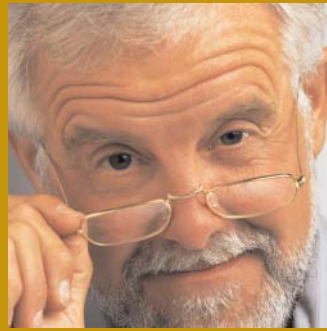
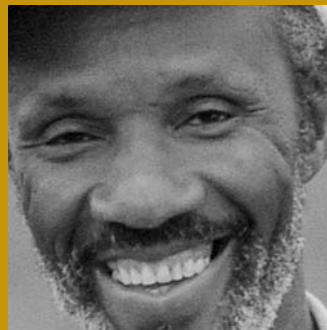




building together

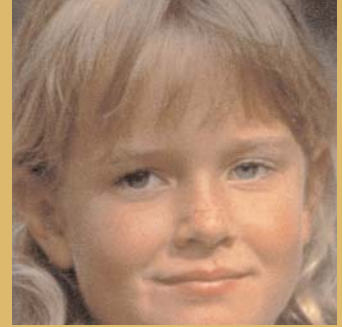
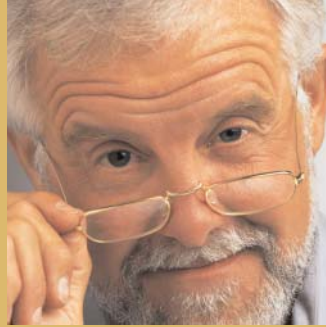


2003
Annual
Report




INDEPENDENT
SECTOR





who we are and what we do

Who We Are:

INDEPENDENT SECTOR is committed to strengthening, empowering, and partnering with nonprofit and philanthropic organizations in their work on behalf of the public good. Its membership of nonprofit organizations, foundations, and corporate philanthropy programs collectively represents tens of thousands of charitable groups serving every cause in every region of the country, as well as millions of donors and volunteers.

What We Do:

INDEPENDENT SECTOR works to promote a just and inclusive society of active citizens, healthy communities, and a vibrant democracy by:

- Creating a meeting ground for nonprofit and philanthropic leaders to take collective action on issues that have an impact on the independent sector and its work;
- Promoting policies that enable nonprofits to advocate and engage with public officials on a nonpartisan basis;
- Encouraging the sector to meet the highest standards of ethical practice, value, and effectiveness;
- Analyzing and interpreting relevant research and other data concerning the voluntary sector; and
- Serving as the voice of the independent sector to the media, government, business, and international voluntary communities.

Our Vision:

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

Our Mission:

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



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.

building together

The 2003 Annual Report chronicles the beginning of an exciting new chapter in INDEPENDENT SECTOR's illustrious history. This year has been marked by new professional leadership and a concentration on some of the major issues affecting the voluntary sector and the people it serves.

This report offers a brief summary of INDEPENDENT SECTOR's programming efforts and their impact on the work of our sector. A significant number of INDEPENDENT SECTOR members, along with those in the sector at large, faced possibilities of substantial losses in revenue streams precipitated by a sluggish economy, growing government deficits, and public officials' preoccupation with other issues. INDEPENDENT SECTOR convened members to begin a conversation about how best to address these issues and find ways to support the essential work undertaken by charities and philanthropies to serve the common welfare.

We worked vigorously on ways to encourage member organizations to demonstrate sound governance practices of the highest ethical standard that were also transparent to board members, donors, consumers of service, lawmakers, the media, and the public. Toward that end we worked closely with members to develop a Code of Ethics and Statement of Values to serve as a model for the sector. We also talked frequently with the press about sound practices on a range of issues. As part of this work, we reached out to congressional leaders to convey our commitment to ethical conduct, transparency, and accountability and to encourage them to work with us as they contemplate their own responses to these issues.

Last November, our 2003 Annual Conference provided a public opportunity for IS to share some ideas about new directions. Since then, we have continued to develop and encourage solutions that help our communities and organizations to be effective. As we move forward, we remain committed to encouraging members to operate with openness, transparency, and effectiveness.

All of our work is a product of our partnership with our members. Please accept our deep appreciation for your contributions in strengthening INDEPENDENT SECTOR over the past year, and for your continued interest and support for our work. Now more than ever, IS's mission to promote, strengthen, and advance the nonprofit and philanthropic community and promote the public good is critically needed. Our members and colleagues are crucial and valued partners in this task, and we will continue to seek your guidance and enlist your support.

We are pleased to present this report, which highlights our work throughout 2003 and celebrates the achievements our membership has built together.



Diana Aviv
Diana Aviv
President and CEO
INDEPENDENT SECTOR



John R. Seffrin
John R. Seffrin
Chair
INDEPENDENT SECTOR Board of Directors
Chief Executive Officer
American Cancer Society

2004 board of directors

Officers

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Chief Executive Officer

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Foundation

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CEO and Co-Founder

KaBOOM! Inc.

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Catholic Charities

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Kevin Klose

President and CEO

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Center on Philanthropy

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Hilary Pennington

Chief Executive Officer

Jobs for the Future

Michael Rubinger

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President and CEO

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Foundation

Cass Wheeler

Chief Executive Officer

American Heart

Association

William S. White

President and CEO

Charles Stewart Mott

Foundation

Founding Chair

The Honorable

John W. Gardner

(1912-2002)

Founding President and

President Emeritus

Brian O'Connell

Professor of Citizenship and

Public Service

University College of

Citizenship and Public

Service

Tufts University

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Chief Executive Officer
American Cancer Society

Audit Committee

Cass Wheeler
Chief Executive Officer
American Heart Association

Board Development Committee

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

Membership Committee

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CEO and Co-Founder
KaBOOM! Inc.

Annual Conference Program Committee

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

Annual Conference Host Committee

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President
The Chicago Community Trust

Building Value Together Steering Committee

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President and CEO
The William and Flora Hewlett Foundation

Hilary Pennington (co-chair)
Chief Executive Officer
Jobs for the Future

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President and CEO
United Way of America

Communications and Marketing Advisory Task Force

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Senior Vice President
The Ford Foundation

John W. Gardner Leadership Award Committee

Kathleen Buechel
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Resource Development Committee

David Ford
Chief Executive Officer
Richard and Susan Smith Family Foundation

Social Justice Philanthropy Benchmark Study Advisory Committee

Bradford Smith
Vice President, Peace and Social Justice
The Ford Foundation

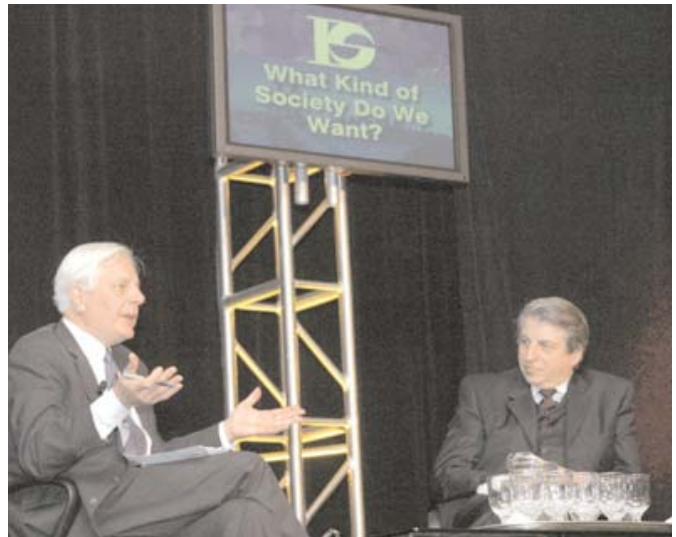
2003 special funders

In addition to the many member organizations that pay their dues as grants, INDEPENDENT SECTOR would like to thank the following grantmakers for special support in 2003.

American Express Foundation
Carnegie Corporation of New York
The Annie E. Casey Foundation
ChevronTexaco
The Coca-Cola Company
Fidelity Charitable Gift Fund
The Ford Foundation
GE Foundation
William Randolph Hearst Foundations
William and Flora Hewlett Foundation
Henry J. Kaiser Family Foundation
W.K. Kellogg Foundation
John S. and James L. Knight Foundation
Lilly Endowment, Inc.
John D. and Catherine T. MacArthur Foundation
MetLife Foundation
Charles Stewart Mott Foundation
David and Lucile Packard Foundation
The Prudential Foundation
Rockefeller Brothers Fund
Levi Strauss Foundation
Surdna Foundation
John Templeton Foundation
John Wiley & Sons, Inc.
Wirthlin Worldwide
and other donors



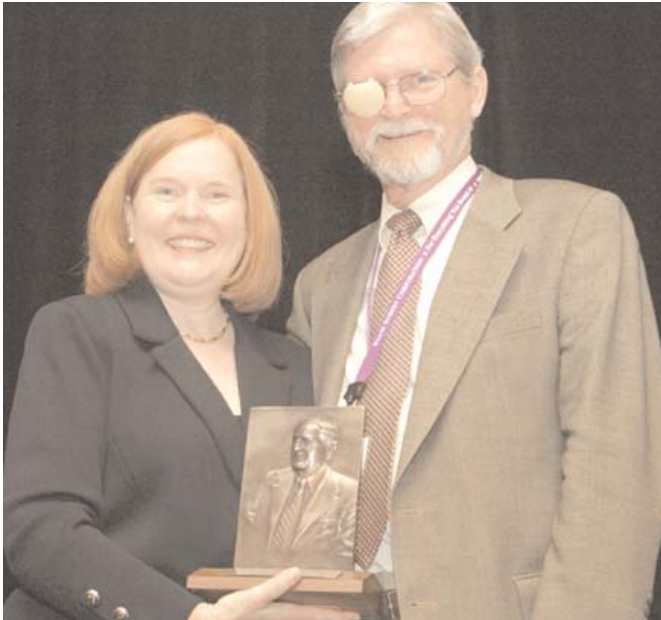
IS Annual Conference participants browse resources in the exhibit hall.



Benjamin R. Barber (right), author, *Jihad vs. McWorld and Strong Democracy*, answers the question, "What Kind of Society Do We Want?" during the closing plenary of the 2003 IS Annual Conference. **Kevin Klose**, president and CEO of National Public Radio and an IS board member, moderated the session.

2003 Annual Conference Sponsors

Aetna Foundation, Inc.
American Express Company
Anonymous
Asian Art Museum
S.B. Bechtel, Jr. Foundation
The California Endowment
California HealthCare Foundation, based in Oakland, California
The California Wellness Foundation
ChevronTexaco
Columbia Foundation
Community Foundation of Santa Cruz County
Community Foundation Silicon Valley
Community Foundation Sonoma County
Compton Foundation, Inc.
East Bay Community Foundation
Flora Family Foundation
The Wallace Alexander Gerbode Foundation
GetActive Software
Gill Foundation's Gay & Lesbian Fund for Philanthropy
William Caspar Graustein Memorial Fund
Evelyn and Walter Haas Jr. Fund
Miriam and Peter Haas Fund
Walter & Elise Haas Fund
William Randolph Hearst Foundations
Clarence E. Heller Charitable Foundation
William and Flora Hewlett Foundation
Humboldt Area Foundation
Intel Corporation
The James Irvine Foundation
Ewing Marion Kauffman Foundation



Kathleen W. Buechel, president of the Alcoa Foundation as well as an IS board member and chairperson of John W. Gardner Leadership Award Committee, with the 2003 honoree, **Robert L. Payton**, professor emeritus of philanthropic studies at the Indiana University Center on Philanthropy and a champion of education and research in philanthropy worldwide.

Marin Community Foundation
 McKesson Foundation
 Gordon and Betty Moore Foundation
 Nehemiah Community Foundation
The NonProfit Times
 The Omidyar Foundation
 David and Lucile Packard Foundation
 Pacific Gas and Electric Company
 Peninsula Community Foundation

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Associates Program

The Associates is a leadership circle of individuals investing in the future of vibrant philanthropy and citizen action through personal gifts of \$1,000 or more to INDEPENDENT SECTOR.

Edward H. Able, Jr.
 Diana Aviv
 Susan Vail Berresford
 David J. Eisner
 Wayne and Leslee Feinstein
 Barbara D. Finberg
 Peter B. Goldberg
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 Brian O'Connell
 Robert L. Payton
 Hilary Pennington
 Mary Beth Salerno
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 Ruth Shack
 Marcia K. Sharp
 Gerald R. Solomon
 Donald M. Stewart
 William E. Trueheart
 Paula Van Ness
 John C. Whitehead

2003 Annual Fund

The Annual Fund includes individual and organizational gifts to support INDEPENDENT SECTOR's leadership for the sector.

Kenneth L. Albrecht
 Elizabeth Boris
 Hodding Carter III
 Eugene C. Dorsey
 Robert W. Edgar
 Lewis M. Feldstein

David S. Ford
 Marilda L. Gándara
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American Express Foundation
 The California Wellness Foundation
 Hershey Trust Company
 Ewing Marion Kauffman Foundation
 W.K. Kellogg Foundation
 Narragansett Electric
 Nellie Mae Education Foundation
 NIKE Foundation

In Kind

The Chronicle of Philanthropy
 F.E.G.S Health and Human Services System
The NonProfit Times
 Rockefeller Brothers Fund

Contributions may be made online at www.IndependentSector.org.

activities and achievements

In 2003, extraordinary challenges to nonprofit and foundation accountability and financial strength have underscored the critical need for collective action by all of us in the nonprofit and philanthropic community. As we forge ahead in 2004 and face the tests and opportunities we embrace together, let us celebrate highlights of our coalition's work:

New Leadership—The INDEPENDENT SECTOR Board of Directors appointed a new president and CEO to lead our coalition. Immediately Diana Aviv set out to meet members, hear their concerns, and share her thoughts about the role IS might play in strengthening the work of the sector.

Progress on Charitable Giving Legislation—For the first time in two decades, the U.S. Senate and House of Representatives both passed bills (S. 476 and H.R. 7) by overwhelming margins that would establish additional tax incentives for charitable giving. Notwithstanding this great support from Congress, the future of these incentives is uncertain due to the impending elections and serious budget issues.

Debate on Foundation Administrative Expenses—A provision in the House of Representatives (part of the charitable giving legislation in H.R. 7) prompted vigorous debate about what administrative expenses should count toward a foundation's required 5-percent grantmaking payout. IS worked closely with its members,

the Council on Foundations, and others to ensure a responsible outcome to the debate.

Supreme Court Ruling on Fundraising—With 55 member organizations as co-signers, IS filed a "friend of the court" brief in the U.S. Supreme Court case of *Madigan v. Telemarketing Associates*, striking a balanced position between protecting the rights and responsibilities of both donors and charities. In its ruling, the Court opinion cited IS's brief and affirmed our position that states should be free to prosecute fraud cases but that fundraising costs alone do not equate with abuse.

Code of Ethics—In the midst of strong media scrutiny of foundations and nonprofits, IS introduced a model Code of Ethics for use by the entire sector. The model has been widely distributed, and members are weighing in on the prospect of requiring a code of ethics as part of IS membership.

Sarbanes-Oxley Act and Implications for Nonprofits—New legislation affecting governance standards for publicly traded corporations, known as the Sarbanes-Oxley Act, is setting a new standard for financial oversight for all organizations, nonprofits included. In a widely disseminated publication, IS and BoardSource offered recommendations on how nonprofits can voluntarily follow guidelines from the new law to strengthen their governance and accountability practices.

IS President Diana Aviv, with Senator Rick Santorum (R-PA), addresses the media at a Capitol Hill press conference celebrating Senate passage of the CARE Act.



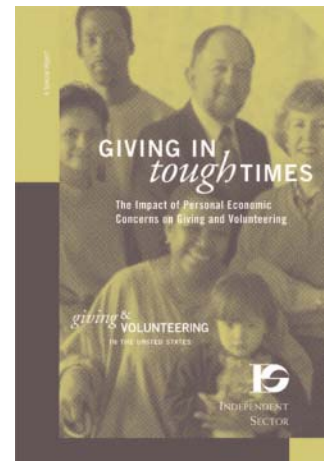
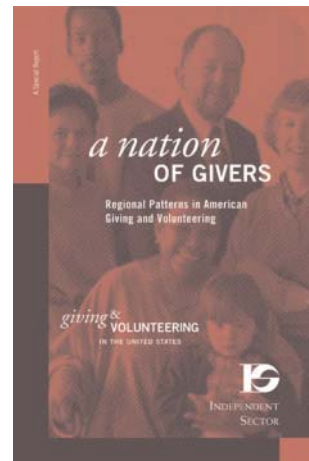
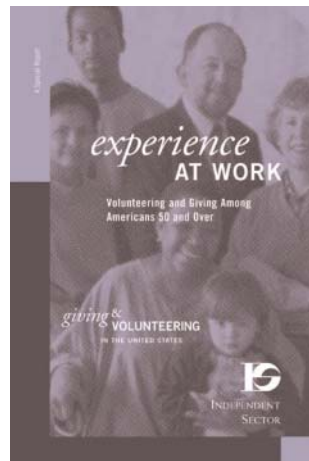
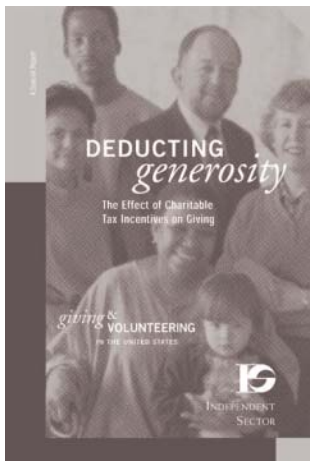
Insights on Giving and Volunteering—As part of the *Giving and Volunteering in the United States* Signature Series, sponsored by the MetLife Foundation, new IS research highlighted the strong effect of personal economic concerns on charitable giving, demonstrated the impact of tax policy on contributions, explored the giving and volunteering habits of Americans 50 and over, and examined regional differences in involvement.

Spring Research Forum—Leading researchers and practitioners shared new findings on the role of faith-based organizations in the social welfare system at the IS Spring Research Forum, held in conjunction with the Roundtable on Religion and Social Welfare Policy at the Rockefeller Institute of Government.

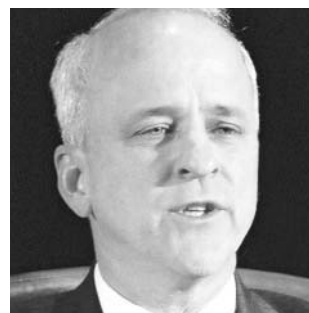
Anti-Terrorism Giving Guidelines—Working with InterAction and other members particularly concerned with their work abroad, IS advised the IRS on appropriate and responsible approaches for preventing charitable funds from being diverted for terrorist activities, while not unreasonably interfering with the important work undertaken by foundations and nonprofits.

Protecting Advocacy Rights of Charities—In concert with others, IS worked to persuade the IRS to halt improper auditing of charities that reported lobbying activities well within their rights.

Win on Fax Restrictions—In response to IS's work and that of other coalition members, the Federal Trade



Adults who began volunteering as youths are twice as likely to volunteer as those who did not volunteer when they were younger.
—from *Engaging Youth in Lifelong Service and Volunteering in the United States* Signature Series



Jim Towey, director of the White House Office of Faith-Based and Community Initiatives; Rev. Donna L. Jones, pastor of Cookman United Methodist Church; and Laura Skaff, director of research and evaluation at Volunteers of America, discuss “The Role of Faith-Based Organizations in the Social Welfare System” during INDEPENDENT SECTOR’s 2003 Spring Research Forum in March.

Commission dropped a “do not fax” proposal for nonprofits, giving time for further study into the recordkeeping requirements the new law would impose.

The Electronic Data Initiative for Nonprofits (EDIN)

The EDIN coalition partners launched a new website and e-newsletter, and they worked with hundreds of nonprofit leaders, accountants, and software developers to pave the way for the IRS introduction of e-filing for the Form 990 in 2004.



Fostering a State-National Policy Network—National nonprofits and state associations gathered in Washington, D.C., in July to share and develop strategies to address policy challenges facing nonprofits throughout the country. Hosted jointly by IS and the National Council for Nonprofit Associations, the meeting launched a new collaborative effort to begin to address property tax exemption challenges, state budget crises, and state and federal regulation of nonprofits.

“Building Value Together” by Enhancing Foundation-Nonprofit Impact—IS convened a group of foundations and their nonprofit grantees along with other leaders to examine ways that foundations and nonprofit organizations are changing some of their traditional practices to achieve improved outcomes.



Hilary Pennington (left), CEO of *Jobs for the Future* and an IS board member, and **Freeman McKindra**, former senior program officer of the *Winthrop Rockefeller Foundation* and coach of the *Mid South Delta Initiative* at *W.K. Kellogg Foundation*.

Annual Conference—In November 2003, more than 850 representatives from IS member organizations gathered in San Francisco to learn from each other and strategize together about the challenges facing our sector. In her inaugural address to members, “Purpose, Power, and Participation,” President and CEO Diana Aviv shared her thoughts on the strengths of the nonprofit and philanthropic community, from sheer numbers to its diversity and history of accomplishment.

The Year at a Glance

Selected events and products that shaped the work of IS in 2003...

February—Diana Aviv named president

March—Spring Research Forum tackles debate over faith-based social services
Giving in Tough Times published

April—IS and charitable community rally behind Senate passage of CARE Act

May—Supreme Court rules in charitable giving case, citing IS’s brief

June—IS shares insights in debate on proposed new legislation on foundation administrative expenses
Diana joins IS full-time

July—IS advises IRS on anti-terrorist guidelines and charitable giving

September—House passes H.R.7 with compromise on foundation payout rules

October—Code of Ethics released for member review
Sarbanes-Oxley recommendations for nonprofits published in partnership with BoardSource
Building Value Together convenes grantmakers and nonprofits to talk about working together more effectively

November—Annual Conference in San Francisco breaks attendance records
Volunteering and Giving Among Americans 50 and Over released

December—American public and media focus on season of giving
GAO report on vehicle donations

building, together

The IS Network of Nonprofit and Philanthropic Leaders

INDEPENDENT SECTOR is committed to strengthening, empowering, and partnering with nonprofit and philanthropic organizations in their work on behalf of the public good. Its membership of nonprofit organizations, foundations, and corporate philanthropy programs collectively represents tens of thousands of charitable groups serving every cause in every region of the country, as well as millions of donors and volunteers. Connecting, informing, and advocating on behalf of the nonprofit and philanthropic community, INDEPENDENT SECTOR is an indispensable national network used by thousands of nonprofit and philanthropic executives each day to make their organizations more effective. Together, we can strengthen our democracy and empower our individual organizations.



"Purpose, Power, and Participation: Ideas for the Future of Our Sector"
—INDEPENDENT SECTOR
President and CEO **Diana Aviv** kicks off the 2003 Annual Conference in San Francisco by offering her perspective on the sector's many challenges and opportunities.



Brian Gallagher (right), president and CEO of United Way of America, discusses the challenges of managing organizational change in turbulent times with interviewer **Hodding Carter III**, IS board member and president and CEO of the John S. and James L. Knight Foundation.

INDEPENDENT SECTOR strengthens and leads the nonprofit and philanthropic community. IS provides the "meeting ground" for nonprofit and philanthropic leaders to take collective action on issues that have an impact on the independent sector and its work. IS serves as the voice of the independent sector to the media, government, business, and international voluntary communities.

INDEPENDENT SECTOR is a powerful advocate for member organizations. National, state, and local legislative, regulatory, and legal decisions can have both positive and negative impact—not only on the overall effectiveness of America's nonprofit and philanthropic sector, but also on how member organizations operate. IS understands this and works throughout the year to anticipate, analyze, and confront the important legislative, regulatory, and legal challenges facing member organizations. On policy issues ranging from advocacy rights and tax law to the economic viability of our members, IS is fighting to protect the interests of the sector.

INDEPENDENT SECTOR provides members with essential knowledge. More than ever, timely, accurate information and balanced perspectives are essential to making good decisions. IS provides members with this knowledge through a number of communications that incorporate thought-provoking analysis, including late-breaking policy updates and the monthly *Memo to Members* newsletter.

In addition, members of INDEPENDENT SECTOR enjoy exclusive access to the "members-only" section of www.IndependentSector.org, offering tools and resources that help enhance ethical and effective practices in their organizations.

INDEPENDENT SECTOR offers members unparalleled networking opportunities. By including in its membership grantmakers, voluntary organizations, academic centers, and major corporations with traditions of philanthropy, IS creates a rich opportunity for intense dialogue and the sharing of new ideas. At INDEPENDENT SECTOR's Annual Conference, regional member events, and other briefings, members enjoy unparalleled access to leading CEOs in philanthropy, scholars, policy experts, top government officials, and emerging leaders within key grassroots constituencies. These networks ensure IS members are among the most well-informed in the field.

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 annual salaries and benefits expenditures. 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 annual 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.



Lorna Bourg, president and executive director of the Southern Mutual Health Association—the human services group honored with the 2003 Leadership IS Award—is congratulated by **Skip Rhodes** (right), manager of corporate community involvement for ChevronTexaco, the organization that sponsors the award, and **Sanford Cloud, Jr.**, president and CEO of the National Conference for Community and Justice and chair of the Leadership IS Award Committee.



From left: **Robert Kuttner**, co-editor of *The American Prospect*; **Ignacio De La Fuente**, president of the Oakland (California) City Council; and **Anita Friedman**, executive director of Jewish Family and Children's Services of San Francisco, ponder audience commentary during the plenary, "Conquering the Fiscal Crisis: What Can Nonprofit and Community Leaders Do?" during the IS Annual Conference.



From left: **William E. Trueheart**, IS board member and president and CEO of The Pittsburgh Foundation, presides over the plenary, "Facing the New Accountability Challenge," featuring a keynote address from **Bill Lockyer**, attorney general of the State of California, and further input from IS board member **Paula Van Ness**, president and CEO of Make-A-Wish Foundation of America, and **Michael Klausner**, professor of law and Bernard D. Bergreen Faculty Scholar at Stanford Law School.

members

AAFRC Trust for Philanthropy	American Cancer Society**	The Aspen Institute	Big Brothers/Big Sisters of America
AARP	American Corn Growers Foundation	The ASPIRA Association**	Big Brothers Big Sisters of Charleston SC*
The Academy for Leadership and Governance (JCLA)	American Council on Education	The Associated Blind, Inc.	Black Culinarian Alliance
Action Without Borders - Idealist.Org	American Diabetes Association	Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA)	The Black Patriots Foundation
The Advertising Council	American Express Company	Association for Volunteer Administration	Blackbaud, Inc.
Advisory Board Foundation	American Foundation for AIDS Research (AMFAR)	Association of Advanced Rabbinical & Talmudic Schools (AARTS)	BoardSource
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Aetna Foundation, Inc.**	American Heart Association	Association of Baltimore Area Grantmakers	Boundless Playgrounds
Aga Khan Council for USA*	American Humanics	Association of Catholic Colleges and Universities	Boy Scouts of America
Aga Khan Foundation U.S.A.	American Indian College Fund	Association of Fundraising Professionals**	Boys & Girls Clubs of America
Alcoa Foundation**	American Institute for Managing Diversity (AIMD)	Association of Governing Boards of Universities and Colleges**	Brain Trauma Foundation
Consuelo Zobel Alger Foundation	American Institute of Philanthropy	Association of Jewish Family and Children's Agencies	Otto Bremer Foundation
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Alliance for Excellent Education	American Library Association	Association of Lutheran Development Executives	Bristol-Myers Squibb Foundation**
Alliance for International Educational and Cultural Exchange	American Marketing Association Foundation*	Association of Performing Arts Presenters	The Burnett Foundation
Alliance of Nonprofit Mailers	American Museum of Natural History	Association of Public Television Stations (APTS)	The Bush Foundation
Allwin Initiative for Corporate Citizenship*	American Red Cross**	AT&T Foundation**	Business Volunteers Unlimited*
Altria Group, Inc.**	American Society of Civil Engineers Foundation	The Atlantic Philanthropies	C-One, Center on Nonprofit Effectiveness
Amateur Athletic Union (AAU)	American Symphony Orchestra League	B.A.Y. Fund*	CAF America
America's All Stars, Inc.*	American Veterinary Medical Foundation	Mary Reynolds Babcock Foundation**	The Louis Calder Foundation
America's Charities	Americans for Indian Opportunity	Bank of America Foundation	California Association of Nonprofits
America's Fund for Communities*	Amigos de las Americas	Bay Area Homeless Services, Inc.	The California Endowment
America's Second Harvest	Amistad America Inc.	Bayer Center for Nonprofit Management, Robert Morris College*	California HealthCare Foundation
American Arts Alliance**	Anti-Defamation League (ADL)*	BBB Wise Giving Alliance	The California Wellness Foundation
American Association of Community Colleges	AOL Time Warner Foundation	Elizabeth and Stephen Bechtel, Jr. Foundation	Camp Fire USA**
American Association of Museums	Appalachian College Association	BellSouth Corporation	Campaign for Tobacco-Free Kids
American Association of University Women Educational Foundation	Arts & Business Council	Benton Foundation	Cancer Care, Inc.
American Autoimmune Related Diseases Association	Asian Pacific American Institute for Congressional Studies (APAICS)		CARE, Inc.

*New Member

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CBM Credit Education Foundation, Inc.	Edna McConnell Clark Foundation	Peter C. Cornell Trust	Elderworks
CDC Foundation	The Cleveland Foundation**	Corning Incorporated Foundation	Emory Gives*
The Center for Effective Philanthropy*	Close Up Foundation	Corporation for Enterprise Development	The Enterprise Foundation
Center for Non-Profit Corporations	The Coca-Cola Company**	Council for Advancement and Support of Education (CASE)**	Environmental Defense Environmental Support Center
Center for Nonprofit Excellence	The Collaboratory for Community Support	Council for American Private Education**	ERM Foundation/Village Botanica, Inc.
Center for Nonprofit Organization Leadership, Regis University	College Board	Council for Opportunity in Education	Eureka Communities
The Center for Public and Nonprofit Leadership, Georgetown University	College Fund/UNCF**	The Council of Excellence in Government	Evangelical Council for Financial Accountability**
Center for Public Service, Seton Hall University	Colorado Association of Nonprofit Organizations	Council of Michigan Foundations	The Evergreen State Society
The Center for What Works	Columbia Foundation	Council on Foundations**	Executive Service Corps
Center on Philanthropy and Civil Society, City University of New York	Columbia Lighthouse for the Blind	The Nathan Cummings Foundation	Maurice Falk Medical Fund
The Center on Philanthropy At Indiana University	The Columbus Foundation	Cystic Fibrosis Foundation	Fannie Mae Foundation
Chamber Nonprofit Partnership	Common Cause Education Fund	DaimlerChrysler Corporation Fund	Fedcap Rehabilitation Services, Inc.
Champions At Heart	Commonwealth Fund	Daniels Fund	Federation of State Humanities Councils
Charity Lobbying in the Public Interest	Community Anti-Drug Coalitions of America	Day, Berry & Howard Foundation, Inc.	F.E.G.S. Health and Human Services System*
Charlotte Museum of History	Community Corrections Improvement Association	Delaware Valley Grantmakers	First Nations Development Institute
ChevronTexaco**	Community Counselling Service Co. Inc.	DEMOS: A Network for Ideas and Action*	First Night International
The Chicago Community Trust	The Community Foundation for Greater Atlanta	The Development Fund*	First Nonprofit Educational Foundation
The Chicago Public Education Fund	The Community Foundation for the National Capital Region	Diana, Princess of Wales Memorial Fund (U.S.)	Florida Association of Nonprofit Organizations
Chicago Tribune Foundation	Community Foundations for Pennsylvania	Divine Integrity, Inc.	The Ford Foundation**
Child Care Action Campaign	Community Foundation for Southeastern Michigan	DMA Nonprofit Federation	Ford Motor Company Fund**
Child Welfare League of America	Community Foundations of America, Inc.	Geraldine R. Dodge Foundation**	Forum of Regional Associations of Grantmakers
Chorus America	CompuMentor*	Gaylord and Dorothy Donnelley Foundation	The Foundation Center**
Christian Church Foundation	Congressional Black Caucus Foundation, Inc.	Donors Forum of Chicago	Foundation for a Healthy Kentucky
Christian Service Charities	Congressional Hispanic Caucus Institute, Inc.	Dorothy A. Johnson Center for Philanthropy	The Foundation for Community Empowerment*
Cisco Systems, Inc.	Connecticut Council for Philanthropy	The Herbert H. and Grace A. Dow Foundation	Foundation for Early Learning
City Year, Inc.	The Conservation Fund	DuPont**	Foundation for Independent Higher Education
CityCares, Inc.	Consistent Computer Bargains	Easter Seals	Foundation for the Mid South
CLAL - The National Jewish Center for Learning and Leadership	Consumer Consortium on Assisted Living*	Echoing Green Foundation	Foundation of the National Student Nurses' Association, Inc.
	Consumers Union of the U.S.	Ecolab Foundation	
	Cooperative Development Foundation	Ecumenical Center for Stewardship Studies	
	Copilevitz & Canter LLC	Educational Testing Service	
		Egmont Associates	
		El Pomar Foundation	

*New Member

**Charter Member

FoundationWorks*	Greater Philadelphia	Houston Endowment Inc.	Junior Achievement
The Fresh Air Fund**	Federation of Settlements	Hubert H. Humphrey	KaBOOM! Inc.
Lloyd A. Fry Foundation	Grenzebach Glier &	Institute of Public Affairs,	Kansas Health Foundation
Fund for Theological	Associates	University of Minnesota	Ewing Marion Kauffman
Education	The Gries Family Foundation	Hudson-Webber Foundation	Foundation
Bill & Melinda Gates	The Harry Frank	Human Rights Initiative of	W. K. Kellogg Foundation
Foundation	Guggenheim Foundation	North Texas, Inc.	Kellogg School of
GE Foundation**	GuideStar-Philanthropic	"I Have A Dream"	Management,
General Board of Global	Research, Inc.	Foundation	Northwestern University
Ministries, The United	The George Gund	IBM International	The Kerr Foundation, Inc.
Methodist Church	Foundation**	Foundation**	Charles F. Kettering
General Conference of	Miriam and Peter Haas Fund	Indiana Grantmakers	Foundation**
Seventh-day Adventists**	Walter and Elise Haas	Alliance	John S. and James L. Knight
General Mills Foundation	Fund**	Innovation Network*	Foundation
General Service Foundation	Evelyn and Walter Haas, Jr.	Institute for Global Ethics	The Kosciuszko Foundation,
Georgia Center for	Fund	Institute for Nonprofit	Inc.
Nonprofits	Half the Sky Foundation*	Organization	KPMG Foundation
The Wallace Alexander	HalfthePlanet Foundation	Management	The Kresge Foundation
Gerbode Foundation	Hallmark Corporate	Institute for Women's Policy	Albert Kunstadter Family
Gifts In Kind International	Foundation	Research	Foundation
Gill Foundation	HandKind Company	InterAction-American	The Laguna Education
Girl Scouts of the USA**	Mary W. Harriman	Council for Voluntary	Foundation
Girls Incorporated**	Foundation	International Action	Eugene M. Lang Foundation
The Gleitsman Foundation	Hart-Shegos and Associates*	Intermed International	Lawyers' Committee for
The Global Fund for	Hartford Foundation for	The International Alliance	Civil Rights Under Law
Children	Public Giving	for Women	Leader To Leader Institute
Global Fund for Women	The Edward W. Hazen	International Primate	Leadership Education for
Global Impact	Foundation**	Protection League	Asian Pacifics (LEAP)
Global Rights*	William Randolph Hearst	International Society for	Lexi Com LTD*
The Goldman Sachs	Foundations	Third Sector Research	Libraries for the Future
Foundation	Helen Bader Institute for	International Women's	Lilly Endowment, Inc.**
Goodkids! Inc.	Nonprofit	Democracy Center	Local Initiatives Support
Goodwill Industries	Management, University	International Youth	Corporation
International, Inc.	of Wisconsin-Milwaukee	Foundation	Lucent Technologies
Goodwin & Company	Helping Teens Succeed	The James Irvine	Foundation
The Berry Gordy Family	Hemlock Society	Foundation**	Lumina Foundation for
Foundation	F. B. Heron Foundation	Ittleson Foundation**	Education
The Grace Children's	The William and Flora	Japanese American National	John D. and Catherine T.
Foundation*	Hewlett Foundation**	Museum	MacArthur Foundation
Granite State Association of	High/Scope Educational	JCPenney Company Fund**	Maddie's Spirit*
Nonprofits	Research Foundation	JM Foundation	Make-A-Wish Foundation of
Grant Thornton LLP*	Conrad N. Hilton	Jobs for the Future	America
William T. Grant Foundation	Foundation	Johnson & Johnson**	The Management Center
Grantmakers for Effective	Hispanic Association of	The Robert Wood Johnson	Mandel Center for
Organizations*	Colleges and Universities	Foundation	Nonprofit Organizations
Grantmakers In Health	Hispanic Scholarship Fund	The Johnson Foundation	March of Dimes Birth
Grantmakers of Western	Hispanics in Philanthropy	Joint Action in Community	Defects Foundation**
Pennsylvania	Hitachi Foundation	Service, Inc. (JACS)	John and Mary R. Markle
Grants Management	Hole In The Wall Gang	Joint Agencies' Trust	Foundation
Associates	Fund	The Joyce Foundation	
William Caspar Graustein	Horizons Stewardship Co.,	JPMorgan Chase	
Memorial Fund	Inc.	Foundation**	
Greater Bridgeport Area	The Hospital for Special	JSJ Foundation	
Foundation	Surgery, New York City	Jumpstart for Young	
		Children, Inc.	

*New Member

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members, continued

Maryland Association of Nonprofit Organizations	Museum Trustee Association	National Center for Learning Disabilities	National Tree Trust
McCormick Tribune Foundation**	MVPhilanthropy	National Center for Outreach*	National Urban Fellows, Inc.**
McGregor Fund	National 4-H Council	The National Center on Nonprofit Enterprise	National Urban League, Inc.**
McKesson Foundation**	National Academy of Public Administration	National Civic League, Inc.	National Wildlife Federation**
The McKnight Foundation	National Alliance for Choice in Giving	National Coalition for Homeless Veterans	National Youth Leadership Council
The Meadows Foundation	National Alliance of Breast Cancer Organizations	National Committee for Responsive Philanthropy	Native American Rights Fund
Medical Education for South African Blacks	National Alliance to End Homelessness	The National Conference for Community and Justice	Natural Resources Defense Council
Richard King Mellon Foundation	National Asian Pacific American Legal Consortium	National Congress of Parents and Teachers	Natural Science Collections Alliance
MEM Associates, Inc.	National Assembly of Health and Human Service Organizations**	National Council for International Visitors	The Nature Conservancy
Memorial Sloan-Kettering Cancer Center	National Assembly of State Arts Agencies (NASAA)**	National Council for Research on Women	NEC Foundation of America
The John Merck Fund	National Association for Bilingual Education	National Council of La Raza (NCLR)**	Nehemiah Community Foundation*
Merrill Lynch & Co. Foundation, Inc.	National Association for Visually Handicapped	National Council of Nonprofit Associations	Neighborhood Reinvestment Corporation
MetLife Foundation	National Association of Independent Schools	National Council of The Churches of Christ in the USA	Nellie Mae Education Foundation
Metropolitan Association for Philanthropy	National Association of Latino Elected & Appointed Officials Educational Fund	National Council on Child Abuse & Family Violence	NetAid Foundation
The Metropolitan Museum of Art	National Association of Schools of Art and Design**	National Crime Prevention Council	New Hampshire Charitable Foundation
Mexican American Legal Defense and Educational Fund (MALDEF)	National Association of Schools of Music**	National Executive Service Corps**	The New York Community Trust**
Eugene and Agnes E. Meyer Foundation	National Association of Schools of Public Affairs and Administration	National FFA	New York Life Foundation**
Michigan Nonprofit Association	National Association of Schools of Dance	National Health Council**	New York Regional Association of Grantmakers
Mid-Delta Workforce Alliance	National Association of Schools of Theatre	National Health Foundation	NIKE Foundation
Midwest Center for Nonprofit Leadership, L.P.	National Association of Service & Conservation Corps (NASCC)	The National Health Museum	Nokomis Foundation
Cookingham Institute of Public Affairs	National Business Officers Association*	National Humanities Alliance	Nonprofit & Public Management Center, Ford School of Public Policy, University of Michigan
The Minneapolis Foundation**	National Catholic Development Conference, Inc.**	National Medical Fellowships, Inc.	Nonprofit Academic Centers Council
Minnesota Council of Nonprofits	The National Center for Family Philanthropy	National Military Family Association	Nonprofit Coordinating Committee of New York
Alan Minskoff & Royanne Minskoff Foundation		National Multiple Sclerosis Society	Nonprofit Finance Fund*
Mississippi Center for Nonprofits		National Network for Youth	Nonprofit Management Program, Milano Graduate School of Management & Urban Policy
MOBI		National Press Foundation	Nonprofit Television Programs, Inc.
Molokai Occupational Center		National Public Radio	
Morino Institute		National Puerto Rican Forum, Inc	
Charles Stewart Mott Foundation**		The National Society of Collegiate Scholars*	

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North Carolina Center for Nonprofits
 The North Carolina Glaxo Smith Kline Foundation
 Northern California Grantmakers
 Northern Westchester Hospital Foundation
 Northrop Grumman Corporation
 Oakleaf Foundation
 Ohio Association of Nonprofit Organizations
 Ohio Grantmakers Forum
 Olive Crest - Homes & Services for Abused Children
 OMG Center for Collaborative Learning
 The Omidyar Foundation
 OMNI Youth Services
 Open Society Institute - New York
 Opera Roanoke
 Operation Respect, Inc.*
 Oral Health America
 Outreach International
 David and Lucile Packard Foundation
 Parent-Child Home Program
 Partnership for Prevention
 Peninsula Community Foundation
 William Penn Foundation
 Pennsylvania Association of Nonprofit Organizations
 Pettus Crowe Foundation
 Pew Charitable Trusts
 Pew Partnership for Civic Change
 Pfizer, Inc.**
 Philadelphia Health Management Services Corporation
 The Philanthropic Group
 The Philanthropic Initiative, Inc.
 The Pittsburgh Foundation
 Points of Light Foundation
 Presbyterian Health Foundation
 Presidential Classroom
 Prudential Foundation**
 Public Affairs Council
 Public Agenda Foundation
 Public Allies, Inc.
 Public Conversations Project
 Public Education Network
 Public Radio International
 Puerto Rican Legal Defense and Education Fund
 Puerto Rico Community Foundation
 Radio and Television News Directors Foundation
 Raising More Money
 Rauch Foundation
 Raytheon Company
 Reader's Digest Foundation
 Recording for the Blind & Dyslexic
 Michael Reese Health Trust*
 Region Nine Development Commission
 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
 Rockwood Fund*
 Rocky Mountain Youth Corps
 Rosenberg Foundation**
 RR Donnelley
 The Salvation Army
 National Headquarters**
 Sara Lee Foundation
 Dr. Scholl Foundation**
 The Seattle Foundation
 Shepherd's Centers of America
 ShoreBank
 The Sierra Club Foundation
 Harry Singer Foundation
 The Skillbuilders Fund
 Skillman Foundation
 Skoll 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
 Somerville Family Foundation*
 SOS Children's Village - USA, Inc.
 South Carolina Association of Nonprofit Organizations
 Southern Education Foundation, Inc.
 The Spencer Foundation**
 The Starbucks Foundation
 Levi Strauss Foundation**
 Student Conservation Association**
 The Studio Museum in Harlem
 Surdna Foundation
 Taconic Foundation**
 Target Foundation**
 The Teachers Network
 Third Sector New England
 3M Foundation**
 Thrivent Financial for Lutherans**
 Translational Research Fund*
 Travelers Aid International
 Union Institute & University
 United Jewish Appeal (UJA) Federation of New York, Inc.*
 United Jewish Communities
 United Leukodystrophy Foundation
 United Methodist Higher Education Foundation
 United Nations Foundation*
 United States Conference of Catholic Bishops**
 United Way of America**
 University of California Humanities Research Institute
 Utah Nonprofits Association*
 Venture Philanthropy Partners, Inc.
 Ventures in Education, Inc.
 Verizon Foundation
 Vietnamese Culture & Science Association
 The Visions Network
 VolunteerMatch
 Volunteers of America**
 Waialua Community Association*
 The Wallace Foundation
 Izaak Walton League of America**
 Washington Association of Churches*
 The Washington Center for Internships
 The Washington Council of Agencies
 Washington Grantmakers
 Washington Independent Writers Legal and Educational Fund, Inc.
 Washington Mutual Bank
 Whirlpool Foundation
 Mrs. Giles Whiting Foundation
 Wildflowers Institute
 Woodrow Wilson School of Public and International Affairs, Princeton University
 The Wireless Foundation
 Women and Philanthropy**
 Women's College Coalition
 Robert W. Woodruff Foundation**
 Woods Charitable Fund, Inc.
 Woods Fund of Chicago
 Xerox Corporation**
 YMCA of the USA**
 Young Audiences, Inc.
 Youth Service America
 YouthBuild U.S.A.

*New Member

**Charter Member

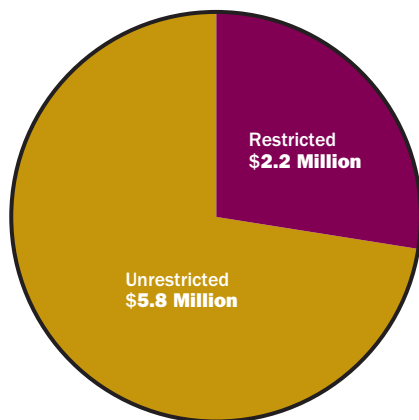
financial summary

INDEPENDENT SECTOR entered into 2003 facing significant financial challenges, in part caused by the external economic climate and by leadership transition, but concluded the year in sound financial condition. In February of 2003, following a seven-month search process, the board named a new president, Diana Aviv, who started full time in June. She immediately took steps to redeploy resources with a view to holding

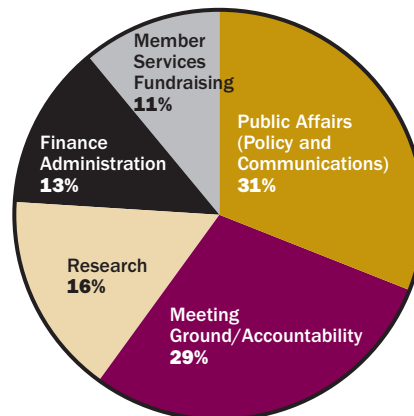
down costs until new support could be secured. Several funders generously assisted in the process of transition and assisted Diana in reaching new funders who shared the vision.

In 2004, INDEPENDENT SECTOR will crystallize its focus and evaluate structures and operations in order to deploy best possible uses of resources toward its mission. This will include a review of organizational practices, development of membership retention and recruitment, inviting the support of new donors, and convening members for policy discussion and action.

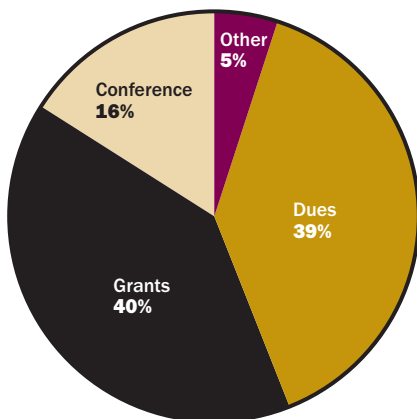
Net Assets, Year Ended December 31, 2003 (\$8.0 million)



Expenses 2003 (\$5.5 million)



Revenues 2003 (\$5.6 million)



These figures provide a brief glimpse of IS's financial position. Please visit the IS website at www.IndependentSector.org to view the full audited financial statements, including information about IS's net assets, revenues, program and supportive services, and cash flows.

statement of activities

summary of revenue, expense, and change in net assets

Year Ended December 31, 2003

	Unrestricted	Temporarily Restricted	Total
Revenue			
Membership dues	\$ 2,195,711		\$ 2,195,711
Grants and contributions	567,579	\$ 779,049	1,346,628
Conference fees and sponsorships	871,422		871,422
Interest and dividend income	195,029		195,029
Publication sales and other	115,833		115,833
Net assets released from restrictions	1,681,796	(1,681,796)	—
Total revenue	5,627,370	(902,747)	4,724,623
Expense			
Program Services			
Public affairs	1,689,906		1,689,906
Meeting ground/Accountability	1,343,090		1,343,090
Research	888,308		888,308
Strategic outreach	285,514		285,514
Total program services	4,206,818		4,206,818
Supporting services			
General and administrative	723,398		723,398
Membership development	326,835		326,835
Fundraising	267,359		267,359
Total supporting services	1,317,592		1,317,592
Total expense	5,524,410		5,524,410
Change in net assets before net gain (loss) on investments and grant cancellation	102,960	(902,747)	(799,787)
Net gain (loss) on investments	685,053		685,053
Change in net assets from operations	788,013	(902,747)	(114,734)
Grant cancellation		(125,000)	(125,000)
Change in net assets	788,013	(1,027,747)	(239,734)
Net assets, beginning of year	4,985,428	3,249,289	8,234,717
Net assets, end of year	\$ 5,773,441	\$ 2,221,542	\$ 7,994,983

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* Our longtime staff member, Keith Greenidge, is away on active duty in the U.S. Army reserves in Iraq. We wish him a safe and speedy return.

Staff listing as of June 2004



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