



## MEMORANDUM

**TO:** Members of Independent Sector

**FROM:** Janine Lee, Chair, Governance and Nominating Committee

**SUBJECT:** Board of Directors Nominations

**DATE:** September 16, 2020

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In accordance with the Independent Sector By-Laws, it is my pleasure to share with you for your review and action the attached slate of directors for the 2021 - 2023 IS board of directors. The IS membership must vote to elect directors.

The vote on the attached slate will take place at the Members (Virtual) Townhall on Monday, November 16, from 2:00 to 4:00 pm Eastern Time. Please register [here](#).

It is the duty of the Governance and Nominating Committee to nominate members of the board of directors. Board members serve terms of three years and, unless serving as an officer of IS, may serve a maximum of two terms. If ten percent of Voting Members propose competing nominees fifteen days in advance of the Members' Townhall, both slates will be forwarded to the membership.

It's an honor to acknowledge retiring board members Jim Gibbons and Ron Kagan, Executive Director and CEO, Detroit Zoological Society, for their valued service to Independent Sector.

# INDEPENDENT SECTOR 2021 SLATE OF DIRECTORS

## 1. DIRECTORS FOR ELECTION, CLASS 2023

**Phoebe Boyer**, President and CEO, Children's Aid

**Suzanne McCormick**, U.S. President, United Way Worldwide

## 2. DIRECTORS FOR RE-ELECTION, CLASS OF 2023

**Nicole Anderson**, President, AT&T Foundation and AVP, Corporate Social Responsibility,  
AT&T

**Michael McAfee**, President and CEO, PolicyLink

**Jennifer Reedy**, President, Bush Foundation

**David Williams**, Principal, Deloitte LLP

Biographical information on each candidate is attached.

**BIOGRAPHIES OF NOMINEES FOR  
INDEPENDENT SECTOR BOARD OF  
DIRECTORS, CLASS OF 2023**

**FIRST TERM DIRECTOR CANDIDATES FOR  
CONSIDERATION**

## **SUZANNE MCCORMICK**

U.S. President  
United Way Worldwide



Suzanne was named U.S. President of United Way Worldwide (UWW) in June 2019. She is responsible for helping the 1,100 local United Ways across the U.S. trailblaze in the philanthropic space to build more resilient, inclusive and sustainable communities. She came to UWW from Tampa, Florida, where she spent five years as President and Chief Executive Officer for United Way Suncoast, one of Florida’s largest United Ways. In that time, she cultivated growth, increased community impact and led a strategic plan to break the cycle of generational poverty. Having previously served as the former chair of the United Way Network Partnership Group and National Professional Council, she continues to enable the teams to develop and leverage powerful philanthropy initiatives. She brings invaluable insights as immediate past chair of the United Ways of Florida that lends to the ongoing collaboration with United

Way State Associations.

Suzanne began her nonprofit leadership career at the International Center of New York and then as CEO for both the American Red Cross of Southern Maine and People’s Regional Opportunity. She joined the United Way of Greater Portland in Maine, where she provided 13 years of leadership, including four as President and CEO.

She holds a B.A. in Political Science from Duke University and is an alumna of the Peace Corps, where she taught English in Thailand.

Suzanne is the proud mother of two children: Jack, who serves in the U.S Army, and Fiona. Her husband of 25 years, Bill, is a physical therapist. McCormick enjoys running, being a “soccer mom” and spending time with her family and two Boston terriers, Finnegan and Olive.

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## **PHOEBE BOYER**

President and CEO  
Children's Aid



In July 2014, the Children's Aid Board of Trustees selected Phoebe Boyer to be the organization's 11th president and chief executive officer. Phoebe came to Children's Aid from the Robertson Foundation, a \$1 billion foundation created by Julian Robertson and his family that takes a targeted approach to supporting critical national issues, including education reform. She spent more than a decade at the foundation, most recently as its executive director, where she oversaw operations and grant-making of more than \$100 million annually. During her tenure there, she developed and executed the foundation's national K-12 education reform strategy.

She also served for more than 12 years (1999-2012) as the executive director of the Tiger Foundation, founded by Julian Robertson as well, with a mission to break the cycle of poverty in New York City. During her tenure at the Tiger Foundation, the organization provided more than \$112 million in funding to New York City nonprofits in the areas of education, youth development, job training, and social services. Phoebe also raised more than \$200 million to support the foundation's work.

Before her work with foundations, Phoebe worked at Inwood House, a nonprofit in Upper Manhattan, where she spent four years helping distressed teens take charge of their lives by educating them in making sound decisions, preventing pregnancy, and building self-esteem. She was the assistant executive director during her final two years at Inwood House, where she was responsible for overall administration and the organization's financial management. She also restructured and expanded a community-based adolescent pregnancy prevention program in the South Bronx and served as a liaison with a number of city agencies.

In addition to her work forging partnerships between the private sector and nonprofits, Phoebe also has experience working in city government.

Phoebe graduated from Wesleyan University, on whose board she has served, and earned her M.B.A. from Columbia Business School, where she won the Joanne Martin Academic Award for Public and Nonprofit Management.

**BIOGRAPHIES OF NOMINEES FOR  
INDEPENDENT SECTOR BOARD OF  
DIRECTORS, CLASS OF 2023**

**SECOND TERM DIRECTOR CANDIDATES FOR  
CONSIDERATION**

## NICOLE ANDERSON

President, AT&T Foundation  
AVP, Corporate Social Responsibility, AT&T



As President of the AT&T Foundation and AVP of Corporate Social Responsibility, Nicole oversees the philanthropic budget and CSR communications and awareness efforts for AT&T. Her team oversees disaster relief strategy and manages the AT&T Employee Relief Fund, a public charity funded by employee and corporate donations to provide financial assistance to employees impacted by natural disasters and personal hardships.

Prior to this role, Nicole oversaw AT&T Aspire – a multi-million-dollar commitment to drive innovation in education by connecting young people with opportunities. Through Aspire, she managed a diverse programmatic and philanthropic portfolio that included the Aspire Accelerator, an incubator supporting ed-tech entrepreneurs, and the Connect to Success competitive grant program that funds non-profits implementing best-in-class evidenced-based interventions that keep underserved students on track to high school graduation and beyond. She began her career at AT&T as part of its flagship leadership development program and joined the Corporate Social Responsibility team in 2009.

Nicole's commitment to finding new solutions for social issues started at an early age watching her father design affordable housing in the San Francisco Bay Area and accompanying him to community meetings. She joined a Congressional campaign soon after college that took her from her native Bay Area to Washington, DC. After working on the Hill as a legislative analyst handling issues from education to telecommunications, she took her experience to the University of California's Federal Relations office and next, to AT&T

Nicole serves on the board of Independent Sector, America's Promise Alliance, the Dallas Zoological Society, and the Commit Partnership, an organization to drive student achievement throughout Dallas County by leveraging data and community expertise. She is a member of the Conference Board's CSR Council and chairs the program committee. Nicole holds a B.A. in political science from UC San Diego, and an M.B.A. from UT Austin. She and her husband live in Dallas with their two sons.

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## MICHAEL MCAFEE

President and CEO  
PolicyLink



Dr. Michael McAfee became President and CEO of PolicyLink in 2018, seven years after becoming the inaugural director of the [Promise Neighborhoods Institute at PolicyLink](#). His results-driven leadership, depth of knowledge about building and sustaining an organization, and devotion to serving the nation's most underserved populations made him the obvious choice to lead the 20-year-old PolicyLink as [Angela Glover Blackwell](#) transitioned to founder in residence.

During his time at PolicyLink, Michael has played a leadership role in securing Promise Neighborhoods as a permanent federal program, led efforts to improve outcomes for more than 300,000 children, and facilitated the investment of billions of dollars in neighborhoods of concentrated poverty. He is the catalyst for a new and growing body of work — [corporate racial equity](#) — which includes the first comprehensive tool to guide private-sector companies in assessing and actively promoting equity in every aspect of their company's value chain. Michael carries forward the legacy to realize the promise of equity — just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Michael also understands the urgency of now. The nation is rapidly becoming a majority people of color. In cities and towns across the country many people are embracing the concept of equity and intent on achieving racial and economic equity for all. At the same time, as the word is used more, the concept of equity is in danger of becoming diluted, just another catchphrase of civil society, leaving the true promise of racial and economic inclusion unrealized. Michael is determined that this will not happen.

Michael is ensuring equity does not become watered down. He is turning movement leaders' eyes toward redesigning the "rules of the game" so that all people in America — particularly those who face the burdens of structural racism — participate in a just society, live in a healthy community of opportunity, and prosper in an equitable economy. He is achieving this by enacting liberating public policies targeted to the [100 million](#) people living in or near poverty, the majority of whom are people of color.

His legacy will lie in his efforts to stand in transformative solidarity with others, collectively charting a course to Win on Equity. He is building a well-planned, well-coordinated, well-executed, and sustained campaign that frees America's democracy from the oppressive blend of patriarchy, capitalism, and racism.



Before joining PolicyLink, Michael served as senior community planning and development representative in the Chicago Regional Office of the U.S. Department of Housing and Urban Development (HUD). While at HUD, he managed a \$450 million housing, community, and economic development portfolio where he partnered with local leaders to create more than 3,000 units of affordable housing and 5,000 jobs and to ensure access to social services for more than 200,000 families. Before his public service, Michael served as the director of community leadership for The Greater Kansas City Community Foundation and Affiliated Trusts.

He was instrumental in positioning the organization to raise \$121 million from individual donors, an accomplishment recognized by the Chronicle of Philanthropy for receiving more contributions than any community foundation in America. Michael's commitment to the needs of people of color and those living in poverty extends to his work on the boards of [Bridge Housing](#), [Independent Sector](#), [North Lawndale Employment Network](#), [One Degree](#), and [Sweet Beginnings, LLC](#), each of which is committed to creating opportunity for those among the 100 million economically insecure people in America.

Previously, Michael served in the United States Army and as Dean's Distinguished Visiting Fellow at the Harvard Graduate School of Education. He earned his Doctor of Education in human and organizational learning from George Washington University and completed Harvard University's Executive Program in Public Management.

He is a sought-after speaker on community and economic development, leadership, organizational development, racial equity, and youth development. His articles have appeared in *Academic Pediatrics*, *Cascade*, published by the Federal Reserve Bank of Philadelphia; *Community Development Innovation Review*, published by the Federal Reserve Bank of San Francisco; *Harvard Education Press*, *Stanford Social Innovation Review*, and *Voices in Urban Education*, published by the Annenberg Institute for School Reform at Brown University.

Michael lives in the Oakland Hills with his wife, Maja, and their two Brussels Griffons (Gigi and Griff). He is an avid off-road hiker and practitioner of yoga.

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**JENNIFER REEDY**

President  
Bush Foundation



**Jen** has been **President of the Bush Foundation** since September 2012. The Bush Foundation invests in great ideas and the people who power them in Minnesota, North Dakota, South Dakota and 23 Native Nations. The Foundation was established in 1953 by Archibald Bush, a 3M executive who played a key role in growing 3M into one of the world’s leading companies.

Prior to joining the Foundation, Jen served as chief of staff and vice president of strategy for Minnesota Philanthropy Partners, where she led the creation of GiveMN.org, Give to the Max Day, and the Minnesota Idea Open. Jen was also a consultant with McKinsey and Company for nine years and was the first director of the Itasca Project, a CEO-led regional civic initiative in the Twin Cities.

Her current community service includes board and committee work with Region’s Hospital, GHR Foundation, the Truman Foundation and Independent Sector. She is also a member of the Itasca Project, Minnesota Women's Economic Roundtable and the US Global Leadership Coalition Minnesota Advisory Committee.

Jen has a Bachelor’s degree from the University of Kansas and a Master’s degree from the University of Chicago. She has been honored as a “40 Under 40” leader by the Minneapolis-Saint Paul Business Journal, as one of the “100 Minnesotans You Should Know” by Twin Cities Business Magazine, and as a NextGen Fellow by Independent Sector.

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## DAVID WILLIAMS

Principal  
Deloitte LLP



**David Williams is a principal in and serves as the leader of Policy, Government Relations and Corporate Citizenship for the global professional services firm Deloitte LLP.** In this role, he is responsible for Deloitte's policy, government and community activities, focused on using these key tools to augment and accelerate Deloitte's business strategies and stakeholder engagement. He works collaboratively with clients to inform federal, state and local governments on issues, identifies new and

developing policy topics and legislative issues, and unites internal stakeholders around a common agenda of collective impact that advances both the firm and society at large.

Prior to assuming his current role, David served as the Chief Executive Officer of Deloitte Financial Advisory Services LLP (Deloitte FAS), and the Chairman and Chief Executive Officer of Deloitte Transactions and Business Analytics (DTBA), both US operating subsidiaries of Deloitte US. Deloitte FAS and DTBA are specialty-consulting businesses, providing advice and counsel to companies faced with opportunities for growth such as a merger or acquisition, or critical challenges such as fraud, litigation or restructuring. As CEO, David was responsible for positioning and enabling the business to deliver sustainable revenue and earnings growth and return to Deloitte's partners. His leadership responsibilities extended to more than 2,000 professionals. During his six-year tenure, David led a strategic repositioning of the business in order to take advantage of unprecedented changes in the professional services marketplace and the business expanded its scope of services through both organic service development and four (4) acquisitions, almost doubled in size, and substantially increased its profit margins.

In addition to his leadership responsibilities, David has also served Deloitte clients as a practicing management consultant. He has nearly 30 years of experience providing consulting services in various industries on business and financial issues, including strategic planning and business transformation, new business development and pricing, manufacturing and service delivery, cost measurement and control, performance measurement and financial accounting and reporting. He has testified as an expert in litigation, arbitration, mediation and other alternative dispute resolution matters; served as an arbitrator/mediator; and consulted with management, executives and boards of directors. He has experience in the calculation of damages in commercial disputes involving breach of contract, financial and securities fraud, wrongful termination, adjustment of purchase price, regulatory non-compliance and other causes of action.

During his tenure with Deloitte, David has served in various leadership positions within Deloitte FAS and DTBA, including serving on each firm's Board of Directors, leading both one of FAS' major service lines and one of its major geographical practices. David has also served in leadership roles within Deloitte LLP, including serving on its Board of Directors (and chairing its executive evaluation committee), serving on its Executive Committee, and acting as Global Business Leader for one of its major service lines. Prior to Deloitte, David was a principal at PricewaterhouseCoopers LLP and its legacy firm Price Waterhouse LLP.

David speaks regularly with top tier media as well as at prominent industry conferences and universities. He frequently discusses global trends in mergers and acquisitions, the impact of regulatory changes and legislation on business, and how innovation and technology are changing today's marketplace.

David earned his undergraduate degree in Economics from the University of Pennsylvania and his Master of Business Administration degree in Finance from the Wharton School of the University of Pennsylvania. He is an associate member of the American Bar Association. In addition, he serves on the Regional Advisory Board of Teach For America - New York, the My Brother's Keeper (MBKA) Board and the Pro Bono Institute Board.