUR
SECTOR'S WORK
IS PRIORITIZED
NINE**

Disruption from inequality and environmental degradation

Greater ethnic diversity and new generations of leadership

Technology transforming learning, gathering, and associations

Swarms of individuals connecting with institutions

Business becoming increasingly engaged in social and environmental issues

New models for social welfare and social change

Will there be a resurgence of the public's voice in policymaking?

Will the primary focus for policy development be at the local or national level?

How will government balance competing priorities and revenue pressures?

Charting A Course for the Future

Map-making was a high-stakes business in the early 1600s.

Based on their assumptions, mapmakers depicted California as an island cut off from the mainland by the Gulf of California. This had serious consequences.

Missionaries and other explorers ventured inland with their long boats strapped to their burros and their backs, expecting to find the Gulf of California on the other side. Ruins of these abandoned boats can still be found in the sands of Nevada today.



Making mental maps true to the lay of the land, defining reality as thoroughly and crisply as we can, is critical before setting off for a new frontier – especially if the frontier you have in mind is 20-25 years away. For the task is not just to envision that far off time but also to chart your way back to the here and now.

IS and its allies winnowed more than 40 scenarios down to the 9 key trends you see here.





Chances are you didn't know Bank of America tackles a wide range of issues central to improving people's lives through its business activities and its corporate philanthropy, not to mention the volunteer work of its employees in more than 35 countries, a collective impact of two million hours every year.

Ask Kerry Sullivan, president of Bank of America Charitable Foundation since 2009, what she is proudest of, and the list is long. One important cluster concerns how the company is addressing the "interrelated issues of poverty" – jobs, housing, and hunger. "The economy is improving but many people are still struggling and being left behind," she says. "We help individual families jumpstart their finances and move up the economic continuum." Mentoring and coaching lead to better money habits. "We help people learn to save and improve their credit. It speaks to the purpose of our company to improve the lives of our customers and communities."

"The hallmark of our philanthropy is making local connections," says Kerry. Youth employment has been a particular focus with the Foundation collaborating with mayors' offices across the country and other local partners to provide summer jobs for underserved teens. Two Bank of America signature initiatives just celebrated a decade of accomplishment: they are the Student Leaders® and Neighborhood Builders® programs. Student Leaders, in more than 40 markets, recognizes young people who have made a difference in their communities by giving them a paid summer internship with a nonprofit partner. In July the students all come together for a leadership summit in Washington – a city some have never had a chance to visit. More than 2,200 young people have been recognized as Student Leaders – and with the tools they receive, these young people become more engaged citizens. Through Neighborhood Builders, the bank has invested \$170 million in unrestricted grants and leadership training that has benefited more than 40 communities and helped nearly 2,000 nonprofit executive directors and emerging leaders connect to tools and resources to be stronger community leaders. It's the nation's largest philanthropic investment in leadership development.

Volunteerism runs deep in the company, with food banks one of many popular activities. With manager approval, each employee can spend two hours per week in a volunteer activity. Fifty hours of volunteerism "earns" a \$250 grant from the company to the employee's designated charity. "We began with more of a follow your passion approach," says Kerry. "Now many volunteer activities relate more to the work of the Foundation in the form of sharing experiences and skills and aligning to issues that we are working to address."

Philanthropy and volunteerism are part of Bank of America's broader corporate social responsibility (CSR) commitment. From how it conducts business responsibly to forming partnerships to address pressing societal issues, the company brings the strength of its network and resources to effect change. For example, the bank's \$70 billion environmental commitment includes financing energy efficiency as well as philanthropic partnerships with organizations such as Water.org. Last year, the bank announced a partnership with (RED) to help prevent the transmission of HIV/AIDS from mother to child in Africa, an initiative that engages customers in the fight against HIV/AIDS.

What does IS offer the sector? Kerry says that "IS keeps a pulse on the needs of nonprofits. It provides an opportunity for dialogue between nonprofits and foundations. Things are changing and we know that organizations are struggling. Philanthropic funding and government contracts can't cover their needs. They need more capital and funders want to support evidence based work. IS helps to foster that conversation."

Just The Facts

1170
2014 CONFERENCE
ATTENDEES

- 60% Nonprofit
- 19% Foundation
- 11% For-Profit
- 3% Academic & Think Tanks, Media, Government
- 3% Corporate Giving
- 4% Other

FROM **42**
STATES

NGEN ONLINE
COMMUNITY GAINS
200
NEW MEMBERS
IN **6** MONTHS

TWITTER
TOWNHALL 
1,064,961
ACCOUNTS REACHED
EARLY 2014

110 
VISITS TO
CAPITOL HILL
OR WHITE HOUSE

4 
LETTERS TO CONGRESS
SIGNED BY MORE THAN
2,600
NONPROFIT ORGANIZATIONS

250,000
ORIGINAL PRINCIPLES
DISTRIBUTED

33
UPDATED
PRINCIPLES



NEW
2015 ONLINE STORE &
RESOURCE CENTER

95 
NEW
MEMBERS
IN 2014

9,603
NETWORK
CONNECTIONS
FACILITATED 

13 
CITIES WILL HOST
THREADS: COMMUNITY CONVERSATIONS

23
GENERAL SUPPORT
CONTRIBUTORS



53
CONFERENCE
UNDERWRITERS

53%
OF CONTRIBUTORS
FROM NATIONAL
PHILANTHROPIC
COMMUNITY

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gathering, and associations

Streams of individuals
connecting with institutions

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environmental issues

New models for social welfare
and social change

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Will the primary focus for policy
development be at the local or
national level?

How will government balance
competing priorities and revenue
pressures?

Financials

Consolidated Statement of Financial Position
December 31, 2014
(With Comparative Totals for 2013)

Assets	2014	2013
Cash	\$ 3,156,968	\$ 4,650,237
Investments	9,373,758	7,197,363
Accounts and Other Receivables	40,526	61,784
Grants Receivable and Promises to Give, Net	1,379,365	1,370,016
Prepaid Expenses and Other Assets	185,582	65,997
Deferred Rent Receivable	225,212	254,245
Deferred Lease Incentives	645,681	849,378
Property and Equipment, Net	29,774,387	30,488,859
Debt Issuance Costs, Net	229,965	265,583
Deferred Compensation Plan Assets	275,234	244,494
Total assets	\$ 45,286,678	\$ 45,447,956
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 1,127,044	\$ 756,889
Deferred revenue	88,920	1,640
Deferred rent liability	65,343	27,372
Deferred compensation plan liability	275,234	244,494
Notes payable	13,229,490	13,822,812
Deposits held in escrow	176,830	176,830
Total liabilities	14,962,861	15,030,037
Net Assets		
Unrestricted		
Undesignated	23,415,891	24,989,189
Board designated	4,521,437	2,500,000
	27,937,328	27,489,189
Temporarily restricted	2,386,489	2,928,730
Total net assets	30,323,817	30,417,919
Total liabilities and net assets	\$ 45,286,678	\$ 45,447,956

Consolidated Statement of Activities
Year Ended December 31, 2014
(With Comparative Totals for 2013)

	2014			2013
	Unrestricted	Temporarily Restricted	Total	Total
Revenue and Support				
Grants and contributions	\$ 3,141,538	\$ 1,720,395	\$ 4,861,933	\$ 3,732,356
Membership contributions	2,620,553	-	2,620,553	2,802,850
Rental income	1,653,455	-	1,653,455	1,654,341
Conference fees	851,783	-	851,783	821,420
Investment return designated for current operations	180,000	-	180,000	36,498
Publication sales and other	23,452	-	23,452	2,413
Net assets released from restrictions:				
Satisfaction of program restrictions	673,001	(673,001)	-	-
Satisfaction of time restrictions	1,402,135	(1,402,135)	-	-
Total revenue and support	10,545,917	(354,741)	10,191,176	9,049,878
Expenses				
Program services:				
National conference	1,478,599	-	1,478,599	2,157,233
Public policy and government affairs	1,342,247	-	1,342,247	1,299,541
Networks and member engagement	961,450	-	961,450	1,002,956
Programs and practice	880,372	-	880,372	771,129
Planning and learning	452,361	-	452,361	626,985
Communications and marketing	599,896	-	599,896	550,696
Total program services	5,714,925	-	5,714,925	6,408,540
Supporting services:				
General and administrative	810,868	-	810,868	978,605
Fundraising	744,789	-	744,789	701,688
Membership development	98,352	-	98,352	105,039
Strategic visioning	1,681,990	-	1,681,990	132,162
Total supporting services	3,335,999	-	3,335,999	1,917,494
Building services:				
Tenant operations	844,556	-	844,556	877,027
Building operations	415,976	-	415,976	431,969
Total building services	1,260,532	-	1,260,532	1,308,996
Total expenses	10,311,456	-	10,311,456	9,635,030
Change in net assets from operations	234,461	(354,741)	(120,280)	(585,152)
Investment return in excess of amounts designated for current operations	26,178	-	26,178	5,715
Net assets released – Fund for IS Leadership				
Released for use in debt reduction	187,500	(187,500)	-	-
(Loss) on write-off of bond issuance costs	-	-	-	(254,958)
Change in net assets	448,139	(542,241)	(94,102)	(834,395)
Net Assets				
Beginning	27,489,189	2,928,730	30,417,919	31,252,314
Ending	\$ 27,937,328	\$ 2,386,489	\$ 30,323,817	\$ 30,417,919

Credits

Photos



(C)2014 YMCA of the USA



Girls Scouts of the USA



KaBOOM!



(C)Miczek Photography, courtesy of the Annie E. Casey Foundation



(C)Miczek Photography, courtesy of the Annie E. Casey Foundation



Detroit Zoological Society



Girls Scouts of the USA



Lakota Children's Enrichment



92Y



City Year

2014 IS Conference / 2015 Principles Hill Event Photography: Ian Pullens

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