Leadership *for a* New Future

Independent Sector

2002 *Annual Report*

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A just and inclusive society of active citizens, vibrant communities, effective institutions, and a healthy democracy.

Our Vision *and* Our Mission *for a* New Future

To promote, strengthen, and advance the nonprofit and philanthropic community to foster private initiative for the public good.

Independent Sector

2002 *Annual Report*

INDEPENDENT SECTOR *and the* independent sector

The INDEPENDENT SECTOR name celebrates the vast network of voluntary organizations, foundations, religious congregations, social welfare groups, and corporate giving programs working together to improve the lives of people across the United States and around the world. These groups are collectively referred to as the "independent sector," to emphasize their unique role in society, distinct from business and government. Most people recognize the different educational, religious, arts and cultural, and health and human services organizations that improve their lives every day. The reality is that the organizations of the independent sector—and the people who give and volunteer through them—have a tremendous and irreplaceable impact on the quality of life in the United States and beyond.

Proud Endings, Remarkable Beginnings

Message *from the* Chairperson

This 2002 Annual Report marks an important turning point for Independent Sector. It was a year of loss and sadness, of gratitude and pride, of hope and opportunity. This last year, we lost our founder, John W. Gardner, whose vision and values formed the bedrock of our coalition. His dream of a common ground where corporate and foundation funders could meet on equal terms with leaders from every corner of the nonprofit community to forge a better, stronger society continues to guide and inspire us.

It was a year when all of us in the sector faced unprecedented challenges from a declining economy and stock market, contentious political debates over social welfare and tax policies, and increased turmoil and threats of terrorism around the world. It was a year when the significance of the common ground we have built in Independent Sector took on even greater importance as we met and worked together to find new solutions and influence the policymaking process at every level.

This report marks the end of a remarkable eight-year tenure by our second president, Sara E. Meléndez. Sara's passion, energy, and leadership added new dimensions to the foundation established by John Gardner and our founding president, Brian O'Connell. This report celebrates Sara's legacy as she moves on to share her experience and knowledge with a new generation of leaders and growing institutions.

This report also marks a new beginning for Independent Sector as we welcome our next president, Diana Aviv. When we began our search, our board was well aware of the tremendous challenges facing Independent Sector and all of the organizations in our sector. We knew we needed to find a leader with uncommon vision, passion, skill, and experience who could help our organization and our sector rise to an even higher level of service to our democracy, our nation, and our world.

We are fortunate to have found such a leader in Diana Aviv. With her leadership and the leadership, ideas, and energy of all the members and friends of Independent Sector, we can help our nation to rise above these difficult times to a brighter, stronger future.

John R. Seffrin
Chief Executive Officer
American Cancer Society
Chairperson
Independent Sector

Message *from the* President

I am honored to have the opportunity to help lead Independent Sector at this time of great challenge and opportunity. I look forward to working with all of you in our joint commitment to strengthening civil society and ensuring that the voluntary sector plays a vital role in strengthening our democracy and helping our nation to achieve its full potential.

I come to this position at a time when our nation is at war, when our people are struggling with heightened anxiety about terrorism, when state and federal governments are facing deep deficits and divisive policy debates along with the difficult consequences of a troubled economy. These stresses are placing extraordinary demands on all of us in the independent sector to lead and create anew to build a more viable community that is responsive to its members.

We in this sector have a responsibility to bring people together to discuss their differences and their concerns. We have a responsibility to protect and strengthen democracy and to advocate for our government to be a fair, reliable, and generous partner to communities and the institutions that serve them. We must work with government and the business sector to define the challenges, obligations, and opportunities that organizations in each sector must fulfill independently and those we must fulfill together. Together we can forge a national agenda that supports voluntarism, community participation, and social action. Together we must build a more vibrant democracy that is based on inclusion, participation, hope, and compassion.

Independent Sector, with its extraordinarily diverse membership, is uniquely positioned to bring together the nonprofit sector, business, and government to build the kind of democracy and society we envision. But we cannot do it alone.

I want to hear your ideas and thoughts about what needs to be done in response to the critical questions facing our society. I ask for your participation and your help to broaden our membership and our reach as we tackle these challenges. I look forward to working with you to strengthen Independent Sector so that it can better serve you and our society.

Diana Aviv
President and CEO
Independent Sector

President *and* CEO Search Committee

The appointment of Independent Sector's new president concluded an extensive national search led by Raul Yzaguirre, a former chairperson of the Board of Directors at Independent Sector. Eight other distinguished leaders from Independent Sector member organizations and the board served on the committee, as well as IS Chairperson John Seffrin in an ex-officio capacity. The search process included extensive consultation with IS members and collaboration with the executive search firm Russell Reynolds and Associates. The committee sought out and considered a large number of highly qualified candidates, and then presented its recommendations to the Board of Directors, which made the final selection.

The Search Committee symbolized the wide diversity of the IS membership, with leaders from corporate philanthropy, religion, health care, civil rights, economic development, and grantmaking. One of the most important tasks the board leaders of any organization can perform is the hiring of its staff leader. The members of the Search Committee contributed their time, their contacts, and their expertise to perform this critical task with speed, diligence, and integrity.

Raul Yzaguirre
Chair
President and CEO
National Council of La Raza

Susan Berresford
President
The Ford Foundation

Rev. Robert Edgar
General Secretary
National Council of Churches of Christ in the USA

Marilda Gándara
President and Executive Director
Aetna Foundation

J.D. Hokoyama
President and CEO
Leadership Education for Asian Pacifics

Gabriella Morris
President
Prudential Foundation

Hilary Pennington
Chief Executive Officer
Jobs for the Future

John R. Seffrin
Chief Executive Officer
American Cancer Society
Chairperson
Independent Sector
(ex-officio)

Art Taylor
President and CEO
BBB Wise Giving Alliance

Cass Wheeler
Chief Executive Officer
American Heart Association

2003 Board of Directors

Officers

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John R. Seffrin
Chief Executive Officer
American Cancer Society

Vice Chairperson
Herman Art Taylor
President and CEO
BBB Wise Giving Alliance

Secretary
Christopher Gates
President
National Civic League

Treasurer
Marilda Gándara
President and Executive Director
Aetna Foundation

President
Diana Aviv
President and CEO
Independent Sector

Immediate Past Chairperson
Peter B. Goldberg
President and CEO
Alliance for Children and Families

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President and CEO
American Association of Museums

David Bergholz
Former Executive Director
The George Gund Foundation

Angela Glover Blackwell
President
PolicyLink

Kathleen W. Buechel
President
Alcoa Foundation

Hodding Carter III
President and CEO
John S. & James L. Knight Foundation

Dennis A. Collins
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General Secretary
National Council of Churches of Christ in the USA

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Vice President, Corporate Relations
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Juan A. Figueroa
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Anthem Foundation of Connecticut

David Ford
Chief Executive Officer
Richard and Susan Smith Family Foundation

Peter B. Goldberg
President and CEO
Alliance for Children and Families

Darell Hammond
CEO and Co-Founder
KaBOOM! Inc.

The Reverend J. Bryan Hehir
President and CEO
Catholic Charities USA

J.D. Hokoyama
President and CEO
Leadership Education for Asian Pacifics

Kevin Klose
President and CEO
National Public Radio

Kathleen D. McCarthy
Director
Center for the Study of Philanthropy
City University of New York

"United We Build": IS Chairperson John Seffrin, CEO of the American Cancer Society, kicks off the opening dinner plenary at the 2002 Annual Conference.

Gabriella E. Morris
President
Prudential Foundation

Karen Narasaki
Executive Director
National Asian Pacific American Legal Consortium

Katherine Pease
President
Katherine Pease Consulting

Hilary Pennington
Chief Executive Officer
Jobs for the Future

Michael Rubinger
President and CEO
Local Initiatives Support Corporation

2003 Board of Directors *(continued)*

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American Express Foundation
Vice President, Philanthropy
American Express Company

Donald M. Stewart
President
The Chicago Community Trust

William Trueheart
President and CEO
The Pittsburgh Foundation

Paula Van Ness
President and CEO
Make-A-Wish Foundation of America

Cass Wheeler
Chief Executive Officer
American Heart Association

Gary L. Yates
President and CEO
The California Wellness Foundation

Founding Chairperson
The Honorable John W. Gardner
(1912-2002)

Founding President and President Emeritus
Brian O'Connell
Professor of Public Service
University College of Citizenship and Public Service
Tufts University

Peter Goldberg, president and CEO of the Alliance for Children and Families and chair of the 2002 Annual Conference Planning Committee, passes the gavel to the 2003 conference chair. Barbara Dyer, president and CEO of the Hitachi Foundation, will lead the 2003 conference, to be held November 2-4 in San Francisco.

2003 Committee Chairs

Executive Committee
John R. Seffrin
Chief Executive Officer
American Cancer Society

Audit Committee
Cass Wheeler
Chief Executive Officer
American Heart Association

Board Development Committee
David S. Ford
Chief Executive Officer
Richard and Susan Smith
Family Foundation

Public Affairs Committee
Edward H. Able, Jr.
President and CEO
American Association of Museums

Membership Committee
Mary Beth Salerno
President
American Express Foundation
Vice President, Philanthropy
American Express Company

Research Committee
Kathleen D. McCarthy
Director
Center for the Study of Philanthropy
City University of New York

Investment Subcommittee
Marilda Gándara
President and Executive Director
Aetna Foundation

John W. Gardner Leadership Award Committee
Kathleen W. Buechel
President
Alcoa Foundation

Leadership IS Award Committee
Sanford Cloud, Jr.
President and CEO
The National Conference for
Community and Justice

Emerging Leadership Committee
Katherine Pease
President
Katherine Pease Consulting

2003 Annual Conference Planning Committee
Barbara Dyer
President and CEO
Hitachi Foundation

2003 Annual Conference Host Committee
Richard T. Schlosberg, III
President and CEO
David and Lucile Packard Foundation

Social Justice Benchmark Study
Advisory Committee
Bradford Smith
Vice President
Peace and Social Justice Program
The Ford Foundation

Ethics and Accountability Committee
William Trueheart
President
The Pittsburgh Foundation

Special Funders

Independent Sector would like to thank the following funders for their support of programs in 2002. These include many members who pay their dues as unrestricted grants in support of our work on behalf of the nonprofit sector.

Alcoa Foundation
American Express Company
The Atlantic Philanthropies
AT&T Foundation
BP Foundation, Inc.
The California Wellness Foundation
Carnegie Corporation of New York
The Annie E. Casey Foundation
ChevronTexaco Corp.
The Chicago Community Trust
Chicago Tribune Foundation
Edna McConnell Clark Foundation
The Cleveland Foundation
The Coca-Cola Company
Columbia Foundation
The Columbus Foundation
Commonwealth Fund
Corning Incorporated Foundation
The Nathan Cummings Foundation
DaimlerChrysler Corporation Fund
Geraldine R. Dodge Foundation
The Herbert H. and Grace A. Dow Foundation
DuPont
Maurice Falk Medical Fund
The Ford Foundation
Ford Motor Company Fund
GE Fund
General Mills Foundation
Grotto Foundation
The George Gund Foundation
Evelyn and Walter Haas, Jr. Fund
Walter and Elise Haas Fund
The Edward W. Hazen Foundation
William Randolph Hearst Foundations
F. B. Heron Foundation
William and Flora Hewlett Foundation
Hitachi Foundation
Hudson-Webber Foundation
IBM International Foundation
The James Irvine Foundation
Ittleson Foundation
JCPenney Company Fund
JM Foundation
Robert Wood Johnson Foundation
The Joyce Foundation
Ewing Marion Kauffman Foundation
W.K. Kellogg Foundation
Kerr Foundation, Inc.
John S. and James L. Knight Foundation
Samuel H. Kress Foundation
Albert Kunstadter Family Foundation
Lilly Endowment, Inc.
Lucent Technologies Foundation
John and Mary R. Markle Foundation
John D. and Catherine T. MacArthur Foundation
Robert R. McCormick Tribune Foundation
The Meadows Foundation
Merrill Lynch & Co. Foundation, Inc.
MetLife Foundation
Eugene and Agnes E. Meyer Foundation
Charles Stewart Mott Foundation
The New York Community Trust
New York Life Foundation
NIKE Foundation
The Pittsburgh Foundation
David and Lucile Packard Foundation
Park Foundation
Peninsula Community Foundation

Pew Charitable Trusts
Pfizer, Inc.
Philip Morris Companies, Inc.
Prudential Foundation
Retirement Research Foundation
Charles H. Revson Foundation
Rockefeller Brothers Fund
Rockefeller Foundation
Rosenberg Foundation
The Seattle Foundation
Skillman Foundation
Alfred P. Sloan Foundation
John Ben Snow Foundation
The Spencer Foundation
Surdna Foundation
Target Foundation
The Wallace-Reader's Digest Funds
Woods Fund of Chicago

The following funders generously supported Independent Sector's 2002 Annual Conference in Cleveland.

Conveners

The Cleveland Foundation
The George Gund Foundation

Presenters

American Express Company
ChevronTexaco Corp.
William Randolph Hearst Foundations
Ewing Marion Kauffman Foundation

Supporters

Aetna Foundation, Inc.
The Annie E. Casey Foundation
AOL Time Warner Foundation
Gill Foundation's Gay & Lesbian Fund for Philanthropy
Mandel Foundation, Cleveland, Ohio
Morino Institute
Network for Good
Saint Luke's Foundation of Cleveland, Ohio
The Sherwick Fund
The UPS Foundation

Donors

American Legacy Foundation
Elizabeth and Stephen Bechtel, Jr. Foundation
BellSouth Corporation
California HealthCare Foundation, based in Oakland, California
Columbus Medical Association Foundation
GAR Foundation
GetActive Software
William Caspar Graustein Memorial Fund
The Gries Family Foundation
Merrill Lynch & Co., Inc.
The Mt. Sinai Health Care Foundation
John P. Murphy Foundation
Nellie Mae Education Foundation
Nonprofit Books, by B2PCommerce Corp.
The NonProfit Times
Sisters of Charity Foundation of Cleveland
The Stocker Foundation
The Raymond John Wean Foundation

In-Kind Support

INDEPENDENT SECTOR and the IS Annual Conference Planning and Host Committees would like to thank the following individuals and organizations for their in-kind support.

Ritz Carlton, Cleveland, for the use of the Silver Grille as the venue for the CEO Summit

Business Volunteers Unlimited for helping to supply the pre-conference volunteer activities

The Chronicle of Philanthropy and The NonProfit Times for providing complimentary copies of their latest issues

The Plain Dealer for providing complimentary copies of Friday! Magazine

The Cleveland Magazine and Inside Business for public service advertising about the conference

GetActive Software for hosting the online conference newsletters

Medical Mutual of Ohio, The Plain Dealer, and the Sherwin Williams Company for providing bags for the host gifts

Gifts for the host gift bags for conference participants were provided by:
American Greetings, Bonne Bell, The Distillata Company, Cleveland Convention and Visitor's Bureau, Cleveland Browns, Henkel Consumer Adhesives, Steris Corporation, and University Circle Incorporated.

Associates

INDEPENDENT SECTOR Associates are a group of individuals dedicated to the vision and mission of INDEPENDENT SECTOR as the only national organization working to preserve and strengthen the entire nonprofit sector. INDEPENDENT SECTOR Associates include philanthropists, trustees, scholars teaching and writing about the sector, professionals advising nonprofit organizations, thinkers, dreamers, visionaries—everyone concerned with preserving and strengthening the great American traditions of giving and volunteering, not-for-profit initiative, and citizen action.

Kenneth L. Albrecht
Janet Buehler
Maria S. Eitel
Barbara D. Finberg
Joel L. Fleishman
Peter B. Goldberg
Doug Green
Sheeraz Haji
Joanne Hayes†
Lyda Hunt Hill
Reatha Clark King
Robert Lipman
Richard W. Lyman
Alexander Macnab
Thomas Mader
Catherine McDermott

† *Deceased*

Sara E. Meléndez
Frederick T. Miller
Rita and Steve Moya
Brian O'Connell
Robert Payton
Patty Rouse
Ann Mitchell Sackey
John R. Seffrin
Ruth Shack
Marcia Sharp
Landrum E. Shields
William E. Trueheart
John C. Whitehead
Stephen Yuan

INDEPENDENT SECTOR also thanks the following organizations for their matching gifts to the Associates Program.

Humana Inc.
Ewing Marion Kauffman Foundation
Narraganset Electric
Nellie Mae Education Foundation
NIKE Foundation

The Annual Fund

For contributions to INDEPENDENT SECTOR's Annual Fund, we thank:

Edward H. Able, Jr.
American Society of
Association Executives
Stephen F. Brimigion
Barbara Bryan
Sara L. Engelhardt
Marilda Gándara
John H. Graham
Jean Gumerson
Darell Hammond
Stephen Janger
Dorothy Johnson
Stan Karson
W. K. Kellogg Foundation (matching gift)
Evangeline Koch
Lorraine H. Marchi
Edward Probert
Mary Beth Salerno
Jonathan Small
Eugene Tempel
Ken Turpen
Paula Van Ness
Nina Myrl Weinberg
M. Cass Wheeler
William S. White

In Honor of Joanne Hayes
Barbara D. Finberg
David Ford
Peter Goldberg
Mary M. Grimm
Ilene Mack
Gordon L. McCullough
Bill Reese
Mary Beth Salerno
Brigitte H. Savage
William E. Trueheart
Anne L. Wilson

In Memory of John W. Gardner
Eugene Dorsey

Independent Sector Celebrates *the* Leadership *of* Sara E. Meléndez

A Tribute

At the end of 2002, Independent Sector bid farewell to its second president, Sara E. Meléndez, after eight years of leadership. Sara returned to her academic roots to serve as professor of nonprofit management at George Washington University in Washington, D.C. She is also pursuing new "action research" on strengthening governance and resource development operations of nonprofit organizations.

It is always difficult to say goodbye to strong leaders, but we have much to celebrate in the legacy that Sara has built during her years at Independent Sector. In particular, she led IS to:

- **Provide critical leadership** in the successful campaign to stop efforts in Congress aimed at silencing the advocacy voice of nonprofits. This work led to IS's partnership with the National Council of Nonprofit Associations to increase the power of the sector's policy voice at the national, state, and local levels;
- **Provide new tools** to support nonprofit organizations in their efforts to operate ethically and to be fully accountable;
- **Successfully advocate** for new legislation giving the Internal Revenue Service the power to impose "intermediate sanctions" on individuals who use their relationships with nonprofit organizations for personal enrichment;
- **Bring new voices and new perspectives** to the IS circle and place a strong emphasis on building future leadership for the sector, particularly through the development of the Emerging Leaders Program;
- **Shift IS's research** on the nonprofit sector to become more accessible and practical for practitioners and media;
- **Conduct a comprehensive strategic planning effort** that led to a new emphasis on IS's leadership role on policy issues and research and a new focus on expanding IS outreach to critical allies in the sector's work to build healthier, stronger communities; and
- **Earn new attention** for the important work of nonprofit and philanthropic organizations, through her testimony before Congress, work with media, and advocacy to urge the Clinton and Bush administrations' focus on philanthropy.

The achievements resulting from Sara's leadership will enable independent sector organizations across the country to serve more effectively far into the future. Her energy, her ideas, and the story of her path to leadership continue to inspire many in the nonprofit and philanthropic community.

Celebrating the 20th anniversary of INDEPENDENT SECTOR *with its founders, John Gardner and Brian O'Connell, and chairpersons*

Supporting the creation of a new White House office that would focus the nation's attention on faith-based organizations and nonprofit organizations at large

David Scull, The White House

Urging Congress to enact tax incentives for charitable giving through testimony before the House Ways and Means Committee

Michael Temchine

IS President Sara E. Meléndez urges Congress to take action on the CARE Act of 2002 at a Capitol press conference called by Senators Joe Lieberman (D-CT) and Rick Santorum (R-PA), champions of the charitable giving incentives legislation.

IS staff photo

Mayor Jane Campbell welcomes Annual Conference participants to Cleveland, a city with a rich tradition of philanthropy.

Harris Wofford, a lifelong advocate of citizen service, former senator, and former CEO of the Corporation for National and Community Service, now chair of America's Promise, talks with City Year corps members after receiving the 2002 John W. Gardner Leadership Award.

Highlights *of* 2002

Activities *and* Achievements

Throughout 2002, independent sector organizations faced the challenges of enormous federal and state budget crises, severe drops in many foundations' assets, and, for the first time in years, a softening in individual giving. Reacting to breaches in accountability at some well-known organizations, policymakers and media asked probing questions of the sector. Yet despite these economic setbacks and intense scrutiny, nonprofit organizations and grantmakers forged ahead to serve their communities.

Independent Sector, too, forged ahead to bring leading nonprofit organizations, foundations, and corporations together for collective action. Joining forces, we protected and enhanced the ability of one another to serve—and serve well.

Urging Nonprofits, Policymakers to Strengthen Accountability

2002 was a major test of the accountability practices of nonprofit organizations. Journalists, policymakers, and the public asked tough questions about stewardship, governance, and fundraising practices. In response, Independent Sector created a new Ethics and Accountability Initiative to provide tools and guidance to help the boards and staff of nonprofit organizations develop clear standards and procedures for ethical behavior.

IS also spearheaded the Electronic Data Initiative for Nonprofits (EDIN) to work closely with the IRS and state charity officials to implement electronic filing of the Form 990, and thus improve the data available for and about nonprofit organizations. The EDIN Coalition includes the Council on Foundations, GuideStar, the National Council of Nonprofit Associations, and OMB Watch, with the National Center for Charitable Statistics providing advisory assistance.

IS was a leading voice in working with policymakers to understand current government oversight of nonprofits and identify areas for improvement. Through her participation on the IRS Tax-Exempt Advisory Committee, IS President Sara E. Meléndez advocated for increased resources for the IRS to help it better fulfill its oversight role. We also released new research on public trust and confidence in nonprofit organizations and served as a source for media covering this issue.

IS urges all nonprofit and philanthropic organizations to:

1. Adopt an organizational code of ethics;
2. Conduct an annual ethics audit;
3. Abide by a set of standards;
4. Involve their constituencies in the ethics process; and
5. Infuse the process and documents into the culture of the total organization.

Obedience to the Unenforceable, a compendium of nonprofit standards, and other resources are available on the IS website.

In late 2002, IS launched its work on a Supreme Court case, *Madigan v. Telemarketing Associates*,[1] which will affect the rights of nonprofits to speak out and communicate about issues with potential donors.

IS continues to be vigilant in monitoring government regulation and court cases that would affect nonprofit organizations—voicing support or concern as appropriate.

Advocating Policy Changes to Encourage Giving and Volunteering

As a result of the INDEPENDENT SECTOR coalition's work, the 107th Congress made more progress on passing tax incentives to encourage charitable giving than at any other time since the early 1980s. IS played a leadership role in shaping the CARE Act[2] legislation introduced in the Senate, supporting the efforts of bill champions Senator Rick Santorum (R-PA) and Senator Joe Lieberman (D-CT), and urging the White House to continue its strong support.

IS also fought successfully against permanent repeal of the estate tax and defeated a provision in the corporate accountability legislation that would have unduly restricted corporate contributions.

IS continues to champion public policies that encourage charitable giving and volunteering by all Americans.

Measuring Giving and Volunteering

In early 2002, President Bush issued a call to service to all Americans and created the USA Freedom Corps. In his speech launching the initiative, the president cited findings from our national survey on giving and volunteering demonstrating the powerful effect simply being asked to volunteer can play in encouraging volunteering. IS's work has informed the expanded research agenda planned by USA Freedom Corps and the Corporation for National and Community Service.

IS member CEOs informed the agenda of the White House's USA Freedom Corps by meeting with its director, John Bridgeland, at the CEO Summit during the Annual Conference.

A new report from INDEPENDENT SECTOR brought special attention to the extraordinary philanthropy of America's givers to religion, who are responsible for the vast majority of contributions to secular causes as well. IS collaborated with the National Council of Churches to share these insights with a wide audience of nonprofit and religious leaders, media, and policymakers.

The Giving and Volunteering in the United States *Signature Series provides insights on the charitable habits of Americans.*

IS highlighted the importance of reaching out to young people through its report *Engaging Youth in Lifelong Service*, produced in collaboration with Youth Service America. The report showed that adults who volunteered in their youth are twice as likely to volunteer as those who did not volunteer when they were younger.

[1] In January 2003, IS, together with 55 nonprofit organizations, filed a friend of the court brief in *Madigan v. Telemarketing Associates* (formerly known as *Ryan v. Telemarketing Associates*), asking the U.S. Supreme Court to protect charities' rights and responsibilities to educate the public and build support around important issues.

[2] The CARE Act was reintroduced in the 108th Congress in the Senate. It includes a provision to extend the charitable contributions deduction to Americans who do not itemize on their tax returns and a proposal to make it easier for older Americans to give to charity directly from their Individual Retirement Accounts.

Emmett Carson, president and CEO of the Minneapolis Foundation (center), led the discussion of "Corporate-Nonprofit Partnerships: Creating Value in Uncertain Times" at a Minnesota member event in June of 2002. Foundation colleagues Bruce Hutchins and Chris Langer were among the crowd that gathered to learn from panelists from General Mills Foundation, American Express, National Endowment for Financial Education, and the Center for Ethical Business Cultures.

Patty Stonesifer, co-chair and president of the Bill & Melinda Gates Foundation, challenges Annual Conference attendees to stand together to "change the world by changing the world's belief as to what is possible."

INDEPENDENT SECTOR also released its comprehensive *Giving and Volunteering in the United States* report, which provides valuable insights about why people give, which households are most likely to be generous donors, and which adults are most likely to volunteer.

These three reports are drawn from IS's national survey of more than 4,000 Americans—the largest, most comprehensive survey available about American charitable habits—and are part of IS's newly created *Giving and Volunteering in the United States* Signature Series, sponsored by the MetLife Foundation.

Amplifying the Advocacy Voice of Nonprofits

Congress passed new campaign finance legislation, which will help to create a more level playing field for nonprofits to advocate for the issues they care about. IS and other nonprofits were concerned, however, about some of the legislation's restrictions that would limit nonprofits' ability to speak out. Because of the leadership of IS and other nonprofit advocates, the Federal Election Commission created an exemption on these restrictions for 501(c)(3) organizations.

IS also successfully upheld the current laws that protect charities and religious congregations from becoming embroiled in partisan politics by successfully opposing proposed legislation that would have enabled churches to engage in political campaign activities.

Hodding Carter III, president and CEO of the John S. and James L. Knight Foundation and an IS board member, leads a discussion at the Annual Conference on the qualities of leadership in uncertain times with Johnnetta B. Cole, president of Bennett College, and The Reverend J. Bryan Hehir, president of Catholic Charities USA.

Paula Banks, senior vice president, social strategy and policy, BP, and president, BP Foundation; Bill Bradley, chair of the advisory board, McKinsey and Company Institute for Management of Nonprofits; and Brian Gallagher, president and CEO, United Way of America, share with Annual Conference participants their recommendations for improving the efficiency of nonprofit organizations and foundations.

Conference participants explore IS publications and other resources in the exhibit hall.

Steve Minter, president and executive director of the Cleveland Foundation, introduces the winner of the 2002 John W. Gardner Leadership Award. With David Bergholz, executive director of the George Gund Foundation, he also served as co-chair of the Cleveland Host Committee.

Strengthening the National-Local Network of Policy Advocates

In partnership with the National Council of Nonprofit Associations, IS worked with several state associations of nonprofits to enhance and unify the sector's voice on nonprofit sector policy issues. In its third year, the IS-NCNA Building Capacity for Public Policy project invested in staff development and technology, shared best practices, and promoted peer-to-peer consultation. Twenty-five states now have "action centers" on our GiveVoice online network and have launched numerous campaigns that mobilize advocates to communicate with legislators about state and national issues.

Increasing Understanding of the Dimensions of the Nonprofit Sector

IS's *New Nonprofit Almanac & Desk Reference* is the most comprehensive resource available on the employment, revenues, and expenditures of the nonprofit sector. Published by Jossey-Bass and produced in partnership with the Urban Institute, this new edition of the *Nonprofit Almanac* has become a widely used tool for nonprofit managers, policymakers, and media to understand the size and scope of the nonprofit sector.

IS also released a comprehensive report on the state of nonprofits' efforts to measure their organizational effectiveness. *Balancing the Scales: Measuring the Roles and Contributions of Nonprofit Organizations and Religious Congregations* provided insights for nonprofit and foundation leaders about the record-keeping, evaluation, and accountability practices of organizations working in the arts, religion, education, environment, health, and human services. Based on a survey of over 900 organizations, the Measures Survey was a groundbreaking initiative to advance the challenging field of outcome measurement.

The New Nonprofit Almanac & Desk Reference *gives a comprehensive picture of nonprofit sector finances and employment.*

Strengthening the "Meeting Ground" and Expanding Our Reach

The founders of IS envisioned a "meeting ground" for the top leadership of the independent sector to address challenges facing the field, and in 2002 we continued that important and valuable tradition. Under the theme, "United We Build," the 2002 Annual Conference in Cleveland drew a record crowd of leaders. Together, we addressed major issues confronting the nonprofit sector, including challenges to accountability and the tension between homeland security and civil rights. We learned from some of the luminaries in the field, such as Johnnetta Cole, Patty Stonesifer, Mario Morino, Hodding Carter, Harris Wofford, and Bill Bradley. IS member CEOs informed the agenda of the White House USA Freedom Corps in a meeting with its director, John Bridgeland.

IS's projects on corporate-nonprofit partnerships, grantmaker-grantseeker relationships, and emerging leadership also provided a forum and valuable resources to the field.

A major theme for 2002 was increasing the awareness and understanding of the nonprofit sector among new groups both within and outside the sector. The IS meeting ground reached across the country and around the world through regional events in various cities and visits from international delegations. IS recruited new members to the coalition, expanded information sharing with organizations on the west coast, and partnered with CIVICUS to convene the first-ever conference of associations of NGOs from around the world.

A Year of Accomplishment and Change

2002 both began and ended on bittersweet notes for INDEPENDENT SECTOR. We started the year with deep sorrow at the loss of our esteemed friend and mentor, John W. Gardner. Our loss was offset only by the legacy of hope and belief in the power of coalition that he left with us. We ended the year saying goodbye to our second president, Sara E. Meléndez, who brought new dimensions to IS's critical role as a defender of the rights and responsibilities of independent sector organizations to speak out.

In between there were so many moments of pride in political victories, the insights of new research findings, and the powerful partnerships forged at the INDEPENDENT SECTOR meeting ground. This work on behalf of the INDEPENDENT SECTOR coalition and the sector at large was achieved with the help of many partners. Sincere thanks to our more than 700 nonprofit, foundation, and corporate members, our special funders, the IS Associates, GiveVoice advocates, our champions in government, and other partners who together power the INDEPENDENT SECTOR coalition for action.

President William Jefferson Clinton and IS Founding President Brian O'Connell remember John W. Gardner at a Washington, D.C., memorial service celebrating the life and legacy of the founding chairperson.

Honoring organizations for investing in the development of future leadership, the Leadership IS Award is presented to the ASPIRA Association.

Independent Sector Online

www.IndependentSector.org

In much the same way that Independent Sector's Annual Conference is the premier meeting ground for the nonprofit and philanthropic community, www.IndependentSector.org serves as the electronic meeting ground for the sector. The flexibility and wide availability of the Internet allows IS to provide timely updates and a vast array of resources to members near and far. Visitors to the site have the opportunity to:

- **Access a wealth of resources** on giving and volunteering trends, facts and figures about the nonprofit sector, and much more;
- **Stay current** on the latest legislative, tax, and other public policy issues affecting nonprofits;
- **Speak out** on key issues affecting the nonprofit sector with GiveVoice.org, a grassroots advocacy tool created by IS and the National Council of Nonprofit Associations;
- **Access the research data** showcased in the *Giving and Volunteering in the United States* Signature Series (IS members only);
- **Take advantage of members-only services** such as downloading free publications, announcing position openings, and posting calendar events;
- **Link to the resources** of Independent Sector members;
- **Purchase Independent Sector publications**; and
- **Learn the latest news** about IS activities and events.

Lorie Slutsky, president of The New York Community Trust, and Josh Gotbaum, then executive director and CEO of the September 11 Fund, share lessons learned six months after September 11 at a New York member event in March of 2002.

Bill Cancellare, News Events Photo Service

Steve Delfin, director, community relations, at Booz Allen Hamilton, shares his advice on how companies and nonprofits can work together to create value for both partners, during a Corporate Nonprofit Partnership Initiative briefing.

Attendees at the 2002 IS Annual Conference gather in small groups to debate some of the many issues raised during the program sessions.

Research, Policy Action, *and* Leadership *for* America's Nonprofit Community

Independent Sector Membership

Independent Sector is the national leadership forum for America's leading nonprofit organizations, foundations, and corporations. Collectively representing tens of thousands of charitable groups in every state across the country, this powerful coalition provides research, policy action, and leadership for America's nonprofit community. Together, we invest in a vibrant, healthy independent sector and a strong democracy for the future.

When your corporation, foundation, or nonprofit organization joins Independent Sector, you will benefit from:

- **Greater impact** and **empowerment** to secure the resources, connections, and collaborations you need to serve more efficiently and effectively;
- **An influential voice** in shaping the role of the nonprofit sector and its relationship with its partners in business and government in promoting a vibrant society;
- **Effective advocacy** on nonprofit issues before Congress, the White House, the IRS, and the Supreme Court;
- **Critical information** and **analysis** to build your understanding of the major trends and emerging issues facing nonprofit organizations and grantmakers;
- **Championship of the nonprofit field**, its important role in society, and the giving and volunteering that support it;
- **An unparalleled network** of the top leaders of the nonprofit community—giving you access to a marketplace of ideas and connections; and
- **An investment** in the long-term health and vibrancy of civil society in the United States and around the world.

Independent Sector membership is open to foundations, corporations with giving programs, and nonprofit voluntary organizations with national and international interests and impact in philanthropy and voluntary action. To create a level playing field and to make membership affordable for organizations of all sizes, dues are based on size of the organization or its grantmaking budget. For national voluntary organizations, dues are 1/4 of 1 percent of the organization's salaries and benefits. For grantmaking organizations, dues are 1/8 of 1 percent of the organization's grants. The current maximum annual dues are $12,500, and the minimum annual dues are $300. For a membership application, please visit www.IndependentSector.org or call the IS Membership hotline at 202-467-6161.

Independent Sector Members

AAFRC Trust for Philanthropy
AARP
The Academy for Leadership and Governance (JCLA)
Action Without Borders—Idealist.Org
The Advertising Council
Advisory Board Foundation
Advocacy Institute
Aetna Foundation**
Africa Action
Aga Khan Foundation U.S.A.
Aid to Artisans
Alcoa Foundation**
Consuelo Zobel Alger Foundation
Alliance for Children and Families**
Alliance for Excellent Education*
Alliance for International Educational and Cultural Exchange
Alliance of Nonprofit Mailers*
Alliance for Nonprofit Management**
Amateur Athletic Union (AAU)
America's Charities
America's Promise—The Alliance for Youth
America's Second Harvest
American Arts Alliance**
American Association of Community Colleges
American Association of Museums
American Association of University Women Educational Foundation
American Autoimmune Related Diseases Association
American Cancer Society**
American Corn Growers Foundation
American Council on Education
American Diabetes Association
American Express Company
American Farmland Trust
American Foundation for AIDS Research (AMFAR)
American Foundation for the Blind
American Heart Association
American Humanics
American Indian College Fund
American Institute for Managing Diversity (AIMD)
American Institute of Philanthropy
The American Leadership Forum
American Library Association
American Museum of Natural History
American Red Cross**
American Society of Civil Engineers Foundation
American Symphony Orchestra League
American Trauma Society
American Veterinary Medical Foundation*
Americans for Indian Opportunity
Americans for the Arts**
Amigos de las Americas
Amistad America Inc.*
AOL Time Warner Foundation
Appalachian College Association*
Arca Foundation
Arts & Business Council
Asian Pacific American Institute for Congressional Studies (APAICS)*
The Aspen Institute
The ASPIRA Association**
The Assisi Foundation of Memphis, Inc.
The Associated Blind, Inc.*
Associated Grant Makers (AGM)
Association for Healthcare Philanthropy**
Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA)
Association for Volunteer Administration
Association of Advanced Rabbinical & Talmudic Schools (AARTS)
Association of American University Presses
Association of Art Museum Directors
Association of Baltimore Area Grantmakers
Association of Catholic Colleges and Universities
Association of Episcopal Colleges
Association of Fundraising Professionals**
Association of Governing Boards of Universities and Colleges**
Association of Jewish Family and Children's Agencies
Association of Junior Leagues International**
Association of Lutheran Development Executives
Association of Partners for Public Lands
Association of Performing Arts Presenters
Association of Public Television Stations (APTS)
AT&T Foundation**
The Atlantic Philanthropies

* = New Members ** = Charter Members

B

Mary Reynolds Babcock Foundation**
Bank of America Foundation
Battle Creek Community Foundation
The Bauman Foundation
Bay Area Homeless Services, Inc.*
BBB Wise Giving Alliance
Elizabeth and Stephen Bechtel, Jr. Foundation
BellSouth Foundation
Benton Foundation
Big Brothers/Big Sisters International
Black Culinarian Alliance*
The Black Patriots Foundation
Blackbaud, Inc.
Blowitz-Ridgeway Foundation
BoardSource
Booz|Allen Hamilton
The Boston Foundation
Boundless Playgrounds*
Boy Scouts of America
Boys & Girls Clubs of America
BP Foundation, Inc.
Brain Trauma Foundation
Brave Kids
The Breast Cancer and Women's Health Ultrasound Foundation
Otto Bremer Foundation
The Bridgespan Group
Bristol-Myers Squibb Foundation**
The Burnett Foundation
The Bush Foundation

C

C-One, Center on Nonprofit Effectiveness*
CAF America*
The Louis Calder Foundation
California Association of Nonprofits
The California Endowment
California HealthCare Foundation
The California Wellness Foundation
Camp Fire USA**
Campaign for Tobacco-Free Kids
Campus Outreach Opportunity League (COOL)
Cancer Care, Inc.
CARE, Inc.
Carnegie Corporation of New York**
The Annie E. Casey Foundation
Caterpillar Foundation*
Catholic Charities USA**
Catholic Network of Volunteer Service
CBM Credit Education Foundation, Inc.*
CDC Foundation
Center for Creative Leadership
Center for National Policy
Center for Non-Profit Corporations
Center for Nonprofit Excellence*
Center for Nonprofit Organization Leadership, Regis University
Center for Policy Alternatives
Center for Public Service, Seton Hall University
Center for the Study of Philanthropy, City University of New York
Center for the Study of Voluntary Organizations and Service, Georgetown University
The Center for What Works
Center for Women Policy Studies
The Center on Philanthropy At Indiana University
Centerpoint for Leaders
Centre on Philanthropy, Bermuda
Chamber for Nonprofit Partnerships
Champions At Heart*
Charity Lobbying in the Public Interest*
Charlotte Museum of History
ChevronTexaco Corporation**
The Chicago Community Trust
The Chicago Public Education Fund
Chicago Tribune Foundation
Child Care Action Campaign
Child Development Council of Franklin County, Inc.
Child Welfare League of America
Children's Fund of Connecticut
Chorus America
Christian Church Foundation
Christian Service Charities
Cisco Systems, Inc.
City Year, Inc.
CLAL—The National Jewish Center for Learning and Leadership
Edna McConnell Clark Foundation
The Cleveland Foundation**
Close Up Foundation
The Coca-Cola Company**
The Collaboratory for Community Support
College Board
College Fund/UNCF**
Colorado Association of Nonprofit Organizations
Columbia Foundation
Columbia Lighthouse for the Blind
The Columbus Foundation
Comerica Incorporated
Common Cause
Commonwealth Fund
Community Anti-Drug Coalitions of America

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Community Corrections Improvement Association
Community Counselling Service Co. Inc.*
The Community Foundation
Community Foundations of America, Inc.*
The Community Foundation for Greater Atlanta
The Community Foundation for the National Capital Region
Community Foundations for Pennsylvania
Community Health Charities
Community Impact! Inc.
The Community Leadership Association
Compton Foundation, Inc.
The Conference Board
Congressional Black Caucus Foundation, Inc.
Congressional Hispanic Caucus Institute, Inc.
Connecticut Association of Nonprofits
Connecticut Council for Philanthropy
The Conservation Company
The Conservation Fund
Consistent Computer Bargains
The Consortium of Endowed Episcopal Parishes
Consumers Union of the U.S.
Cooperative Development Foundation
Copilevitz & Canter LLC*
Peter C. Cornell Trust
Corning Incorporated Foundation
Corporation for Enterprise Development
Council for Advancement and Support of Education (CASE)**
Council for American Private Education**
Council for Opportunity in Education
The Council of Excellence in Government
Council of Independent Colleges
Council of Michigan Foundations
Council on Foundations**
The Council on Quality and Leadership in Supports for People with Disabilities
The Crafts Center
The Nathan Cummings Foundation
Cystic Fibrosis Foundation

D

DaimlerChrysler Corporation Fund
Daniels Fund*
Day, Berry & Howard Foundation, Inc.
Delaware Association of Nonprofit Agencies
Delaware Valley Grantmakers
Diana, Princess of Wales Memorial Fund (U.S.)
Divine Integrity, Inc.*
DMA Nonprofit Federation*
Geraldine R. Dodge Foundation**
R. R. Donnelley & Sons Co.
Gaylord and Dorothy Donnelley Foundation
Donors Forum of Chicago
Donors Forum of Wisconsin
Dorothy A. Johnson Center for Philanthropy, Grand Valley State University
The Herbert H. and Grace A. Dow Foundation
Peter F. Drucker Foundation for Nonprofit Management
DuPont**

E

Easter Seals
Eastman Kodak Company**
Echoing Green Foundation
Ecolab Foundation
Ecumenical Center for Stewardship Studies
Educational Assistance Ltd.
Educational Testing Service
Egmont Associates*
El Pomar Foundation
Elderworks
The Enterprise Foundation
Environmental Defense
Environmental Support Center
ERM Foundation/Village Botanica, Inc.*
Eureka Communities
Evangelical Council for Financial Accountability**
The Evergreen State Society
Executive Service Corps*
ExxonMobil Corporation**

F

Maurice Falk Medical Fund
Fannie Mae Foundation
Fedcap Rehabilitation Services, Inc.*
Federation of State Humanities Councils
Field Foundation of Illinois, Inc.
First Nations Development Institute
First Night International
First Nonprofit Companies
Florida Association of Nonprofit Organizations
The Ford Foundation**
Ford Motor Company Fund**
Forum of Regional Associations of Grantmakers
The Foundation Center**
Foundation for a Healthy Kentucky*
Foundation for Early Learning*
Foundation for Independent Higher Education
Foundation for the Mid South*
Foundation of National Student Nurses' Association, Inc.
Four Corners Strategy Group
Four Times Foundation
Freddie Mac Foundation
The Fresh Air Fund**
Lloyd A. Fry Foundation
Fund for Theological Education

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G

Bill & Melinda Gates Foundation
GE Fund**
General Board of Global Ministries, The United Methodist Church
General Conference of Seventh-day Adventists**
General Mills Foundation
General Service Foundation
Georgia Center for Nonprofits
The Wallace Alexander Gerbode Foundation
Gifts In Kind International
Gill Foundation
Girl Scouts of the USA**
Girls Incorporated**
The Gleitsman Foundation
The Global Fund for Children
Global Fund for Women
The Goldman Sachs Foundation*
Goodkids! Inc.
Goodwill Industries International, Inc.
Goodwin & Company*
The Berry Gordy Family Foundation*
Edwin Gould Foundation for Children
Granite State Association of Nonprofits*
William T. Grant Foundation
Grantmakers In Health
Grantmakers of Western Pennsylvania
Grants Management Associates
William Caspar Graustein Memorial Fund
Greater Bridgeport Area Foundation
Greater Philadelphia Federation of Settlements*
Greenwood Cultural Center
Grenzebach Glier & Associates*
The Gries Family Foundation
Grotto Foundation**
GuideStar-Philanthropic Research, Inc.
The George Gund Foundation**
Alan Guttmacher Institute

H

H & R Block Foundation
Miriam and Peter Haas Fund
Walter and Elise Haas Fund**
Evelyn and Walter Haas, Jr. Fund
Habitat for Humanity International
HalfthePlanet Foundation
Hallmark Corporate Foundation
HandKind Company
Mary W. Harriman Foundation
Hartford Foundation for Public Giving
The Edward W. Hazen Foundation**
William Randolph Hearst Foundations
Helping Teens Succeed*
Hemlock Society*
F. B. Heron Foundation
The William and Flora Hewlett Foundation**
High/Scope Educational Research Foundation
Conrad N. Hilton Foundation
Hispanic Association of Colleges and Universities
Hispanic Federation of New York
Hispanic Scholarship Fund
Hispanics in Philanthropy
Hitachi Foundation
Hoblitzelle Foundation
Hogg Foundation for Mental Health**
Hole In The Wall Gang Fund
Horizons Stewardship Co., Inc.*
The Hospital for Special Surgery, New York City
Hostelling International-American Youth Hostels
Houston Endowment Inc.
Hudson-Webber Foundation
Human Rights Initiative of North Texas, Inc.*
Humanitarian Medical Relief Inc.
Hubert H. Humphrey Institute/ Public Affairs, Philanthropy & the Nonprofit Sector, University of Minnesota

I

"I Have A Dream" Foundation
IBM International Foundation**
Indiana Grantmakers Alliance
Institute for Democracy Studies
Institute for Global Ethics
Institute for Nonprofit Management, Portland State University
Institute for Nonprofit Organization Management, University of San Francisco
Institute for Voluntary Organizations
Institute for Women's Policy Research
InterAction-American Council for Voluntary International Action
Intermed International
The International Alliance
International Primate Protection League
International Service Agencies
International Society for Third Sector Research
International Women's Democracy Center*
International Youth Foundation
Iowa Nonprofit Resource Center, University of Iowa
The James Irvine Foundation**
Islamic Society of North America
Ittleson Foundation**

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J

Japanese American National Museum
JCPenney Company Fund**
JM Foundation
Jobs for the Future
Johnson & Johnson**
The Robert Wood Johnson Foundation
The Johnson Foundation
Christian A. Johnson Endeavor Foundation
Joint Action in Community Service, Inc. (JACS)
Joint Agencies' Trust*
Joint Center for Political and Economic Studies
The Joyce Foundation
JPMorgan Chase Foundation**
JSJ Foundation
Jumpstart for Young Children, Inc.
Junior Achievement

K

KaBOOM! Inc.
The Henry J. Kaiser Family Foundation**
The Greater Kansas City Community Foundation
Kansas Health Foundation
Ewing Marion Kauffman Foundation
W. K. Kellogg Foundation
Kellogg School of Management, Northwestern University
James S. Kemper Foundation
Kerr Foundation, Inc.
Charles F. Kettering Foundation**
Kidney Cancer Association
Kids Voting USA
The Esther A. and Joseph Klingenstein Fund
John S. and James L. Knight Foundation
Korean Association of Retired Persons
The Kosciuszko Foundation, Inc.
KPMG Foundation
The Kresge Foundation
Samuel H. Kress Foundation
Albert Kunstadter Family Foundation

L

Land Trust Alliance, Inc.
Eugene M. Lang Foundation
The Laquana Education Foundation*
Lawyers' Committee for Civil Rights Under Law
LEAD—Pakistan
LEAD USA Member Program
Leadership Education for Asian Pacifics (LEAP)
League of Women Voters of the United States
Liberty Day
Libraries for the Future
Lilly Endowment, Inc.**
Link Research
Local Initiatives Support Corporation
Los Angeles Women's Foundation
Lucent Technologies Foundation
Lumina Foundation for Education

M

John D. and Catherine T. MacArthur Foundation
Make-A-Wish Foundation of America
The Management Center
Mandel Center for Nonprofit Organizations
Case Western Reserve University
March of Dimes Birth Defects Foundation**
John and Mary R. Markle Foundation
Maryland Association of Nonprofit Organizations
Robert R. McCormick Tribune Foundation**
McGregor Fund
McKesson Foundation**
The McKnight Foundation
The Meadows Foundation
Medical Education for South African Blacks
Richard King Mellon Foundation
MEM Associates, Inc.
Memorial Sloan-Kettering Cancer Center
The John Merck Fund
Merrill Lynch & Co. Foundation, Inc.
MetLife Foundation
Metropolitan Association for Philanthropy
The Metropolitan Museum of Art
Mexican American Legal Defense and Educational Fund
Eugene and Agnes E. Meyer Foundation
Michigan Nonprofit Association
Mid-Delta Workforce Alliance
Midwest Center for Nonprofit Leadership, L.P. Cookingham Institute of Public Affairs
The Minneapolis Foundation**
Minnesota Council of Nonprofits
Alan Minskoff & Royanne Minskoff Foundation*
Mississippi Center for Nonprofits
MOBI—(My Own Business, Inc.)
Morino Institute
Charles Stewart Mott Foundation**
Museum Trustee Association
MVPhilanthropy*
Myositis Association of America

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N

National Academy of Public Administration
National AIDS Fund
National Alliance for Choice in Giving
National Alliance of Breast Cancer Organizations
National Alliance to End Homelessness
National Asian Pacific American Legal Consortium
National Assembly of Health and Human Service Organizations**
National Assembly of State Arts Agencies (NASAA)**
National Association for Bilingual Education
National Association for Visually Handicapped
National Association of Independent Colleges and Universities**
National Association of Independent Schools
National Association of Latino Elected & Appointed Officials Educational Fund
National Association of Private Schools for Exceptional Children
National Association of Schools of Art and Design**
National Association of Schools of Music**
National Association of Schools of Public Affairs and Administration
National Association of Schools of Dance
National Association of Schools of Theatre
National Association of Service & Conservation Corps (NASCC)
National Association of Student Personnel Administrators
National Black College Alliance
National Board for Professional Teaching Standards
National Catholic Development Conference**
National Center for Appropriate Technology
The National Center for Family Philanthropy
National Center for Learning Disabilities
The National Center on Nonprofit Enterprise
National Civic League
National Coalition for Homeless Veterans
National Committee for Responsive Philanthropy
The National Conference for Community and Justice
National Congress of Parents and Teachers
National Council for International Visitors
National Council for Research on Women
National Council of Churches of Christ in the USA
National Council of La Raza**
National Council of Nonprofit Associations
National Council on Child Abuse & Family Violence
National Crime Prevention Council
National Down Syndrome Society
National Executive Service Corps**
National FFA Foundation
National Health Council**
National Health Foundation
The National Health Museum*
National Hemophilia Foundation
National Humanities Alliance
National Medical Fellowships, Inc.
National Military Family Association
National Multiple Sclerosis Society
National Network for Youth
National Parenting Association
National Peace Corps Association
National Press Foundation
National Public Radio
National Puerto Rican Coalition, Inc.
National Puerto Rican Forum, Inc.
National Tree Trust
National Trust for Historic Preservation**
National Urban Fellows, Inc.**
National Urban League, Inc.**
National Wildlife Federation**
National Wildlife Refuge Association
National Youth Leadership Council
Native American Rights Fund
Native Americans in Philanthropy
Natural Resources Defense Council
Natural Science Collections Alliance
The Nature Conservancy
NEC Foundation of America
Neighborhood Reinvestment Corporation
Nellie Mae Education Foundation
NetAid Foundation
New Hampshire Charitable Foundation
The New York Community Trust**
New York Life Foundation**
The New York Public Library
New York Regional Association of Grantmakers
Nicaraguan Development Center
NIKE Foundation
Nokomis Foundation
Nonprofit & Public Management Center, Ford School of Public Policy, University of Michigan
Nonprofit Academic Centers Council
Nonprofit Coordinating Committee of New York
Nonprofit Management Program, Milano Graduate School of Management & Urban Policy

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Nonprofit Television Programs, Inc.
North Carolina Center for Nonprofits
The North Carolina Glaxo Smith Kline Foundation
Northern California Grantmakers
Northern Westchester Hospital Foundation
Northrop Grumman Corporation
NOW Legal Defense and Education Fund

O

Oakleaf Foundation
Ohio Association of Nonprofit Organizations
Ohio Grantmakers Forum
OIC of America
Olive Crest—Homes & Services for Abused Children
OMG Center for Collaborative Learning*
The Omidyar Foundation*
OMNI Youth Services
Open Society Institute—New York
OPERA America
Opera Roanoke
Oral Health America
Outreach International

P

David and Lucile Packard Foundation
Parent-Child Home Program*
Park Foundation
Partnership for Prevention
Josephine Bay Paul and C. Michael Paul Foundation
Peninsula Community Foundation
William Penn Foundation
Pennsylvania Association of Nonprofit Organizations
People for the American Way
Pettus Crowe Foundation
Pew Charitable Trusts
Pew Partnership for Civic Change*
Pfizer, Inc.**
The Philanthropic Group
The Philanthropic Initiative, Inc.
Philanthropy & Nonprofit Sector Graduate Certificate Program, Loyola University
Philip Morris Companies, Inc.**
The Piton Foundation**
The Pittsburgh Foundation
Points of Light Foundation
Population Resource Center**
Presbyterian Health Foundation
Presidential Classroom
Prevent Child Abuse America
ProLiteracy Worldwide
Prudential Foundation**
Public Affairs Council
Public Agenda Foundation
Public Allies, Inc.
Public Conversations Project
Public Education Network
Public Health Management Services Corporation*
Public Radio International
Puerto Rican Legal Defense and Education Fund
Puerto Rico Community Foundation

Q

QueensCare

R

Radio and Television News Directors Foundation
Raising More Money*
Rauch Foundation*
Raytheon Company
Reader's Digest Foundation
Reading Is Fundamental, Inc.**
Recording for the Blind & Dyslexic
Christopher Reeve Paralysis Foundation
Region Nine Development Commission
Religion in American Life
Research! America
Retirement Research Foundation
Charles H. Revson Foundation**
Sid W. Richardson Foundation
Fannie E. Rippel Foundation
Rochester Area Community Foundation
Rock the Vote*
Rockefeller Brothers Fund**
Rockefeller Family Fund
Rockefeller Foundation**
Rockefeller Philanthropy Advisors
Rocky Mountain Youth Corps
Rosenberg Foundation**
Royal Flying Doctor Service of Australia (Victorian Section)
Russell Sage Foundation**

S

The Salvation Army National Headquarters**
Sara Lee Foundation
Sarkeys Foundation
Dr. Scholl Foundation**
School Food Service Foundation
Sears, Roebuck and Company
The Seattle Foundation
Shepherd's Centers of America
ShoreBank*
The Sierra Club Foundation
Harry Singer Foundation
The Sister Fund
The Skillbuilders Fund

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Skillman Foundation
Alfred P. Sloan Foundation**
Richard and Susan Smith Family Foundation*
John Ben Snow Foundation
Social Welfare Research Institute, Boston College
Society for Nonprofit Organizations
Society for Values in Higher Education
SOS Children's Village—USA, Inc.
South Carolina Association of Nonprofit Organizations
South Carolina Center on Nonprofit and Grassroots Leadership
Community Foundation for Southeastern Michigan
Southeastern Council of Foundations
Southern California Association for Philanthropy
Southern Education Foundation, Inc.
The Spencer Foundation**
The St. Paul Companies, Inc. Foundation
The Starbucks Foundation
Levi Strauss Foundation**
Student Conservation Association**
The Studio Museum in Harlem
Support Center of Washington
Surdna Foundation*

T

Taconic Foundation**
Target Foundation**
The Teachers Network
Theatre Communications Group
Third Sector New England
3M Foundation**
Thrivent Financial for Lutherans**
Travelers Aid International

U

Union Institute & University
United Jewish Communities
United Leukodystrophy Foundation
United Methodist Higher Education Foundation
United States Conference of Catholic Bishops**
United Way of America**
University College of Citizenship and Public Service, Tufts University
University of California Humanities Research Institute*
University of Pennsylvania Center for Community Partnerships
University of Wisconsin-Milwaukee Helen Bader School for Nonprofit Management*

V

Venture Philanthropy Partners, Inc.
Ventures in Education, Inc.
Verizon Foundation
Vietnamese Culture & Science Association*
The Visions Network*
VolunteerMatch
Volunteers of America**
VSA Arts Colorado

W

The Wallace-Reader's Digest Funds
Izaak Walton League of America**
The Washington Center for Internships
The Washington Council of Agencies
Washington Independent Writers Legal and Educational Fund, Inc.
Washington Mutual Bank
Washington Regional Association of Grantmakers
Weyerhaeuser Family Foundation
Whirlpool Foundation
Mrs. Giles Whiting Foundation
Wildflowers Institute
Woodrow Wilson School of Public and International Affairs, Princeton University
Woodrow Wilson National Fellowship Foundation
The Wireless Foundation
Women and Philanthropy**
Women's College Coalition
Women's Funding Network
Robert W. Woodruff Foundation**
Woods Charitable Fund, Inc.
Woods Fund of Chicago
World Charity Network
World Neighbors

X

Xerox Corporation**

Y

YMCA of the USA**
Young Audiences, Inc.
Youth Service America
Youth Venture
YouthBuild U.S.A.
YWCA of the USA**

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Financial Statements

Independent Auditor's Report on the Financial Statements

To the Board of Directors
Independent Sector

We have audited the accompanying statements of financial position of Independent Sector as of December 31, 2002 and 2001, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of Independent Sector's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Independent Sector at December 31, 2002 and 2001, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Tate & Tryon

Washington, DC
February 26, 2003

Statements of Financial Position

	December 31, 2002	December 31, 2001
Assets		
Current assets		
Cash and cash equivalents	$ 1,692,342	$ 581,132
Accrued interest receivable	35,727	56,133
Grants and accounts receivable, current portion—Note E	519,020	1,773,179
Short term investments—Note B	1,614,450	3,442,136
Total current assets	3,861,539	5,852,580
Long term investments—Note B	4,393,740	4,181,253
Grants and accounts receivable, less current portion—Note E	161,951	227,386
Property and equipment, net—Note C	234,637	291,644
Supplemental executive retirement plan—Note F	160,338	175,518
Other assets	47,587	70,884
	4,998,253	4,946,685
Total assets	**$ 8,859,792**	**$ 10,799,265**
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expense	$435,728	$516,262
Deferred revenue	29,009	23,000
Total current liabilities	464,737	539,262
Supplemental executive retirement plan—Note F	160,338	175,518
Total liabilities	**625,075**	**714,780**
Net assets		
Unrestricted		
Undesignated	1,883,917	1,467,804
Designated—Note D	3,101,511	3,729,659
Temporarily restricted—Note E	3,249,289	4,887,022
Total net assets	**8,234,717**	**10,084,485**
Commitments—Note G	—	—
Total liabilities and net assets	**$ 8,859,792**	**$ 10,799,265**

Note: Certain 2001 amounts have been reclassified for comparative purposes. See notes to financial statements.

Statements of Activities

	Year Ended December 31, 2002		
	Unrestricted	Temporarily Restricted	Total
Revenue			
Membership dues	$ 2,402,992		$ 2,402,992
Grants and contributions	190,009	$ 1,790,565	1,980,574
Conference fees and sponsorships	707,233		707,233
Interest and dividend income—Note B	228,719		228,719
Publication sales and other	131,671		131,671
Net assets released from restrictions	3,428,298	(3,428,298)	—
Total revenue	7,088,922	(1,637,733)	5,451,189
Expense			
Program services			
Public affairs	2,071,637		2,071,637
Communication among members/ Meeting ground	1,611,156		1,611,156
Research	991,714		991,714
Strategic outreach	314,381		314,381
Total program services	4,988,888		4,988,888
Supporting services			
General and administrative	778,181		778,181
Membership development	525,640		525,640
Fundraising	290,795		290,795
Total supporting services	1,594,616		1,594,616
Total expense	6,583,504		6,583,504
Change in unrestricted net assets before net loss on investments and transfer of program	505,418	(1,637,733)	(1,132,315)
Net loss on investments—Note B	(717,453)		(717,453)
Transfer of program—Note E	—	—	—
Change in net assets	(212,035)	(1,637,733)	(1,849,768)
Net assets, beginning of year	5,197,463	4,887,022	10,084,485
Net assets, end of year	$ 4,985,428	$ 3,249,289	$ 8,234,717

Note: Certain 2001 amounts have been reclassified for comparative purposes. See notes to financial statements.

	Year Ended December 31, 2001		
	Unrestricted	Temporarily Restricted	Total
Revenue			
Membership dues	$ 2,320,874		$ 2,320,874
Grants and contributions	950,849	$ 3,055,802	4,006,651
Conference fees and sponsorships	582,313		582,313
Interest and dividend income—Note B	348,785		348,785
Publication sales and other	67,561		67,561
Net assets released from restrictions	3,264,939	(3,264,939)	—
Total revenue	7,535,321	(209,137)	7,326,184
Expense			
Program services			
Public affairs	2,524,625		2,524,625
Communication among members/ Meeting ground	1,407,215		1,407,215
Research	1,850,175		1,850,175
Strategic outreach	242,250		242,250
Total program services	6,024,265		6,024,265
Supporting services			
General and administrative	616,225		616,225
Membership development	467,913		467,913
Fundraising	329,869		329,869
Total supporting services	1,414,007		1,414,007
Total expense	7,438,272		7,438,272
Change in unrestricted net assets before net loss on investments and transfer of program	97,049	(209,137)	(112,088)
Net loss on investments—Note B	(339,512)		(339,512)
Transfer of program—Note E	—	(472,617)	(472,617)
Change in net assets	(242,463)	(681,754)	(924,217)
Net assets, beginning of year	5,439,926	5,568,776	11,008,702
Net assets, end of year	$ 5,197,463	$ 4,887,022	$ 10,084,485

Note: Certain 2001 amounts have been reclassified for comparative purposes. See notes to financial statements.

Statements of Cash Flows

	Year Ended December 31, 2002	
	2002	2001
Cash Flows from Operating Activities		
Change in net assets	$ (1,849,768)	$ (924,217)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	94,235	110,203
Net loss on investments	717,453	339,512
Changes in assets and liabilities:		
Accrued interest receivable	20,406	14,207
Grants and dues receivable	1,319,594	(328,207)
Other assets	23,297	(28,952)
Accounts payable and accrued expense	(80,534)	(288,449)
Deferred revenue	6,009	(26,853)
Total adjustments	2,100,460	(208,539)
Net cash provided by (used in) operating activities	250,692	(1,132,756)
Cash Flows from Investing Activities		
Sale of investments, net	897,746	348,072
Purchase of property and equipment, net	(37,228)	(41,571)
Net cash provided by investing activities	860,518	306,501
Net increase (decrease) in cash and cash equivalents	1,111,210	(826,255)
Cash and cash equivalents, beginning of year	581,132	1,407,387
Cash and cash equivalents, end of year	$ 1,692,342	$ 581,132

Note: Certain 2001 amounts have been reclassified for comparative purposes. See notes to financial statements.

Notes to Financial Statements

Note A—Organization and Summary of Significant Accounting Policies

Organization: Independent Sector is a nonprofit, nonpartisan coalition of more than 700 national organizations, foundations, and corporate philanthropy programs, collectively representing tens of thousands of charitable groups in every state across the nation. Its mission is to promote, strengthen, and advance the nonprofit and philanthropic community to foster private initiative for the public good. Independent Sector works to promote effective policies and a healthy legislative environment to help not-for-profit initiative thrive; research and analyze the scope of the nonprofit sector and trends in giving and volunteering; strengthen accountability among nonprofit organizations; champion effective collaboration among the business, government, and nonprofit sectors; communicate the value and successes of the American tradition of giving and volunteering; and provide the "meeting ground" for the leadership of the philanthropic and nonprofit sector to address emerging trends affecting the sector.

Income tax status: Independent Sector is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(3) of the Internal Revenue Code. Independent Sector is not a private foundation since it meets the requirements of Section 509(a)(2).

Basis of accounting: Independent Sector prepares its financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expense when the obligation is incurred.

Use of estimates: Preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from estimates.

Cash and cash equivalents: For financial statement purposes, all highly liquid investments with a maturity of three months or less at the time of purchase are considered to be cash equivalents.

Net assets: Independent Sector has established the following net asset categories:

Unrestricted:

- Undesignated—This fund is used for the general operations of Independent Sector.
- Designated—These funds have been appropriated by the Board of Directors of Independent Sector for designated programs and consist of the following:
  - Reserve and Program Contingency Fund—Fund was established to provide for the stability for Independent Sector over the long term.
  - Public Policy Strategic Reserve Fund—Fund was established to support future public policy initiatives as they arise.

Temporarily restricted—represents the portion of net assets that have been restricted by donors (see Note E).

Grants and contributions: Grants are recorded when Independent Sector is notified of them. Unrestricted grants are recognized as unrestricted revenue in the period designated by the donors. Temporarily restricted grants are recorded as temporarily restricted revenue when received and released from program and time restrictions as expenditures are incurred for the restricted purposes, or time restrictions have expired.

Functional allocation of expense: The costs of providing various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Note B—Investments

Investments are recorded at fair value and consist of the following at December 31:

	2002		2001	
	Cost	Fair Value	Cost	Fair Value
Index stock mutual funds	$ 2,790,204	$ 2,512,861	$ 3,773,60	$ 3,141,008
U.S. Agency and similar	1,905,988	1,904,543	1,653,852	1,697,273
Asset-backed securities	695,463	693,276	830,892	832,587
Corporate bonds	569,782	562,753	822,774	821,697
Mortgage-backed securities	328,326	334,757	1,108,969	1,130,824
Total investments	$ 6,289,763	$ 6,008,190	$ 8,190,087	$ 7,623,389

The following is a summary of investment revenue for the years ended December 31:

	2002	2001
Interest and dividends	$ 228,719	$ 348,785
Net realized and unrealized losses	(717,453)	(339,512)
	$ (488,734)	$ 9,273

Note C—Property and Equipment

Acquisitions of property and equipment of more than $500 are capitalized at cost. Depreciation and amortization are provided using the straight-line basis over the estimated useful lives of the respective assets (3-10 years). Property and equipment consist of the following at December 31:

	2002	2001
Furniture and equipment	$ 296,241	$ 285,415
Computer equipment and software	519,793	493,390
Leasehold improvements	70,227	70,227
	886,261	849,032
Less accumulated depreciation and amortization	(651,624)	(557,388)
	$ 234,637	$ 291,644

Note D—Designated Net Assets

Designated net assets consist of the following at December 31:

	2002	2001
Reserve and program contingency	$ 2,351,511	$ 2,979,659
Public policy strategic reserve	750,000	750,000
	$ 3,101,511	$ 3,729,659

Note E—Temporarily Restricted Net Assets

Temporarily restricted net assets consist of the following:

Projects	Balance at December 31, 2001	New Commitments	Amounts Released or Expired	Balance at December 31, 2002
Gardner Award	$ 90,000	$ —	$ 30,000	$ 60,000
Salute to Volunteers	82,281			82,281
Public Policy Initiative	386,401		1,250	385,151
Organizational Leadership Award	60,000	30,000	30,000	
Corporate-Nonprofit Partnerships	71,451	35,000	25,054	81,397
Research	893,827	245,000	783,492	355,335
NGO Meeting	—	25,000	25,000	—
Public Policy Advocacy	152			152
Social Justice	—	250,000		250,000
EDIN	—	375,000	44,611	330,389
Leadership	23,471	50,000	23,421	50,050
Capacity Building	25,377		10,920	14,457
BCPP-Public Policy	376,676	375,000	487,883	263,793
Total Projects	2,009,636	1,355,000	1,461,631	1,903,005
Time-restricted grants	2,900,000	417,000	1,966,667	1,350,333
Total grants and contributions	4,909,636	1,772,000	3,428,298	3,253,338
Less: Present Value Discount	(22,614)	18,565		(4,049)
Net Present Value	**$ 4,887,022**	**$ 1,790,565**	**$ 3,428,298**	**$ 3,249,289**

Included in grants and accounts receivable is $433,000 of time restricted grants and $210,137 of temporarily restricted project funds, which will be collected as follows:

Time-restricted grants	
2003	$ 267,000
2004	166,000
	433,000
Restricted project funds	
2003	210,137
Total grants	643,137
Less: present value discount	(4,049)
	$ 639,088

Note F—Retirement Plans

Defined contribution retirement plan:

All full-time employees of Independent Sector who have reached the age of 21 years and have completed a minimum of one year of service participate in an employee retirement plan administered by Teachers' Insurance Annuity Association and College Retirement Equities Fund. The plan is a noncontributory defined contribution plan whereby an amount equal to fifteen percent of a participant's salary is funded by Independent Sector and applied as a premium on retirement annuity contracts owned by the participants. Employer contributions for the years ended December 31, 2002 and 2001 were $324,201 and $276,156, respectively.

Supplemental executive retirement plan:

Plan offers certain of Independent Sector's executives or highly compensated employees an opportunity to defer compensation pursuant to section 457(f) of the Code to supplement such employees' retirement benefits under the employer's ERISA qualified retirement plan and other retirement programs.

Note G—Commitment

Independent Sector leases office space in Washington, D.C., under an agreement which expires in January 2009. The remaining non-cancelable future minimum lease payments are as follows:

Year Ending December 31,	Total
2003	$ 324,794
2004	352,436
2005	352,436
2006	352,436
2007	352,436
2008-09	352,436
	$ 2,086,974

Independent Auditor's Report on Additional Information

To the Board of Directors
INDEPENDENT SECTOR

Our report on our audit of the basic financial statements of INDEPENDENT SECTOR as of and for the years ended December 31, 2002 and 2001 appears on page 34. The audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The additional information presented on page 44 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we express no opinion on it.

Tate & Tryon

Washington, DC
February 26, 2003

Schedule of Functional Expenses

Year Ended December 31, 2002 with Comparative Totals for 2001

	Program Services				
	Public Affairs	Communications among members/ Meeting Ground	Research	Strategic Outreach	Subtotal
Employee costs	$ 805,289	$ 707,470	$ 455,086	$ 203,797	$ 2,171,642
Professional/ consultants	527,968	387,980	336,709	42,212	1,294,869
Printing/reproduction	67,987	46,434	30,746	3,867	149,034
Travel/meetings	33,401	298,931	30,938	22,037	385,307
Occupancy	84,484	64,970	76,438	21,298	247,190
Office supplies/ expenses	12,482	19,638	5,922	2,650	40,692
Postage/delivery	38,415	29,999	12,211	5,073	85,698
Training/subscriptions	146,425	8,801	19,565	3,934	178,725
Grants and contributions	306,792	10,511	3,000		320,303
Depreciation and amortization	24,687	21,490	13,903	6,255	66,335
Telephone	23,360	12,277	7,004	3,170	45,811
Other	347	2,655	192	88	3,282
Total expense	**$ 2,071,637**	**$ 1,611,156**	**$ 991,714**	**$ 314,381**	**$ 4,988,888**

Percentage of Total Expenses 2002	**75.78%**
Percentage of Total Expenses 2001	**80.99%**

	Supporting Services				Total	
	General and Administrative	Membership Development	Fundraising	Subtotal	2002	2001
Employee costs	$ 454,748	$ 291,630	$ 209,444	$ 955,822	**$3,127,464**	$ 3,044,334
Professional/ consultants	121,660	114,251	33,557	269,468	**1,564,337**	2,294,038
Printing/reproduction	3,542	11,939	850	16,331	**165,365**	165,395
Travel/meetings	50,657	26,753	4,090	81,500	**466,807**	594,917
Occupancy	58,338	38,231	23,646	120,215	**367,405**	366,430
Office supplies/ expenses	8,258	4,434	2,719	15,411	**56,103**	91,784
Postage/delivery	11,385	13,541	4,645	29,571	**115,269**	106,397
Training/subscriptions	18,030	10,275	2,139	30,444	**209,169**	69,420
Grants and contributions	600			600	**320,903**	468,472
Depreciation and amortization	12,560	8,938	6,401	27,899	**94,234**	110,210
Telephone	6,583	4,522	3,214	14,319	**60,130**	78,520
Other	31,820	1,126	90	33,036	**36,318**	48,355
Total expense	**$ 778,181**	**$ 525,640**	**$ 290,795**	**$1,594,616**	**$6,583,504**	**$7,438,272**

Percentage of Total Expenses 2002	24.22%	100%
Percentage of Total Expenses 2001	19.01%	100%

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Congresswoman Stephanie Tubbs Jones, representing Ohio's 11th district, emphasizes the important advocacy role of nonprofit organizations in her greetings to conference participants.

Peter Shiras, IS's senior vice president for programs, welcomes international leaders in civil society to the 2002 Annual Conference.

Members debate topics such as media scrutiny of nonprofits in the post-9/11 world, advancing challenging causes, and improving grantmaker-grantseeker relationships at the Annual Conference. Sterling Speirn, Peninsula Community Foundation; Stephanie Strom, New York Times reporter; and Shariq Saddiqui, Islamic Society of North America.

The Cleveland Host Committee arranged a spectacular evening at a cultural and architectural landmark, The Rock and Roll Hall of Fame and Museum.

Credits

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