

Independent
Sector



RISING TO THE MOMENT

2025 ANNUAL REPORT



Independent
Sector

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About Independent Sector

Independent Sector is the national organization that connects, strengthens, and advocates for nonprofits and philanthropies. We envision a charitable sector that is healthy, trusted, and equitable, and helps all people in the United States thrive.

Independent Sector champions four goals to make sure nonprofits and philanthropies have the strength to lead and serve:

- **Thriving Workforce:** Equitable strategies that reinforce a strong workforce and advance mission impact.
- **Financially Robust:** Tools and approaches that build long-term financial resilience and sustainability.
- **Trusted & Well-Governed:** Accountable and authentic leadership that deepens community trust and credibility.
- **Active Advocates:** Collective advocacy efforts that unify voices and advance policies for the public good.

Together with our members, we drive policies and solutions to strengthen our sector and its impact.

Message from Our Chair

As a member-driven organization, we at Independent Sector are only as strong as the organizations we represent. When our members are hurting, we feel it. As both Board Chair of Independent Sector and leader of Sojourners, a faith-based nonprofit dedicated to social justice and peace, I know that 2025 was an incredibly challenging year for the charitable nonprofit sector. Mission-driven organizations had to defend against a gauntlet of political and legal threats — with the worst attacks often reserved for organizations serving the most vulnerable Americans. When you combine that pressure with the growing community need for services, financial constraints tied in part to cuts to federal and state funding, and worsening staff burnout, you have a sector that is being asked to do much more with far less.

In the face of these pressures, mission-driven organizations are rising to the moment and demonstrating the power of generosity, empathy, and solidarity with our neighbors in need. Nonprofit leaders, staff, and volunteers have responded to a political environment full of cruelty and greed with an attitude of compassion and self-sacrifice, setting an example for millions of Americans of what it truly means to love one's neighbor and advance the common good. I'm incredibly proud and grateful for the many ways our sector has risen to this moment and answered the call to protect the most vulnerable and our democracy at a time of great peril and need.

Reverend Adam Russell Taylor
Board Chair, Independent Sector
President, Sojourners



Message from Our President and CEO



2025 was a year that tested us, challenged us — and united us. In the face of existential threats to the 1.9 million nonprofits and philanthropies that keep American communities healthy and whole, Independent Sector worked to build new and enduring bipartisan relationships in Congress to defend and support our sector and created strong coalitions opposing the weaponization of government against charitable organizations. We convened nearly 1,000 nonprofit leaders at Independent Sector's National Summit in Atlanta last October to strategize, build partnerships, and share resources. And we pushed back against the harmful rhetoric undermining and demeaning the work of 13.9 million American nonprofit workers. That work has already paid off: Despite the target painted on our sector over the past year, Independent Sector research showed that 57% of Americans highly trust nonprofits — the highest level of trust for any sector of American society.

This work is only possible through the input and support of our member organizations: Our members guide our programming, inform our research, and drive our work to change government policies to better support the work of mission-driven organizations. Our members are not just our “who” — they’re our “why.” In 2026 and beyond, Independent Sector will continue working to address sector-wide financial, work-force, governance, and advocacy challenges so charitable organizations can focus on what they do best: serving their communities.

Dr. Akilah Watkins
President and CEO
Independent Sector



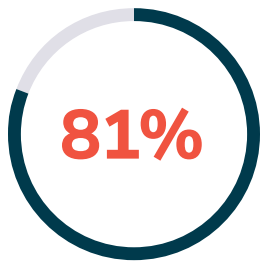
Research to Advance the Charitable Sector

Independent Sector identifies and informs sector issues through research, analysis, cross-sector dialogue, and communication. Our research is the foundation to drive structural change through the federal policymaking process, and to develop standards of practice, tools, and trainings to empower organizations and their leaders. Independent Sector members and partners use insights from our research and analysis to make data-driven decisions to pursue their missions more effectively, better inform policymakers, bolster strategic planning, and strengthen mission impact. Our research focus areas include the health of the U.S. nonprofit sector, trust in civil society, the nonprofit workforce, and the value of volunteer time.



HEALTH OF THE U.S. NONPROFIT SECTOR

Independent Sector has issued our [Health of the U.S. Nonprofit Sector](#) report each year since 2020. This data-rich, accessible resource draws on the most recent research from Independent Sector and other researchers to provide comprehensive insights into how the nation's 1.9 million registered nonprofits both shape and are shaped by economic and financial conditions, workforce dynamics, trust and governance, and public policy and advocacy. The resources help charitable sector leaders, policy-makers, and other stakeholders assess the sector's performance against four key health benchmarks. They rely on these data to make informed decisions that affect economies, influence employment, and strengthen the vital roles nonprofits play in communities nationwide.



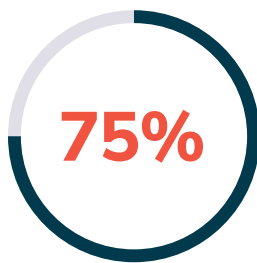
of organizations surveyed **struggled to raise enough funds** to cover all of their costs.



of organizations surveyed ended their most recent fiscal year with an **operating deficit**.



of nonprofits reported experiencing **disruptions to government funding** in the first 4-6 months of 2025.



of nonprofit organizations **said volunteers are important to their operations**, but U.S. Census Bureau data suggests that formal volunteering is declining.

FOUR BENCHMARKS OF HEALTH



Thriving Workforce

Equitable strategies that reinforce a strong workforce and advance mission impact.



Financially Robust

Tools and approaches that build long-term financial resilience and sustainability.



Trusted & Well-Governed

Accountable and authentic leadership that deepens community trust and credibility.



Active Advocates

Collective advocacy efforts that unify voices and advance policies for the public good.

TRUST IN NONPROFITS AND PHILANTHROPY

Nonprofits are among the most trusted institutions in America. The public sees them as better equipped than any other part of society to bridge the social divisions that dominate our landscape. The nonprofit sector fosters democracy and serves as an essential and trusted partner to government at all levels. Since 2019, Independent Sector and Edelman Data & Intelligence have partnered to survey the American public and explore the nuances of trust in American nonprofit and philanthropic organizations. Released annually, the [Trust in Nonprofits and Philanthropy](#) report evaluates the state of trust between our communities and our organizations — particularly important in today's highly polarized and political environment. Understanding and managing trust have never been more critical to the nonprofit sector's ability to maintain public confidence in our proficiency to operate, lead, and succeed.



57%

of Americans reported **high trust in nonprofit organizations in 2025**, which is unchanged from 2024. Trust in nonprofits is higher than in any other sector, including small businesses, the military, philanthropy, government, or the media.



38%

of Americans reported **high trust in private foundations**, nearly 20 percentage points lower than trust in nonprofits.



69%

of Americans agreed that **nonprofits and government must work together** to solve societal issues.



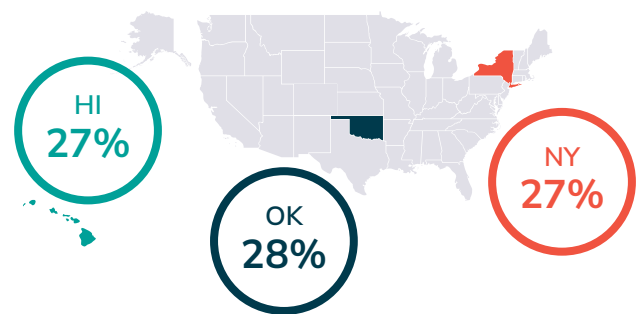
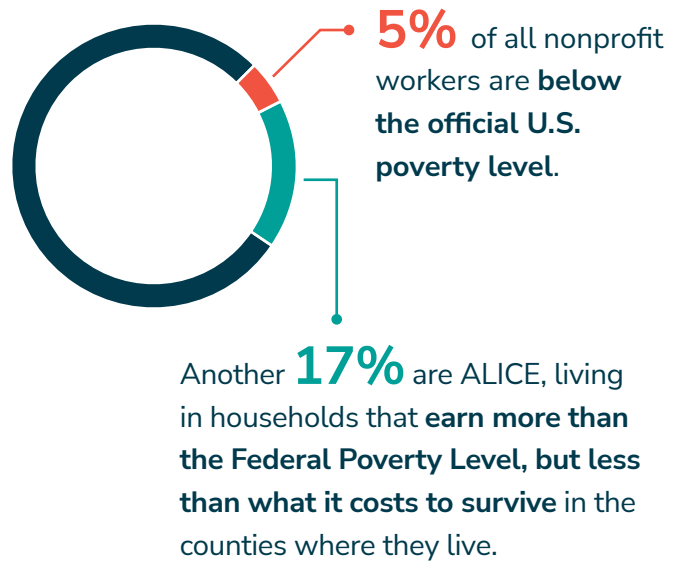
59%

of Americans felt that the **federal government** and the nonprofit sector often have **conflicting priorities**.

UNDERSTANDING FINANCIAL HARDSHIP AMONG THE NONPROFIT WORKFORCE

Following their first-of-its-kind 2024 study on financial hardship in the nonprofit workforce, Independent Sector and United for ALICE continued their partnership in 2025 with [new analysis on ALICE® \(Asset Limited, Income Constrained, Employed\) households](#) — those earning above the Federal Poverty Level but below the cost of basic needs in their communities. The research included a fact sheet highlighting how investing in nonprofit workers can help close the ALICE gap while generating broader benefits for communities, including stronger local economies and positive impacts on government revenue and spending. Independent Sector and United for ALICE also developed the ALICE Nonprofit Workforce Dashboard, which provided interactive national and state-level data on nonprofit workers' financial statuses for the first time.

Increasing nonprofit sector wages to lift ALICE households above the threshold would benefit those households directly and provide \$100 billion in economic stimulus via increased consumer spending and an increased tax base.



Oklahoma, Hawaii, and New York have the **highest rates of nonprofit workers below the ALICE threshold** in the country. Inability to make ends meet can be driven by low wages, high cost of living, or a combination of the two.



Nearly one-third of workers at social assistance, arts, entertainment, and recreation nonprofits **face financial hardship**.



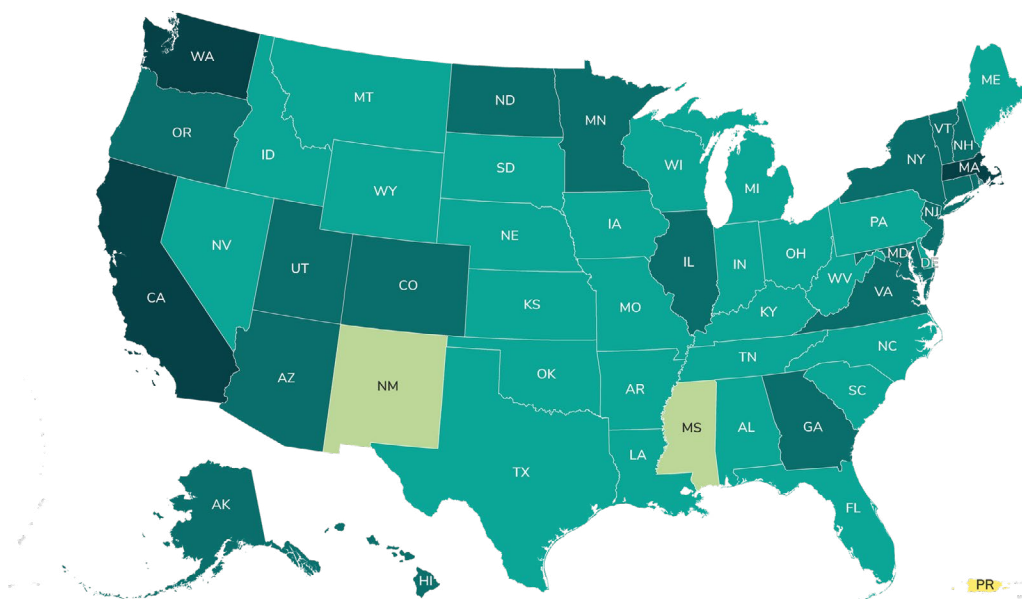
VALUE OF VOLUNTEER TIME

Volunteers are the lifeblood of nonprofits, selflessly donating their time and experience to increase organizations' reach, impact, and effectiveness in communities. Approximately 75% of U.S. nonprofits rely on volunteers to operate, with nearly one quarter (23%) operating as all-volunteer organizations. Volunteers get first-hand experience about nonprofits — what they do, the needs of the communities they serve, and how they operate — building trust by creating a sense of transparency and understanding.

Each April during National Volunteer Week, Independent Sector and the Do Good Institute at the University of Maryland announce the [estimated value of a volunteer hour](#). The current estimated value of a volunteer hour is **\$36.14** — a **3.9% increase from the previous year**.

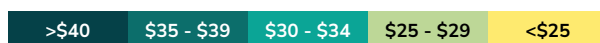
While the estimated value only partly reflects the many benefits provided by volunteers, it illustrates the valuable and significant contributions volunteers make 365 days a year to support our communities.

Independent Sector and member organization the National Museum and Center for Service are collaborating with service organizations and local communities to create a nationwide network of exhibitions of service — a space that honors and inspires the spirit of service over self, and celebrates the everyday people whose service transforms communities and sustains our democracy.



VALUE OF
VOLUNTEER
TIME IN THE
U.S. IN 2025:
\$36.14
PER HOUR

2025 Value of Volunteer Time



	2025*		2025*
US Total	\$36.14	Montana	\$33.19
Alabama	\$31.83	Nebraska	\$33.07
Alaska	\$38.37	Nevada	\$32.49
Arizona	\$35.27	New Hampshire	\$35.96
Arkansas	\$30.13	New Jersey	\$38.59
California	\$41.75	New Mexico	\$29.66
Colorado	\$39.99	New York	\$39.50
Connecticut	\$39.67	North Carolina	\$34.34
Delaware	\$33.36	North Dakota	\$35.13
District of Columbia	\$54.77	Ohio	\$33.54
Florida	\$34.88	Oklahoma	\$31.33
Georgia	\$35.22	Oregon	\$37.66
Hawaii	\$38.29	Pennsylvania	\$33.11
Idaho	\$34.77	Rhode Island	\$37.02
Illinois	\$35.73	South Carolina	\$32.69
Indiana	\$32.62	South Dakota	\$31.72
Iowa	\$30.92	Tennessee	\$31.42
Kansas	\$32.22	Texas	\$34.99
Kentucky	\$30.60	Utah	\$35.47
Louisiana	\$30.12	Vermont	\$35.53
Maine	\$32.99	Virginia	\$36.99
Maryland	\$36.51	Washington	\$42.98
Massachusetts	\$42.92	West Virginia	\$30.37
Michigan	\$33.74	Wisconsin	\$34.67
Minnesota	\$39.80	Wyoming	\$32.48
Mississippi	\$28.39	Puerto Rico	\$17.99
Missouri	\$32.96		

* Figures are based on preliminary data



2025 Impact Areas

SHAPING AND ADVOCATING FOR PUBLIC POLICIES THAT SUPPORT A HEALTHY SECTOR

Independent Sector works with nonprofits, philanthropies, corporate-giving programs, and lawmakers to shape and advocate for policy solutions and legislation that advance the common good, encourage organizations to become better advocates, and create healthy, equitable communities where everyone thrives.



2025 BUDGET RECONCILIATION BILL

Independent Sector President and CEO Dr. Akilah Watkins wrote and shared our initial 2025 tax policy agenda with House and Senate budget leaders in fall 2024, stating many of the priorities of Independent Sector and our members for 2025 tax and spending legislation. Her letter emphasized that the tax code should strengthen the nonprofit sector's financial resources, human capital and workforce, nonpartisan advocacy and civic engagement, and governance and trust.

Throughout the arcane budget reconciliation process, Independent Sector tracked all provisions of the reconciliation bill that impacted nonprofits and hosted a joint webinar with our member Council on Foundations, along with the National Council of Nonprofits and United Philanthropy Forum, to highlight our concerns with the House bill. These organizations co-led a letter signed by

more than 2,000 nonprofits across all 50 states, urging Congress to remove provisions that would hurt nonprofits and philanthropy.

In addition to mobilizing the sector, Independent Sector also commissioned and released research analyzing two harmful proposals: a new 35% limit on the value of itemized deductions for high-income taxpayers and a new 1% floor on charitable deductions for corporations. The research showed that each of these provisions would cost far more in lost charitable giving than they would raise in government revenue.

Independent Sector opposed passage of the budget legislation, recognizing the lasting damage these provisions, among others, could cause the nonprofit sector. Despite this opposition, we were pleased to have made this bad bill better by preventing the private foundation excise tax increase, the return of a burdensome tax on nonprofit parking and transit, and the inclusion of language giving the Treasury Department the power to eliminate the tax-exempt status of any nonprofit it deemed to support terrorism without appropriate transparency and due process.

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| THE JOHNSON AMENDMENT

For over 60 years, the Internal Revenue Code has prohibited 501(c)(3) organizations from intervening in political campaigns. Known as the “Johnson Amendment,” this provision prevents charities from directly supporting or opposing political candidates, but does not restrict their capacity to participate in public policy. Charitable organizations can already advocate around mission-driven issues that impact our communities and engage in a wide range of nonpartisan voter engagement activities.

Independent Sector has consistently urged Congress to oppose all proposals to weaken or repeal the Johnson Amendment, and to clarify nonprofit political activity rules.

In 2025, Independent Sector and the National Council of Nonprofits, along with the American Humanist Association, Americans United for Separation of Church and State, Freedom From Religion Foundation, Interfaith Alliance, Public Citizen, and others, launched a national sign-on letter that was ultimately sent by more than 1,800 nonprofits. That letter urges the federal government to preserve the Johnson Amendment and protect nonprofits from partisan politics.



TAX CREDIT PARITY AND SMALL NONPROFIT RETIREMENT SECURITY ACT

Nonprofit organizations are essential service providers for those in need, key partners to government, and anchors in their local communities. They create a massive economic impact and pay an estimated \$75 billion each year in federal payroll taxes. Yet, these major economic contributors are excluded from a wide range of employer incentives delivered as credits against the federal income tax.

In July 2025, Independent Sector worked with bipartisan leaders in Congress to introduce the Small Nonprofit Retirement Security Act, which would allow small nonprofit employers to claim the same tax credits currently available to small businesses when starting a retirement plan. “Nonprofit workers should not have to choose between serving a mission-oriented organization and securing their own retirement,” Independent Sector President and CEO Dr. Akilah Watkins said. “[This] legislation would strengthen the nonprofit workforce now and in the years to come.”



RESOURCES TO DRIVE SECTOR SUCCESS

Independent Sector provides resources for our members and partners — from thought leadership articles to federal policy trackers, coalition builders, state data tools, and sound governance practices. These resources keep them up-to-date on trends and issues affecting the sector and provide access to tools and resources to strengthen their ability to better serve their communities and perform their missions more effectively.

Policy Trackers

Keeping up with today's political landscape can be tough. [Independent Sector and our partners make three trackers available](#) to our members and partners on our website to monitor policy actions that may impact charitable sector organizations. They include:

- **Tax and Federal Legislation Tracker** to monitor federal tax and other legislation.
- **Litigation Tracker** to monitor federal and state-level litigation.
- **Executive Action Tracker** to follow actions by the White House.

Nonprofit Coalition Connection

Research shows that nonprofits that belong to collaborative working groups advocate at higher rates than nonprofits that do not. Independent Sector's [Nonprofit Coalition Connection](#) is a nonpartisan, interactive resource that supports collaboration and advocacy engagement for nonprofits, foundations, and other mission-driven organizations. It enables organizations to connect more easily with peers through coalitions and associations to amplify their impact and bring fresh perspectives to important issues.

Nonprofit State Profiles

Having the right data is critical when making a compelling case to policymakers about the sector's essential role to the U.S. economy and communities nationwide. Independent Sector's [online Nonprofit State Profiles](#) have the data our members and the sector need — whether advocating for, conducting research on, or learning more about the nonprofit sector.

The Nonprofit State Profiles provide data for all 50 states, the District of Columbia, and the United States. Data shown are the most recent available from the Internal Revenue Service (IRS); Bureau of Labor Statistics (BLS); Census Bureau; and AmeriCorps; as well as Independent Sector's own research on the size of the sector, its economic impact, its paid workforce, and its volunteer workforce. In 2025, we made the profiles even more robust, including data on government grants and financial insecurity in the sector's workforce.



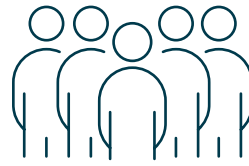
INDEPENDENT SECTOR'S NATIONAL SUMMIT 2025

With a refreshed brand and renewed purpose, Independent Sector's National Summit 2025 brought together nonprofit and philanthropic leaders, corporate partners, advocates, policy experts, and students to deepen connections, collaborate, strengthen collective power, and strategize on solutions to address our sector's most pressing challenges.

Summit programming was structured to address both foundational needs and forward-looking challenges facing nonprofits and philanthropy — with sessions covering seven key areas:

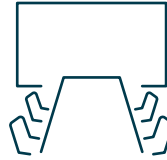
- Thriving Workforce
- Financially Robust Organizations
- Trusted Voices
- Active Advocates
- Transformative Philanthropy
- Artificial Intelligence
- Strategic Volunteer Engagement

Additionally, a full day of pre-summit sessions provided targeted learning and peer connection for key leadership audiences to strengthen the sector's infrastructure and leadership pipeline, including a student leadership academy, pre-summit sessions for CEOs and CFOs/COOs, and a public policy intensive for policy professionals.



740

Total attendees
registered



50+

Sessions hosted across
seven tracks



50

States + Washington,
D.C. represented



48%

Organizational leaders
and C-suite executives



100+

Presenters
and facilitators



THANK YOU TO OUR 2025 SUMMIT SPONSORS



2025 Financials

Consolidated Statement of Financial Position

December 31, 2025 (With Comparative Totals for 2024)

	2025	2024
Assets		
Cash	\$ 3,710,250	\$ 4,406,038
Investments	4,649,209	4,131,430
Accounts and other receivables	127,614	131,992
Grants receivable and promises to give	2,032,765	1,527,260
Prepaid expenses and other assets	275,466	208,240
Deferred compensation plan assets	74,499	50,985
Deferred rent receivable	15,398	210,863
Leasing commission costs, net	10,908	11,571
Asset held for sale	11,206,000	11,206,000
Property and equipment, net	50,446	34,561
Total assets	\$ 22,152,555	\$ 21,918,940
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 793,680	\$ 323,392
Deferred compensation plan liability	72,944	45,852
Notes payable	6,742,957	7,177,961
Deposits held in escrow	36,200	73,618
Total liabilities	7,645,781	7,620,823
Net assets:		
Total without donor restrictions:		
Undesignated	8,456,599	7,625,387
Board designated	2,919,300	2,744,941
	11,375,899	10,370,328
Total with donor restrictions	3,130,875	3,927,789
Total net assets	14,506,774	14,298,117
Total liabilities and net assets	\$ 22,152,555	\$ 21,918,940

Consolidated Statement of Activities

Year Ended December 31, 2025 (With Comparative Totals for 2024)

	2025			2024
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenue and support				
Grants and contributions	\$ 5,928,413	2,870,500	8,798,913	\$ 8,138,437
Membership contributions	1,009,950	—	1,009,950	1,028,501
Rental income	237,261	—	237,261	631,180
Conference fees	903,014	—	903,014	-
Investment return designated for current operations	-	—	-	300,000
Publication sales and other	455	—	455	9,967
Other income	600,000	—	600,000	—
Net assets released from restrictions:				
Satisfaction of program restrictions	2,988,414	(2,988,414)	—	—
Satisfaction of time restrictions	679,000	(679,000)	—	—
Total revenue and support	12,346,507	(796,914)	11,549,593	10,108,085
Expenses				
Program services:				
Research	1,528,761	—	1,528,761	1,134,173
Policy and advocacy	2,681,182	—	2,681,182	1,683,461
Program innovation and impact	2,178,101	—	2,178,101	795,655
Membership	477,520	—	477,520	253,563
Communications	1,591,382	—	1,591,382	1,305,819
Total program services	8,456,946	—	8,456,946	5,172,671
Supporting services:				
Fundraising	854,499	—	854,499	850,036
Finance and operations	831,694	—	831,694	1,146,902
Executive offices	698,877	—	698,877	475,994
Total supporting services	2,385,070	—	2,385,070	2,472,932
Building services:				
Tenant operations	673,031	—	673,031	630,167
Building operations	331,493	—	331,493	310,381
Total building services	1,004,524	—	1,004,524	940,548
Total expenses	11,846,540	—	11,846,540	8,586,151
Change in net assets before other items	499,967	(796,914)	(296,947)	1,521,934
Investment gain in excess of amount for current operations	505,604	—	505,604	15,635
Impairment loss	—	—	—	(4,771,300)
Change in net assets	1,005,571	(796,914)	208,657	(3,233,731)
Net assets				
Beginning	10,370,328	3,927,789	14,298,117	17,531,848
Ending	\$ 11,375,899	3,130,875	14,506,774	\$ 14,298,117

2025 Board, Committees, and Advisory Groups

BOARD OF DIRECTORS

Rev. Adam Russell Taylor (Chair)
President, Sojourners

Dr. John Brothers (Vice Chair)
President and CEO, Charles and Margery Barancik Foundation

Lysa Ratliff (Treasurer)
CEO, KABOOM!

Dr. Manuel Pastor (At-Large)
Distinguished Professor, Equity Research Institute, University of Southern California

Richard E. Besser, M.D.
President and CEO, Robert Wood Johnson Foundation

Phoebe Boyer
President and CEO, Children's Aid

Ann Mei Chang
CEO, Candid

Janeen Comenote
Executive Director, National Urban Indian Family Coalition

Jacqueline Martinez Garcel
CEO and Co-Founder, Murado Entertainment

Julie Gehrki
President, Walmart Foundation
Senior Vice President of Philanthropy Walmart

Suzanne McCormick
President and CEO, YMCA of the USA

Isaiah M. Oliver
President, The Community Foundation for Northeast Florida

Hilary Pennington
Executive Vice President for Programs, Ford Foundation (Ret.)

Jose Antonio Tijerino
President and CEO, Hispanic Heritage Foundation

Dr. Akilah Watkins (Ex-Officio)
President and CEO, Independent Sector

BOARD COMMITTEES

Executive Committee

Rev. Adam Russell Taylor (Chair)
President, Sojourners

Dr. John Brothers (Vice Chair)
President and CEO, Charles and Margery Barancik Foundation

Lysa Ratliff (Treasurer)
CEO, KABOOM!

Dr. Manuel Pastor (At-Large)
Distinguished Professor, Equity Research Institute, University of Southern California

Audit Committee

Suzanne McCormick (Chair)
President and CEO, YMCA of the USA

Ann Mei Chang
CEO, Candid

Richard E. Besser, M.D.
President and CEO, Robert Wood Johnson Foundation

Finance Committee

Lysa Ratliff (Chair)
CEO, KABOOM!

Phoebe Boyer
President and CEO, Children's Aid

Jacqueline Martinez Garcel
CEO and Co-Founder, Murado Entertainment

Isaiah M. Oliver
President, The Community Foundation for Northeast Florida

Governance and Nominations Committee

Dr. John Brothers (Chair)
President and CEO, Charles and Margery Barancik Foundation

Hilary Pennington
Executive Vice President for Programs, Ford Foundation (Ret.)

Rev. Adam Russell Taylor
President, Sojourners

Public Policy Committee

Janeen Comenote (Chair)
Executive Director, National Urban Indian Family Coalition

Jose Antonio Tijerino
President and CEO, Hispanic Heritage Foundation

PUBLIC POLICY COMMITTEE

Andrea Hall

Senior Manager, Civic Space, InterAction

Annie Chang

Vice President, Community Engagement, Nonprofit Finance Fund

Ben Soskis

Senior Research Associate, Urban Institute Center on Nonprofits and Philanthropy

Brian Corbin

Executive Vice President, Member Services, Catholic Charities of the USA

Brian Peckrill

Executive Director, William G. McGowan Charitable Fund

Cheryl Crazy Bull

President and CEO, American Indian College Fund

Danielle Dunbar

Executive Director, Alabama Association of Nonprofits

Ernest Ezeugo

Strategy Officer for Federal Policy, Lumina Foundation

Geoff Green

CEO, CalNonprofits

Heather MacIndoe

Associate Professor and Ph.D. Program Director, McCormack Graduate School of Policy and Global Studies, University of Massachusetts Boston

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Senior Director of Policy and Government Affairs, Forefront

Janeen Comente

Executive Director, National Urban Indian Family Coalition

Jason Gromley

Senior Director of Government Relations and Advocacy, Share Our Strength

Jessica Pizarek

Director, Federal Policy & Advocacy, PolicyLink

Katherine Hempstead

Senior Policy Advisor, Robert Wood Johnson Foundation

Kris Brown

President, Brady United

Laura Seaman

Chief Executive Officer, The League of California Community Foundations

Leslie Boissiere

Vice President, External Affairs, The Annie E. Casey Foundation

Lourdes J. Rodriguez

Chief Executive Officer, David Rockefeller Fund

Mercedes Brown

Director, Race Equity Assessment, Building Movement Project

Mirae Kim

Associate Professor of Nonprofit Studies, Center on Nonprofits, Philanthropy, and Social Enterprise, George Mason University

Najeen Lee

Director of Government Affairs and Advocacy, League of American Orchestras

Natalie Jones

Director of Advocacy & Research, Tennessee Nonprofit Network

Pam Yuen

Director of Government Relations, Policy & Advocacy, Boys & Girls Clubs of America

Phillip Kennedy-Wong

Director of Public Policy, Nonprofit Association of Oregon

Rekha Balu

Director of Federal Equity Initiatives and Co-Vice President of the Office of Race and Equity Research, Urban Institute Center on Nonprofits and Philanthropy

Robb Gray

Director of Policy and Advocacy, W.K. Kellogg Foundation

Sohrab Kohli

Program Officer, Prudential Financial

Sonya Campion

President, Campion Advocacy Fund

Tiffany Brace

Policy Director, Nonprofit Association of Washington

Tim Ragland

National Director of Policy and Governmental Affairs, Youth Advocate Programs

Jose Antonio Tijerino

President and CEO, Hispanic Heritage Foundation

Tooshar Swain

Director of Public Policy, Americans for the Arts

NONPROFIT INFRASTRUCTURE COALITION

Alanna Suda

National Association of Free and Charitable Clinics

Ann Hollingsworth
The Nonprofit Alliance

Brian Miller
Nonprofit VOTE

Carlos Muñoz-Cadilla
The Boston Foundation

Chris Bugbee
OneStar Foundation

Cynthia Schuman Ottinger
Aspen Institute

Clarette Yen
LeadingAge

Cynthia Lynch
Hawaii Pacific University

Denise Harlow
National Community
Action Partnership

Edwith Théogène
TSNE, Partners in Social Change

Elena Sarigeorgiou
Aspen Institute

Elise Miller
Nonprofit Finance Fund

Ellen Collins
MS Alliance of Nonprofits
and Philanthropy

Elyse Nelson
Spur Local

George Moroz
The Henry Ford (Ret.)

Halla Henderson
Minnesota Council of Nonprofits

Jen Talansky
Nonprofit Finance Fund

Jessica Seney
Massachusetts Council
of Nonprofits

Karen Freeman
SoCal Grantmakers

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