



**INDEPENDENT
SECTOR**

ANNUAL REPORT 2019

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About Independent Sector

Independent Sector is the only national membership organization that brings together a diverse community of changemakers, nonprofits, foundations, and corporations working to strengthen civil society and ensure all people in the United States thrive. As the vital meeting ground, we advance our mission by fostering a sense of belonging, catalyzing action, and providing policy leadership across the full breadth of the charitable sector.

What Drives Us



BUILDING COMMUNITY

Our sector is vast and diverse, with infinite ideas for solving intractable problems. But despite our differences, we know that we are better together. That's why community building drives and informs all that we do at Independent Sector. By bringing together the best minds and the biggest hearts, we can do better at doing good.



ACCELERATING SECTOR IMPACT

Through both numbers and narrative, we help the sector tell its story and prove its impact. Working in collaboration with others, we create, curate, and disseminate knowledge designed to help organizations respond to challenges and opportunities, increase their effectiveness, and fulfill their missions.



LEADING ON POLICY

Tax policy is only the beginning. As the voice of the combined charitable and philanthropic sector, we seek to play a positive, proactive role in helping to craft laws and regulations that advance the common good. By educating policymakers on both need and impact, we help create an environment where charity can thrive.

Message from Our Chair and President

The promising 2019 could not have foreshadowed what was in store for our sector and country in 2020.

2019 was a year of milestone accomplishments for Independent Sector, achieved with the support and engagement of our member organizations, partners, and supporters who are our community and the strength of the charitable sector. We amplified the ways IS engages with changemakers in 2019 through our strategic drivers to **lead on policy** on behalf of the sector; create, curate, and disseminate knowledge to **accelerate sector impact**; and **build community** within the charitable community and among the different sectors.

Last year, we shaped and advanced a proactive policy agenda that protects and promotes the sector, increases the sector's policy proficiency, and builds the sector's advocacy muscle – embodying the power our sector brings to bear as an employer of 12 million workers that accounts for 10 percent of U.S. GDP. Engaging with legislators on a wide range of bills that impact the sector, we worked with our partners to successfully lobby to pass bills that repealed a recent expansion to the unrelated business income tax (UBIT), reduced and simplified the private foundation excise tax, and required electronic filing of annual 990 information returns. We also advocated to expand charitable giving incentives, clarify political activity rules, and protect the Johnson Amendment.

In addition, we released three major policy research products during 2019, including survey research quantifying the impact of UBIT provisions in the 2017 tax bill, values-based messaging research on charitable giving, and economic modeling of five proposals to dramatically expand charitable giving incentives.

Collaborating with others, we created, curated, and disseminated knowledge to accelerate the sector's impact, and help organizations respond to challenges and opportunities, increase their effectiveness, and

fulfill their missions. This included monthly blogs to encourage all charitable organizations to strengthen their effectiveness and accountability, as well as 24 webinars with 12 different partners on a wide range of topics, including effective governance practice and values-based messaging around charitable giving.

We closed out 2019 on a high note at Upswell Chicago, along with almost 1,550 community organizers, philanthropists, nonprofit leaders, government officials, corporate responsibility professionals, and individuals who showed what is possible when we harness our collective effort and ingenuity toward building bridges, making connections, and creating brighter futures for the communities and people we serve.

New to last year's community building effort was the Upswell Accelerator, comprised of established institutions such as The Chicago Community Trust and Crown Family Philanthropies, as well as smaller community-based organizations. The Accelerator was created to elevate Chicago's challenges and successes that would have national relevance for changemakers who attended Upswell in November. The Accelerator's work focused on racial equity and established the beginnings of a city-wide racial equity framing focused first on housing. In addition, the Upswell crowdsource effort, Co-Create, generated sessions and activities that reflected that ideas of social innovators from across the social good spectrum.

Buoyed by the optimism of a new year, we forged into 2020 with plans for our third Upswell in Pittsburgh this October. We could never have imagined how a [piece written by Dan](#) as a follow up to our 2018 co-curated article series with SSIR, *Civil Society for the 21st Century*, would presage events to come. It contemplated how the sector can restore the trust of communities that allows civil society to flourish by working to share power and create equity, with an eye toward closing disparities in our most marginalized communities.

The piece spoke of John Gardner's belief that civil society was just as important as government and business in advancing the vision of a better world. Nothing has driven that point home more than the advent of the COVID-19 pandemic.

Quickly pivoting our focus, we began to compile and continue to update a curation of easily accessible resources to help our members and other sector organizations navigate the mission and financial

challenges of these troubled times. We're also leading as co-developers with policymakers to ensure that nonprofits are included in all emergency aid and relief legislation passed by Congress – a recognition of our deep and longstanding connection with communities and steadfast support to help them survive, overcome, and return to a sense of normalcy following natural and other disasters.

And just as we began to get our grounding on how to best support organizations doing on-the-ground work to help communities see their way through COVID-19 – particularly communities of color and indigenous communities disproportionately impacted – the other virus infecting our country – racism – launched into the national conversation after a series of horrific deaths of Black people by police.

As individuals, organizations, and collectively, we must step up and do more to eliminate once and for all the inequities in our systems of justice and healthcare that keep us from being the country we aspire to be, deploying the breadth of our talent and financial resources to reimagine and institute new systems that ensure equity for all.

We are a nation in crisis. And while the challenges posed are enormous, they also present a novel opportunity to reconnect with and strengthen the public's trust in the nonprofit sector and remind the American people about our proven ability to rise to adaptive challenges such as these.

Through the binds that tie civil society's three sectors – government, business, and nonprofits – we will see our way through these crises. We know that our organizations, communities, and nation will not be the same after confronting these challenges head-on. But working together, out of this moment in history we can create a stronger and reinvigorated civil society that authentically shares power, creates equity, and truly allows all people in the U.S. to thrive.



Jeffrey L. Bradach
Chair



Daniel J. Cardinali
President and CEO

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The following board members' terms of service spanned November 15, 2018 to November 13, 2019.

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Co-Founder
The Bridgespan Group

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National Indian Child
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President and CEO
Southeastern Council of
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Senior Vice President,
Philanthropy
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Jim Clark
President & CEO
Boys & Girls Club of
America

Jim Gibbons
Founder
Forward Impact
Enterprises

2019 Highlights

January 2019

Released critical research on newly established unrelated income tax provisions (UBIT), which resulted in nonprofits having to divert thousands of dollars away from their missions. This research, key to advocacy efforts, helped lead to the repeal of one of the UBIT provisions.

\$12,000:

Annual amount diverted from each nonprofit's mission to pay for new tax on transportation fringe benefits.



March 2019

Formed inaugural Upswell Accelerator to identify and regularly convene representatives from established community and social good organizations in Upswell host city to ensure that Upswell programming elevates unique aspects of city that would resonate with Upswell attendees.



June 2019

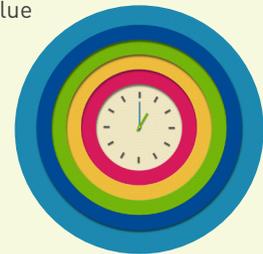
Launched #EveryDonationCounts, an advocacy and messaging campaign calling on Congress to ensure that every donation and every donor counts in strengthening our sector and communities.



April 2019

IS sent a sign-on letter from more than 130 organizations, including faith-based groups, to Senate and House appropriations committees urging leaders to uphold the Johnson Amendment as they considered bills that would fund operation of the Internal Revenue Service for FY 2020.

Announced the new Value of Volunteer Time of \$25.43 per hour.



May 2019

Announced the 2019 American Express NGen Fellows cohort, 12 emerging leaders age 40 and under who strengthened their leadership capacity, honed their change-making skills, and built connections with some of the social sector's most influential leaders.

01.19

02.19

03.19

04.19

05.19

06.19

July 2019

Joined ARNOVA in co-hosting Public Policy Symposium in Washington, DC to build and deepen ties between the research and practitioner communities and identify policy topics of high interest to the sector, and determine additional work needed to refine policy topics into options that might be advanced to policymakers.

August 2019

Announced 2019 John W. Gardner Leadership Award winner, Sherry Salway Black, member of the Oglala Lakota nation and standard-bearer for Indian Country self-determination, asset building, community investment, and cultural revitalization.



September 2019

Circulated candidate questionnaire to all 2020 presidential campaigns regarding issues of concern to the nonprofit sector, modeling sector behavior to actively participate in nonpartisan civic engagement as important policy opportunity.

Hosted IS All-Staff Advocacy Day on Capitol Hill, with each staff person visiting 4-7 Congressional offices to promote nonprofits' vital advocacy role in strengthening democracy, advancing freedom of expression, and adding richness and diversity to community life.

October 2019

Released new poll showing voters wanted political candidates to work with and support nonprofit organizations.

November 2019

Convened Upswell Summit in Chicago, Illinois – our second annual gathering of a diverse community of changemakers from across the country, including grant-seeking and grant-making organizations, to marshal our collective thoughts and efforts toward making America a place where all can thrive.

Announced winner of 2019 American Express NGen Leadership Award winner, Megan Jacobs, Managing Director, Product, with the Truth Initiative.



Announced winner of 2019 Innovate for Good Challenge winner, Collective Liberty, a nonprofit working to eradicate human trafficking by rapidly scaling data-driven best practices supported through sophisticated artificial intelligence (AI) technology.





Independent Sector's decades-long legacy caught a powerful wave at our inaugural Upswell in Los Angeles in 2018 and built on that momentum in 2019 with Upswell Chicago. More than 1,540 social innovators from every focus and perspective came to the windy city to connect, share, innovate, and re-charge to build an America where all communities and people can thrive.

Upswell enabled attendees – community organizers, philanthropists, nonprofit leaders, government officials, corporate responsibility professionals, and individuals – to dive deep, share big ideas, gain new, innovative insights from local and national changemakers, sharpen their skills, learn new, mind-expanding technology, and roll up their sleeves and explore new approaches to tough community challenges.

In 2019, main stage speakers who inspired and challenged attendees included Michele Norris, Peabody Award-winning journalist, founder of The Race Card Project and Executive Director of The Aspen Institute's The Bridge; Mick Ebling, founder of Not Impossible Labs; Interfaith Youth Core founder and president Eboo Patel; and Chicago's own Theaster Gates, social practice installation artist, University of Chicago professor, and founder of Rebuild Foundation.

Upswell Chicago showed what is possible when we continue to aim higher, always aspiring to get stronger in size, representation, programming, engagement, energy, and impact.



Upswell Highlights

1,540+ CHANGEMAKERS (+10%)

With a huge group returning to Upswell for a second year and a new wave of doers and dreamers embarking on their first experience, the Upswell community grew significantly in Chicago.

239 PARTNERS (+28%)

Upswell Chicago nearly doubled the number of co-creators, each one contributing to the Upswell experience in a powerful way.

310 EVENTS (+40%)

In Chicago, with 310 unique events on the schedule – many happening concurrently – there were more than 296,000 different ways to experience Upswell 2019.

20 IMMERSIVE COMMUNITY TOURS
AND PURPOSE-DRIVEN DINNERS

Through immersive tours and purpose-driven dinners, changemakers ventured out to experience the real Chicago and the amazing work underway to strengthen communities.

319 SPEAKERS (+25%)

Upswell offers a platform for every voice to be heard. From short talks to panel discussions, data-driven roundtables to meditative practices – and renowned and nationally known Main Stage speakers – Upswell 2019 amplified the voices of big thinkers of every kind.



Financials

CONSOLIDATED STATEMENT OF FINANCIAL POSITION December 31, 2019 (With Comparative Totals for 2018)

	2019	2018
Assets		
Cash	\$ 3,127,379	\$ 2,598,934
Investments	9,443,846	8,080,118
Accounts and other receivables	224,528	157,871
Grants receivable and promises to give, net	670,319	2,214,690
Prepaid expenses and other assets	147,974	127,276
Deferred rent receivable	251,820	303,138
Deferred lease incentives	164,431	237,176
Leasing commission costs, net	118,156	154,948
Property and equipment, net	25,353,844	26,258,150
Deferred compensation plan assets	92,586	58,767
Total assets	\$ 39,594,883	\$ 40,191,068
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 1,307,152	\$ 1,252,447
Deferred rent liability	2,966	10,113
Deferred compensation plan liability	92,586	58,767
Notes payable	10,088,867	10,696,222
Deposits held in escrow	133,348	136,701
Total liabilities	11,624,919	12,154,250
Net assets:		
Without donor restrictions:		
Undesignated	18,621,260	19,012,517
Board designated	7,722,558	6,639,801
	26,343,818	25,652,318
With donor restrictions	1,626,146	2,384,500
Total net assets	27,969,964	28,036,818
Total liabilities and net assets	\$ 39,594,883	\$ 40,191,068

CONSOLIDATED STATEMENT OF ACTIVITIES Year Ended December 31, 2019 (With Comparative Totals for 2018)

	2019			2018
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenue and support				
Grants and contributions	\$ 3,415,045	\$ 2,597,185	\$ 6,012,230	\$ 5,675,404
Membership contributions	1,656,663	—	1,656,663	2,136,856
Rental income	1,209,782	—	1,209,782	1,509,258
Conference fees	519,384	—	519,384	488,455
Investment return designated for current operations	293,000	—	293,000	265,000
Publication sales and other	84,660	—	84,660	75,553
Net assets released from restrictions:				
Satisfaction of program restrictions	1,985,539	(1,985,539)	—	—
Satisfaction of time restrictions	1,370,000	(1,370,000)	—	—
Total revenue and support	10,534,073	(758,354)	9,775,719	10,150,526
Expenses				
Program services:				
Public policy and community engagement	1,622,403	—	1,622,403	1,496,115
Planning and learning	190,161	—	190,161	973,624
National conference	2,753,185	—	2,753,185	2,908,022
Programs and practice	1,191,208	—	1,191,208	837,014
Communications and marketing	1,048,068	—	1,048,068	940,563
Networks and member engagement	160,373	—	160,373	271,002
Total program services	6,965,398	—	6,965,398	7,426,340
Supporting services:				
Fundraising	749,374	—	749,374	644,061
Membership development	99,575	—	99,575	161,064
General and administrative	1,387,376	—	1,387,376	1,491,338
Strategic visioning	173,292	—	173,292	133,431
Total supporting services	2,409,617	—	2,409,617	2,429,894
Building services:				
Tenant operations	1,030,649	—	1,030,649	911,668
Building operations	507,633	—	507,633	449,030
Total building services	1,538,282	—	1,538,282	1,360,698
Total expenses	10,913,297	—	10,913,297	11,216,932
Change in net assets before investment (loss) return	(379,224)	(758,354)	(1,137,578)	(1,066,406)
Investment (loss) return in excess of amounts for current operations	1,070,724	—	1,070,724	(596,904)
Change in net assets	691,500	(758,354)	(66,854)	(1,663,310)
Net assets				
Beginning	25,652,318	2,384,500	28,036,818	29,700,128
Ending	\$ 26,343,818	\$ 1,626,146	\$ 27,969,964	\$ 28,036,818

2019 Committees & Advisory Groups

AMERICAN EXPRESS NGen FELLOWS SELECTION COMMITTEE

Janet Arias-Martinez

Director, Senior Director of Strategic Initiatives
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Elizabeth Cervantes

Co-founder and Director of Organizing Southwest Suburban Immigrant Project

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Americans for the Arts

Dr. Raquel Gutiérrez

Director, Leadership & Learning Advancement
Hispanics in Philanthropy

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Brook Wingate

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Executive Director
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Larry Kramer

President
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Jeffrey Bradach, Ex-officio

Managing Partner and Co-Founder
The Bridgespan Group

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AVP of Social Innovation and President
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Amy Sample Ward

Chief Executive Officer
NTEN

Carlos Monje

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James Baxani

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Mareeha Niaz

Manager, Programs and
Leadership Development
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Elyse Harrington

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Michael Taylor

Management Consultant
Accenture

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 Nicole Anderson
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 Ron Kagan
 Sarah Kastelic
 Sonia Campion
 Terry Mazany
 Timothy McClimon

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 92Y
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 ACCESS
 AchieveMission
 African Economic Development Solutions & Little Africa
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 Alianza Coachella Valley
 Alliance for Strong Families and Communities
 ALSAC, Inc./St. Jude's Research Hospital
 Amazon CSR
 American Alliance of Museums
 American Cancer Society
 American Council of the Blind
 American Express Foundation
 American Heart Association
 American Indian College Fund
 American Indian Science and Engineering Society
 American Red Cross
 Americans for Indian Opportunity
 Americans for the Arts
 Asian Americans Advancing Justice
 Association for Healthcare Philanthropy
 Association for Research on Nonprofit Organizations & Voluntary Action
 Association of Advanced Rabbinical & Talmudic Schools
 Association of American Medical Colleges
 Association of Art Museum Directors
 Association of Children's Museums
 Association of Corporate Citizenship Professionals
 Association of Direct Response Fundraising Counsel
 AT&T Foundation
 Atlas Corps
 Bank of America Charitable Foundation
 Barr Foundation
 BBB Wise Giving Alliance
 Bill & Melinda Gates Foundation
 Billings Leadership Foundation: Friendship House
 Blackbaud, Inc.
 BoardSource
 Boston College School of Social Work
 Boys & Girls Clubs of America
 Bronx Community College Foundation
 Bush Foundation
 Calgary Chamber of Voluntary Organizations
 California Association of Nonprofits
 California Health Care Foundation
 Camp Fire
 Champion Foundation
 Cancer Care, Inc.
 Candid
 Capital Partners for Education
 Caravanserai Project
 Carnegie Corporation of New York
 Casey Family Programs
 Catalyst Leadership Foundation
 Catholic Charities USA
 Cedarmere Foundation
 Center for Creative Leadership
 Center for New Leadership, Marlboro College
 Center for Nonprofit Management, Philanthropy, and Policy, Schar School of Policy and Government, George Mason University
 Center for Transforming Mission Dominican Republic
 Center for Transforming Mission Kenya
 Center on Community Philanthropy, Clinton School of Public Service, University of Arkansas
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 Charity Navigator
 Charles F. Kettering Foundation
 Charles Stewart Mott Foundation
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 Council of Michigan Foundations
 Council on Foundations
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 Des Moines Leadership Foundation: Pillars of Promise
 Detroit Zoological Society
 Disaster Accountability Project
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 Empire Health Foundation
 Encore.org
 Eugene and Agnes E. Meyer Foundation
 Ewing Marion Kauffman Foundation
 F. B. Heron Foundation
 Fair Chance
 Family Reunion
 Fidelity Foundation
 First Coast Leadership Foundation: First Coast Christian Outreach
 First Nations Development Institute
 First Peoples Fund
 Florida Association of Nonprofit Organizations
 Florida Cultural Alliance
 Florida Nonprofit Alliance
 Florida Philanthropic Network
 Flourish Talent Management Solutions, LLC
 Forefront
 Foundation for a Healthy St. Petersburg

Foundation for the Carolinas
 Foundation for the Mid South
 FSG Inc.
 FUSE Corps
 Gateway Center for Giving
 Girls Incorporated
 Girls on the Run International
 Global Impact
 GOOD+ Foundation
 Goodwill Industries International, Inc.
 Goodwill Industries of South Florida
 Grand Rapids Center for Community Transformation
 Grant Professionals Association
 Grantmakers Council of Rhode Island
 Greater Twin Cities United Way
 GreenLight Fund
 Haiti Leadership Foundation
 HandKind Company
 Harold K.L. Castle Foundation
 Harry Singer Foundation
 Hawaii Alliance of Nonprofit Organizations
 Hispanics in Philanthropy
 Houston Endowment, Inc.
 Hudson-Webber Foundation
 Human Rights for Kids
 Humanity First, USA
 Hyde Park Art Center
 ICA Fund Good Jobs
 Idaho Nonprofit Center
 Illinois PTA
 Imagine Canada
 Inclusion Ventures
 Independent Sector
 Indian Ministries, Leadership Foundations for First Nations People
 Indiana University Lilly Family School of Philanthropy
 Institute for Nonprofit Practice
 Institute for Policy and Governance, Virginia Tech University
 InterAction
 International Primate Protection League
 Jackson Leadership Foundation
 Jobs for America's Graduates
 John S. and James L. Knight Foundation
 Justice Journey Alliance, Leadership Foundation of Chicago
 KaBOOM! Inc.
 Kellogg School of Management, Northwestern University
 Kidney Cancer Association
 Knoxville Leadership Foundation
 KPMG Foundation
 Lane Leadership Foundation
 Larned A. Waterman Iowa Nonprofit Resource Center, University of Iowa
 Latham and Watkins LLP
 Leadership 18
 Leadership Education for Asian Pacifics
 Leadership Foundations
 League of American Orchestras
 League of Women Voters of the United States
 Lewiston Leadership Foundation: The Root Cellar
 Lexington Leadership Foundation
 Lilly Endowment, Inc.
 Lincoln Center for the Performing Arts
 Living Cities, Inc.
 Lloyd A. Fry Foundation
 Lobbyists 4 Good
 Lumina Foundation
 Lutheran Services in America, Inc.
 Maine Philanthropy Center
 March of Dimes Foundation
 Marguerite Casey Foundation
 Marin Community Foundation
 Max M. & Marjorie S. Fisher Foundation
 MCCJ
 McCormick Group
 McGregor Fund
 Memphis Leadership Foundation
 MENTOR
 Mercy Housing, Inc.
 MetLife Foundation
 Metro Atlanta Leadership Foundation
 Miami Valley Leadership Foundation
 Michigan Nonprofit Association
 Minneapolis Leadership Foundation
 Urban Ventures
 Minnesota Council of Nonprofits
 Morgan, Lewis & Bockius LLP
 Morino Institute
 Ms. Foundation for Women
 NAMM Foundation
 NASBA Center for the Public Trust
 National Academy Foundation
 National Association of Free & Charitable Clinics
 National Audubon Society
 National Center for Family Philanthropy
 National Center on Philanthropy and the Law, New York University School of Law
 National Committee for Responsive Philanthropy
 National Conference on Citizenship
 National Endowment for Financial Education
 National Geographic Society
 National Health Council
 National Human Services Assembly
 National Indian Child Welfare Association
 National Multiple Sclerosis Society
 National Philanthropic Trust
 National Urban Fellows, Inc.
 Native American Rights Fund
 Native Americans in Philanthropy
 Native Ways Federation
 NEO Law Group
 Newman's Own Foundation
 Next Chapter Ministries, Leadership Foundation of Rochester
 Nonprofit Association of Oregon
 Nonprofit Association of Westchester
 Nonprofit Center of Northeast Florida
 Nonprofit Leadership Alliance
 Northern California Grantmakers
 Northern Trust, Foundation & Institutional Advisory
 Northwest Area Foundation
 NY Funders Alliance
 Ohio Association of Nonprofit Organizations
 One by One Leadership Foundation
 OneStar Foundation
 Open Road Alliance
 Open Society Foundations
 Otto Bremer Trust
 Parkview Legacy Foundation
 PayPal Inc.
 PBS Foundation
 Performing Arts Alliance
 Peter G. Peterson Foundation
 Philadelphia Leadership Foundation
 Philanthropy for Active Civic Engagement
 Philanthropy WV
 PIE Org
 Pittsburgh Leadership Foundation
 Plenty
 PolicyLink
 Portland Leadership Foundation
 Program on Philanthropy and Social Innovation (PSI) - The Aspen Institute
 ProInspire
 Prosperity Now
 Quicken Loans Community Investment Fund
 Raikes Foundation
 Research-Aid Networks
 Rockefeller Brothers Fund
 Rockefeller Foundation
 Running Strong for American Indian Youth
 S.D. Bechtel, Jr. Foundation
 Salem Leadership Foundation
 Salish Kootenai College Foundation
 Sall Family Foundation

Savannah Leadership Foundation
 Say Yes to Education
 Scaling Up Social Sector
 School of Professional Studies,
 Columbia University
 Seattle Foundation
 Seattle Goodwill
 Share Our Strength
 Skillman Foundation
 Skoll Foundation
 Society for Nonprofits
 Southeastern Council of Foundations
 Southern California Grantmakers
 Southern Poverty Law Center
 Spectrum Nonprofit Services, LLC
 Sphinx Organization
 Stanford Center on Philanthropy and
 Civil Society
 StepChange Partners
 Stockton Leadership Foundation
 Strategy Arts
 Surdna Foundation, Inc.
 TCC Group
 Tenacre Foundation
 TEST - Independent Sector Test
 The Andrew W. Mellon Foundation
 The Annenberg Foundation
 The Annie E. Casey Foundation
 The Arc of the United States
 The Association of Junior Leagues
 International, Inc.
 The Bridgespan Group
 The California Endowment
 The California Wellness Foundation
 The Case Foundation
 The Center for Community Transformation,
 Leadership Foundation of Fresno
 The Center for Effective Philanthropy
 The Chicago Community Trust
 The Cleveland Foundation
 The Clinton Foundation
 The Colorado Health Foundation
 The Columbus Foundation
 The Communications Network, Inc.
 The Community Foundation for
 Greater Atlanta
 The David and Lucile Packard Foundation
 The Dibble Institute
 The Fetzer Institute, Inc.
 The Forbes Funds
 The Ford Foundation
 The George Gund Foundation
 The Greater Sum Foundation
 The Harwood Institute
 The Heinz Endowments
 The Henry Ford
 The Japan Association of
 Charitable Organizations
 The John D. and Catherine T.
 MacArthur Foundation
 The Joyce Foundation
 The Kerr Foundation, Inc.
 The Kresge Foundation
 The Minneapolis Foundation
 The Nature Conservancy
 The New York Community Trust
 The Nonprofit Council
 The Nord Family Foundation
 The Pablove Foundation
 The Parkinson Council
 The Pew Charitable Trusts
 The Philadelphia Foundation
 The Policy Academies
 The Ralph C. Wilson Jr. Foundation
 The Robert Wood Johnson Foundation
 The Salvation Army National
 Headquarters
 The San Francisco Foundation
 The Score Foundation
 The Sierra Club Foundation
 The Spencer Foundation
 The Viscardi Center
 The Wallace Foundation
 The Walton Family Foundation
 The William and Flora Hewlett
 Foundation
 Third Sector
 Thrivent Foundation
 TIAA Institute
 Timecounts
 Together SC
 Towers of Hope, Leadership Foundation
 of Bloemfontein
 Transform Scott County, Leadership
 Foundation of Georgetown
 Transition Leadership International
 Trust for America's Health
 Truth Initiative
 Tshwane Leadership Foundation
 U. S. Soccer Foundation
 U.S. Trust Corporation
 U.S.-Japan Council
 UNCF
 UnidosUS
 United Nations Foundation
 United Philanthropy Forum
 United States Fund for UNICEF
 United Way of Asheville and
 Buncombe County
 United Way of Berks County
 United Way of Genesee County
 United Way of Greater Cincinnati
 United Way of Greater Cleveland
 United Way of Greenville County
 United Way of Texas
 United Way of the Piedmont
 United Way Worldwide
 Up With Community
 Urban Institute Center on Nonprofits
 and Philanthropy
 Veritas Institute For Entrepreneurial
 Leadership
 VisionServe Alliance
 Voice for Adoption
 VolunteerMatch
 Volunteers of America
 W.K. Kellogg Foundation
 Walmart
 Washington Nonprofits
 Weill Institute of Music - Carnegie Hall
 Welcome Project
 West Virginia Leadership Foundation:
 New Vision
 William Davidson Foundation
 William Randolph Hearst Foundations
 Wilmington Area Leadership Foundation
 Women's Congressional Policy Institute
 Wounded Warrior Project Inc.
 YMCA of Greater Charlotte
 YMCA of Greater New York
 YMCA of Metropolitan Dallas
 YMCA of the USA
 YMCA Retirement Fund
 Young Invincibles
 Young Nonprofit Professionals Network
 Yuvalok Leadership Foundation
 YWCA Greater Pittsburgh
 YWCA National Capital Area
 YWCA of the USA

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