



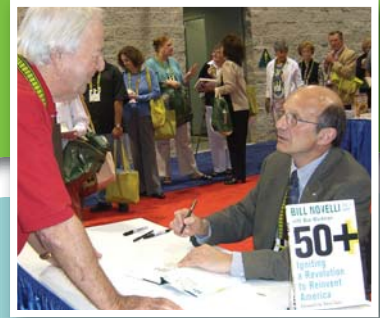
INDEPENDENT SECTOR

A vital voice for us all

Many Voices, Shared Purpose

Working Together to Improve Lives

2006 ANNUAL REPORT



On the Cover:

Independent Sector's 2006 Annual Report features five vital voices from our member organizations. These leaders represent the millions of people in America's nonprofit community who work throughout the year to improve lives around the world.

From top:

Bill Novelli, CEO of AARP;
Stephanie Bell Rose, founding president of The Goldman Sachs Foundation;
Rand Wentworth, president of the Land Trust Alliance;
Pamela Hawley, founder and president of UniversalGiving; and
Alberto Ibarguen, president and CEO of the Knight Foundation.



INDEPENDENT SECTOR

A vital voice for us all

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About Independent Sector

The United States is now home to an estimated 1.4 million public charities, private foundations, and religious congregations that work to improve the lives of individuals and communities. Collectively, we refer to these organizations as the “independent sector,” which underscores their unique role in society, distinct from business and government.

Independent Sector is the leadership forum for charities, foundations, and corporate giving programs committed to advancing the common good in America and worldwide.

Our Vision

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

Our Mission

To advance the common good by leading, strengthening, and mobilizing the charitable community.

Our Values

Independence

- The freedom to be creative and uplift the human spirit
- The right to advocacy and freedom of speech
- A commitment to promoting and protecting the independence of the sector
- An obligation to serve as a leading voice for the common good

Interdependence

- Productive cooperation between the public, private, and nonprofit sectors
- Effective collaboration between funders and grant recipients

Inclusiveness and Diversity

- Embracing a variety of perspectives and people
- Respect for the views of others

Social Justice

- Full and fair opportunities for all
- Appreciating the worth and dignity of each person

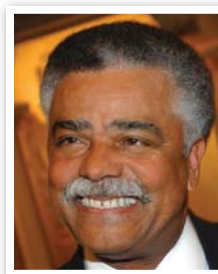
Transparency, Integrity, and Accountability

- A commitment to the highest possible ethical standards
- Open and timely sharing of financial, governance, and program information
- Responsiveness to society, members, and stakeholders

Operational Excellence

- Effective programs and activities that meet meaningful needs
- Efficiency in the use of resources

Message from the Chair and the President



It is our pleasure to share with you our coalition's accomplishments and highlights from a successful 2006. Last year Independent Sector advanced our standing as the leading voice on issues of importance to charities and foundations, unifying our sector around the belief that many voices working together is the best way to improve lives and build our communities.

In 2006, Independent Sector's work with the Panel on the Nonprofit Sector enabled us to help strengthen ethical and accountable practices within the nonprofit community. The 2006 Pension Protection Act—the most comprehensive charitable reform legislation in a generation—largely reflected the Panel's recommendations, which were released to Congress a year earlier. With the input of thousands of leaders from across the sector, the Panel reinforced the nonprofit community's collective commitment to ethical practice, and in so doing, buttressed support for our work from the public and lawmakers.

Independent Sector also serves as the primary meeting ground for charities, foundations, and corporate giving programs. Nowhere was this more evident than at the 2006 Independent Sector Annual Conference in Minneapolis/St. Paul, which brought together leaders from all corners of the sector to discuss the challenges facing our community and to collaborate in overcoming them.

IS has continued to strengthen our operations to facilitate our work with the nonprofit community. As part of our commitment to reflect the diverse voice of the sector, we have reached out to many community partners, inviting them to join our great coalition.

You'll see throughout these pages examples of how IS continues to lead the nonprofit community in advocating public policies that serve the common good and of how we help charities and foundations become more effective. You will also read about our work on international issues, about our efforts to communicate the value of our sector, and about the various ways IS brings the many diverse voices of our community together to improve lives. Last year was a remarkable one for Independent Sector and for our members, and we look forward to building on that success, and working with all of you, in the years to come.



William E. Trueheart
Chair



Diana Aviv
President and CEO

Vital Voices

The staff and volunteers of Independent Sector's members are vital voices in the work to advance the common good. Their efforts, both for their organizations and as part of the IS coalition, are crucial to our ability to improve the lives of individuals and communities around the world. The following pages profile a few of the millions of people in the nonprofit community whose contributions strengthen democracy and build a more effective, more accountable sector.

Board of Directors

Officers

Chair

William E. Trueheart
President and CEO
The Pittsburgh Foundation

Vice Chair

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

Treasurer

Gary L. Yates
President and CEO
The California Wellness
Foundation

Secretary

Luz A. Vega-Marquis
President and CEO
Marguerite Casey Foundation

Diana Aviv *

President and CEO
Independent Sector

* *ex officio*

Board Members

*Special thanks to these
dedicated leaders who
retired from the IS
board during 2006.*

Edward H. Able, Jr.
Former President and CEO
American Association
of Museums

David Ford
Executive Director
Richard and Susan Smith
Family Foundation

J. Bryan Hehir
President
Catholic Charities,
Archdiocese of Boston

Hilary Pennington
Director, Special Initiatives
Bill & Melinda Gates
Foundation

John R. Seffrin
Chief Executive Officer
American Cancer Society

Kathleen W. Buechel
Visiting Practitioner
The Hauser Center for
Nonprofit Organizations
Harvard University

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

Lewis M. Feldstein
President
New Hampshire Charitable
Foundation

Barry D. Gaberman
Chair
BoardSource

Brian A. Gallagher
President and CEO
United Way of America

Darell Hammond
CEO and Co-Founder
KaBOOM! Inc.

Kevin Klose
President
National Public Radio

Stanley S. Litow
President
IBM Foundation
*Vice President, Global
Community Relations*
IBM Corporation

Janet Murguía
President and CEO
National Council of La Raza

William D. Novelli
Chief Executive Officer
AARP

Andrew D. Plepler
President
Bank of America Charitable
Foundation

Edward Skloot
Executive Director
Surdna Foundation

Lorie A. Slutsky
President
The New York
Community Trust

Donald M. Stewart
Visiting Professor
Harris School of Public
Policy Studies
University of Chicago

Kelvin H. Taketa
President and CEO
Hawaii Community
Foundation

Paula Van Ness
Chief Executive Officer
Starlight Starbright Children's
Foundation

Arturo Vargas
Executive Director
National Association of Latino
Elected and Appointed Officials
Educational Fund

Judy Vredenburg
President and CEO
Big Brothers Big Sisters
of America

M. Cass Wheeler
Chief Executive Officer
American Heart Association

William S. White
President and CEO
Charles Stewart Mott
Foundation

Ruth A. Wooden
President
Public Agenda

Committee Chairs

Executive Committee

William E. Trueheart
President and CEO
The Pittsburgh Foundation

Investment Subcommittee

Robert E. Swaney, Jr.
Vice President and Chief Investment Officer (Retired)
Charles Stewart Mott Foundation

Audit Committee

Arturo Vargas
Executive Director
National Association of Latino Elected and Appointed Officials Educational Fund

Board Development Committee

Judy Vredenburgh
President and CEO
Big Brothers Big Sisters of America

Public Policy Committee

Luz A. Vega-Marquis
President and CEO
Marguerite Casey Foundation

Ethics and Accountability Committee

Brian A. Gallagher
President and CEO
United Way of America

Civic Engagement Committee

Edward Skloot
Executive Director
Surdna Foundation

International Program Advisory Committee

Barry D. Gaberman
Chair
BoardSource

Building Value Together Steering Committee

Paul Brest (co-chair)
President and CEO
The William and Flora Hewlett Foundation

Kevin Klose (co-chair)
President
National Public Radio

Hilary Pennington (co-chair)
Director, Special Initiatives
Bill & Melinda Gates Foundation

Communications and Marketing Advisory Task Force

Ruth Wooden
President
Public Agenda

2007 Annual Conference Program Committee

Lewis M. Feldstein
President
New Hampshire Charitable Foundation

2007 Annual Conference Host Committee

Paula Van Ness (co-chair)
Chief Executive Officer
Starlight Starbright Children's Foundation

Gary L. Yates (co-chair)
President and CEO
The California Wellness Foundation

Membership Committee

Kathleen W. Buechel
Visiting Practitioner
The Hauser Center for Nonprofit Organizations
Harvard University

Resource Development Committee

Paula Van Ness
Chief Executive Officer
Starlight Starbright Children's Foundation

John W. Gardner Leadership Award Committee

William S. White
President and CEO
Charles Stewart Mott Foundation

Leadership IS Award Committee

Janet Murguía
President and CEO
National Council of La Raza

Thank you to the following leaders who served as committee chairs in 2006.

2006 Annual Conference Program Committee

Brian A. Gallagher
President and CEO
United Way of America

2006 Annual Conference Host Committee

Jon Pratt (co-chair)
Executive Director
Minnesota Council on Nonprofits

Karl Stauber (co-chair)
President and CEO
Northwest Area Foundation

Board Development Committee

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

Communications and Marketing Advisory Task Force

Lewis M. Feldstein
President
New Hampshire Charitable Foundation

Ethics and Accountability Committee

M. Cass Wheeler
Chief Executive Officer
American Heart Association

Virginia A. Hodgkinson Research Prize Committee

Steven Rathgeb Smith
President
Association for Research on Nonprofit Organizations and Voluntary Action

Public Policy Committee

Gary L. Yates
President and CEO
The California Wellness Foundation

Resource Development Committee

David S. Ford
Executive Director
Richard and Susan Smith Family Foundation

Highlights from 2006

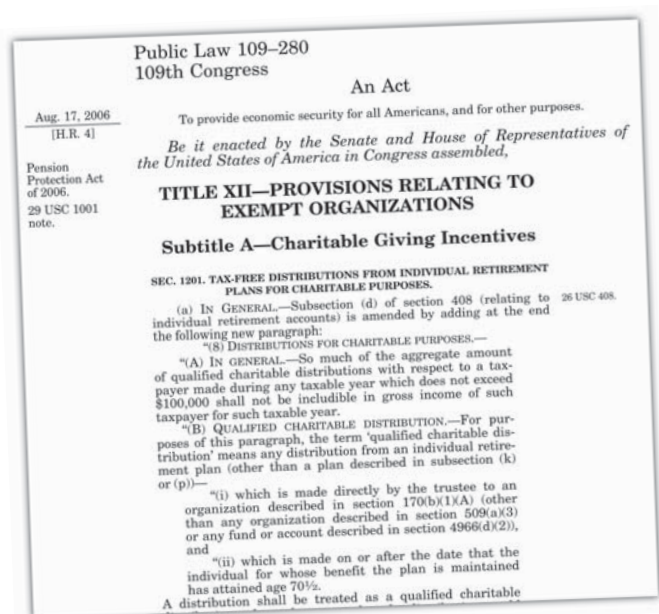
Working Together to Improve Lives

In 2006, Independent Sector brought together the many voices that comprise its membership to help increase the effectiveness of the nonprofit community and advocate for public policies that advance the common good.

We demonstrated that by bringing people together to solve problems, the nonprofit community can make an even greater difference in society. This report describes the major achievements of our dynamic coalition in improving the lives of those we serve and strengthening our communities.

Increasing the Effectiveness of the Nonprofit Community

Perhaps the most notable outcome of our collaboration was the Pension Protection Act of 2006. When President Bush signed the bill into law last August, it represented the **most comprehensive charitable reform legislation in a generation** and marked the culmination of IS's key policy effort over the past few years. The bill's enactment was also a landmark in the work of the Panel on the Nonprofit Sector since it was convened by IS in the fall of 2004 to strengthen the governance, transparency, and ethical standards of charitable organizations. The new legislation included tax incentives that give charitable organizations access to important new sources of revenue, and safeguards that



^ New incentives for charitable giving and reforms to strengthen accountability championed by Independent Sector and the Panel on the Nonprofit Sector are signed into law as part of the Pension Protection Act of 2006.

will make it much more difficult for unscrupulous individuals to exploit charities and foundations for personal gain.

The bill's **seven giving incentives** include an IRA rollover provision that enables Americans age 70½ to use IRAs to donate up to \$100,000 annually to their favorite charitable causes without sustaining adverse tax consequences. Americans who have more money in their IRAs than they need to live on can, through this valuable incentive, support charitable organizations striving to improve the world around them. The results thus far speak volumes: Since the rollover's enactment, the charities that have reported to the National Committee on Planned Giving have received more than \$60 million in new contributions. IS has collected stories from nonprofits that show how these contributions have helped build cancer centers, develop programs for counseling at-risk youth, support housing for homeless families, conserve wilderness areas, and provide art therapy for people with developmental disabilities. >>



Photo courtesy of Goodwill Industries International.



Photo courtesy of Saint Louis Zoo.

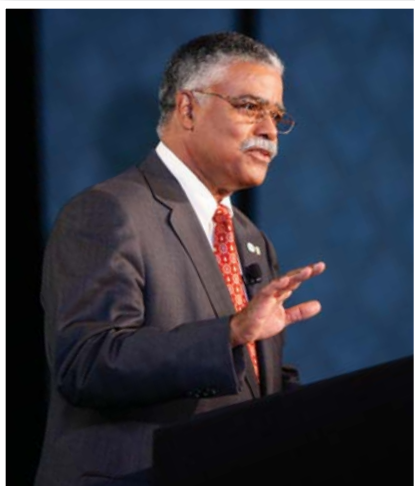


Photo courtesy of Franciscan Foundation.



Photo by Edward Post. Courtesy of Grand Haven Area Community Foundation.

The IRA Charitable Rollover has encouraged millions of dollars in new contributions to help improve lives in communities across America, such as (from top, clockwise): Goodwill Industries in Milwaukee offers art therapy for people with developmental disabilities; Saint Louis Zoo constructs a new animal nutrition center; Grand Haven Area Community Foundation in Michigan preserves Lake Michigan dunes; Franciscan Foundation prepares to build a cancer center at St. Anthony Hospital in Washington.



William E. Trueheart, chair of Independent Sector and president and CEO of The Pittsburgh Foundation, welcomes attendees to the Annual Conference in Minneapolis/St. Paul. The 2006 conference convened more than 700 participants from 250 organizations to exchange ideas and collaborate on actions around the theme “Many Voices, Shared Purpose: Working Together to Improve Lives.”

Other incentives extend to all businesses the deduction for donations of food and increase the deduction for contributions of conservation easements. The seven incentives, including the IRA rollover, are only in place until the end of 2007, and advocacy efforts to extend and expand them began as soon as the legislation was passed.

The Pension Protection Act also included **new safeguards** to deter individuals who would use charitable organizations for personal benefit. As the result of significant lobbying by Independent Sector and its members, the legislation’s reforms reflected many of the recommendations of the Panel on the Nonprofit Sector. The nonprofit community found that fulfilling some of these provisions was challenging, and IS worked with the IRS, the



AARP CEO Bill Novelli (right) signs copies of his book, *50+: Igniting a Revolution to Reinvent America*, at an AARP Life@50+ 2006 member event in Anaheim, CA.

Vital Voice: Bill Novelli

“Problems worthy of attack prove their worth by attacking back,” says Bill Novelli, CEO of AARP. He has dedicated much of his career to finding ways to win those battles.

One of his key weapons has been the business and marketing techniques he learned during early jobs at a consumer products company and an ad agency. Although Bill was rising rapidly, he felt that “something was missing—I wanted my work to be more socially relevant.” He believes that true leadership must bring change that benefits society.

His response was to find ways to apply the tools he had learned while promoting “laundry detergents, toothpastes, and dog food” to causes and ideas. He first helped the Peace Corps attract more volunteers, then co-founded the communications firm Porter Novelli, which worked with nonprofits on issues such as con-

trolling high blood pressure and protecting the environment. He spent four years at CARE, after which he founded and led the Campaign for Tobacco-Free Kids.

Bill was appointed chief executive of AARP in 2001. At AARP, he works for access to affordable, quality health care and long-term financial security for all Americans, and for livable communities that allow people to age in place.

Bill’s 2006 book, *50+: Igniting a Revolution to Reinvent America*, describes the improvements that people over age 50 can bring to the quality of their own lives, those of their families, and the nation by seizing the opportunities that spring from their increased longevity and the aging of the 78 million Baby Boomers.

AARP is a part of Independent Sector because membership in IS provides opportunities to work closely with respected organizations committed to social change. For Bill, collaborating with these groups is a crucial element in succeeding against those problems that “attack back”—and making a difference in people’s lives.

Learn more at www.aarp.org.

Treasury Department, and lawmakers to address these concerns through regulations and guidance.

While well-crafted, well-enforced laws and regulations are crucial to protecting charitable organizations from individuals who deliberately use them for personal profit, a **strong system of self-regulation and education** is also critical if the nonprofit community—including boards, staff, volunteers, and donors—is to ensure that its organizations are operating with the highest ethical standards.

To help strengthen self-regulation, the Panel on the Nonprofit Sector created a special Advisory Committee on Self-Regulation of the Charitable Sector. Chaired by Joel Fleishman of Duke University and Rebecca Rimel of the Pew Charitable Trusts, it brought together 34 leaders from a diverse group of charities, foundations, and academic institutions. The Advisory Committee examined the standards and principles established by more than 50 self-regulation and accreditation systems that monitor different types of charitable organizations. By the end of the year, the committee had made significant progress in drafting



Andy Stern, president of the Service Employees International Union, opens the Annual Conference by sharing his thoughts on how nonprofits, labor, government, and business can collaborate to enable people to reach the American dream.



Eloise Alexis, vice president, institutional advancement of Spelman College, connects with colleagues at the Annual Conference.



As part of IS's continuing effort to provide our member organizations with resources that help them stay informed on issues affecting the nonprofit community, IS launched a digest of nonprofit media coverage and a summary of policy news. Hundreds of staff at our members have signed up for these daily newsletters since their release in the fall of 2006.

Highlights from 2006



▲ The Panel on the Nonprofit Sector released additional recommendations to strengthen the accountability and transparency of charities and foundations in its Supplemental report. Many of the Panel's recommendations served as the basis for legislation enacted as part of the Pension Protection Act.



a set of principles intended to provide a baseline for voluntary efforts to improve practice and help charities and foundations maintain the public's trust so they can serve their communities more effectively.

In 2006, the Panel also released a Supplement to its 2005 Final Report to Congress. The Supplement made recommendations on nine issues, including international grantmaking, charitable solicitations, prudent investor standards, and unrelated business income. These recommendations helped shape reforms of the treatment of unrelated business income passed by Congress in the Pension Protection Act. The Panel's recommendations continue to **improve practice at charities and foundations** as boards, staff, and advisers evaluate their own policies and operations. By the end of 2006, the Final Report had been downloaded nearly 80,000 times and the Supplement more than 10,000 times.

Following the recommendation of the Panel, and further emphasizing our commitment to reducing abuse by unscrupulous individuals, IS began a long-term effort to encourage Congress to **increase the resources the IRS has for tax enforcement and education**. We formed a working group of IS members to develop and distribute information to key congressional offices involved in the appropriations process and submitted written testimony to the subcommittee in the House of Representatives responsible for recommending Treasury appropriations.

◀◀ Top: James E. Canales, president and CEO of the James Irvine Foundation, interviews Judith Rodin, president of the Rockefeller Foundation, about the evolving methods and priorities at one of the country's largest foundations, at a session at the Annual Conference.

Bottom: James Firman, president and CEO of the National Council on Aging, joins in discussion at the Annual Conference.

There are many ways that individuals and institutions participate in public life, and throughout this year we worked to identify successful examples of how **charitable organizations use innovative civic engagement strategies** to advance their missions. Through consultations with members and other research, we prepared for publication in 2007 five case studies that explore both the challenges organizations face in sustaining collaborative initiatives to address public problems and the keys to their success. These case studies, which cover a variety of issues, geographic areas, and types of organizations, are intended to demonstrate how civic engagement strategies can help organizations achieve their objectives. >>

THE WALL STREET JOURNAL Charities Tackle Accountability

October 20, 2006

As charity and foundation heads gather for their annual meeting in Minneapolis this weekend, a key issue will be accountability – and whether the \$3.37 trillion nonprofit sector is capable of policing itself. Two years ago, the Senate Finance Committee told nonprofit leaders it was considering “comprehensive reforms to protect charities from bad actors and strengthen their accountability to donors.”

Associated Press Online New Law Changes Charitable Contributions

September 20, 2006

Americans are going to have to keep better records of their charitable contributions if they want to claim them as tax deductions in coming years. Older Americans, meanwhile, will get a break on taxes when they make donations from their Individual Retirement Accounts. These are among the charitable tax reforms tucked into the huge Pension Protection Act of 2006 that was approved by Congress this summer.

The Philadelphia Inquirer Tougher disclosure rules are sought

May 28, 2006

Diana Aviv, president of the Independent Sector, the coalition pushing for change, called on nonprofits to err on the side of transparency and faulted groups for withholding information simply because it may look bad.

Vital Voice: Stephanie Bell-Rose

Stephanie Bell-Rose’s mother didn’t have a college degree, but she made sure her four children graduated from Ivy League schools. Now, as founding president of The Goldman Sachs Foundation, Stephanie supports programs to improve academic performance and lifelong productivity of young people worldwide.

Illustrating the foundation’s commitment is the Next Generation Venture Fund, through which Goldman Sachs and other companies help secondary school students from lower-income families develop academic and leadership skills so they can gain admission to selective colleges and ultimately take on important leadership roles in their careers. For a five-year period, the fund enrolls these promising students in university talent programs, entrepreneurship camp, and SAT prep classes, as well as providing them with leadership training and one-on-one help with navigating the college application process. Already more than 500 young people have benefited from the Next Generation Venture Fund: their average SAT score, for example, has risen 123 points, and they have attended colleges such as MIT, Penn, and Wesleyan.

Stephanie attributes her own achievements to her parents and two early mentors. In addition to a bachelor’s degree from Harvard College, she received a J.D. and M.P.A. also from Harvard, before heading to Venezuela and Mexico

as a Rockefeller Fellow to study urban development. “That education abroad experience continues to be the door-opener for me,” Stephanie says. “It exposed me to life outside the United States; the challenges and wonder of it all.” She also spent 11 years at the Andrew W. Mellon Foundation, where she designed initiatives in education and public policy.

In her current role leading the \$265-million Goldman Sachs Foundation, Stephanie also makes sure her organization invests in the development of the nonprofit community. “Independent Sector is a critical source of information and advocacy for the sector,” she says. “It helps to build bridges among the different kinds of interests and organizations in our space and increase the quality of all our work. Its services benefit not only our sector but all of society.”

Learn more at www.goldmansachs.com/foundation.



Photo courtesy of The Goldman Sachs Foundation.

Stephanie Bell-Rose, (center back) founding president of The Goldman Sachs Foundation, with student participants of the Next Generation Venture Fund.

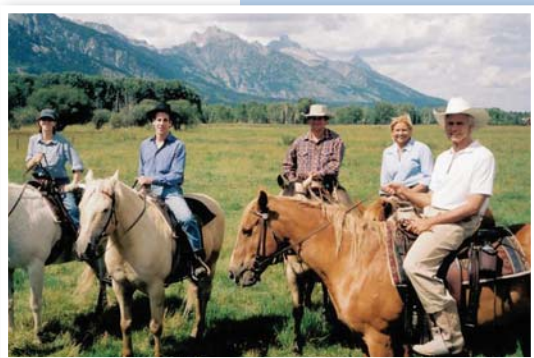
Highlights from 2006



▲ The Communications and Marketing Advisory Task Force, composed of communications directors from IS members, participate in a brainstorming session on messages to help charities and foundations more effectively communicate the value of the nonprofit community. This effort informed new research IS commissioned later in the year, providing the basis of a message framework that helps to convey to influentials the impact of the work of our community.

With more than 40 percent of our members engaging in work outside of the United States, IS is committed to **strengthening international civil society**. In 2006, we concluded a two-year planning process and launched an international program to support charitable activity and build relationships with our counterparts in other countries. We began work on a compendium of laws and regulations, including counter-terrorism measures and U.S. Agency for International Development guidelines, that affect organizations conducting international charitable activity. We also started planning peer learning events that will foster knowledge-sharing and facilitate cooperation between IS and associations of civil society organizations around the world.

Photo courtesy of the Land Trust Alliance.



Rand Wentworth, president of the Land Trust Alliance (far right), with colleagues in the conservation community, visits Snake River Ranch, part of which is protected under a conservation easement held by the Jackson Hole Land Trust.

Vital Voice: Rand Wentworth

Wendell Berry, a poet, essayist and farmer, once wrote, “You cannot know who you are until you know where you are.” It’s an idea that inspires Rand Wentworth, president of the Land Trust Alliance.

“The ultimate mission at the Alliance is to rekindle the relationship between people and place,” says Rand. The Alliance does this by promoting voluntary land conservation through land trusts, nonprofit organizations that actively work to conserve land “for its natural, recreational, scenic, historical and productive values.” There are currently more than 1,600 land trusts in the U.S., serving every state in the country and protecting everything from Martin Luther King’s childhood home to a local favorite fishing spot.

Representing these land trusts, the Alliance works with Congress to change the tax code to encourage private landowners to choose conservation. The Alliance offers over 300 workshops each year to build the strength of land trusts across the country. Helping

to create strong land trusts, though, is only a part of the (rather pastoral) picture. “Our work is about land conservation on the surface, yes,” says Rand, “but it is really about building strong and healthy communities.”

The greater goal of community health is also what lead Rand to make accountability a priority for the Alliance. After a series of negative press reports about ethics and governance issues at some of the nation’s land trusts, the Alliance adopted strong standards and created a national accreditation system that verifies a land trust’s ability to operate in an ethical, legal, and technically sound manner, while ensuring the long-term protection of land in the public interest.

Rand is now sharing his experience with others in the charitable community as part of the Panel on the Nonprofit Sector’s Advisory Committee on Self-Regulation. His work to improve ethics among the Alliance’s membership is invaluable as the Committee considers principles of self-regulation for all charities and foundations.

Rand values the work of IS and the Panel in creating an atmosphere where collaboration reigns supreme. “Speaking with one voice benefits the entire charitable community,” he says. “We all depend on public trust.”

Learn more at www.lta.org.

Guided by the Building Value Together Steering Committee, IS continued our efforts to **define and promote effectiveness** within the nonprofit community. We convened practitioners and experts to explore the appropriate role for IS in this area and began to examine how to encourage the flow of resources to effective nonprofits by coupling more useful information about organizations with improved access to grants, donations, loans, and other resources.

To help lawmakers and influentials better understand the **value of the nonprofit community**, IS commissioned research to determine how we can communicate more effectively about the ways our organizations improve lives each and every day. Through a number of tools—including a qualitative online “focus group” of two dozen Capitol Hill, administration, and media participants, and a quantitative survey of more than 2,000 donors and volunteers—we learned that these audiences respond most favorably to organizations that highlight their results, their commitment to improving lives, and their accountability, efficiency, and effectiveness. IS laid the groundwork for pilot testing a communications initiative that will help us learn how charities and foundations can make these messages part of their regular communications with lawmakers.

Leading the Nonprofit Community in Advocating for Public Policies that Improve Lives

The federal budget is one of the most critical public policy issues for our nonprofit sector because it reflects the priorities of our nation and greatly affects our ability to serve. Throughout 2006, IS worked with a number of our member organizations to urge Congress to adopt budget measures that fairly distribute the burden of reducing the federal deficit and that fulfill the federal government’s obligations to our communities. To help IS members **shape the budget**, we provided resources about the budget >>



Top: Reatha Clark King, former president and board chair of the General Mills Foundation, leads a discussion at the Annual Conference on strategies nonprofit organizations can employ to attract and build leaders for our sector.

Middle: Patty Stonesifer, right, chief executive officer of the Bill & Melinda Gates Foundation, answers questions from the audience and from IS President and CEO Diana Aviv about the effects of Warren Buffett’s historic gift to the Gates Foundation.

Bottom: Kaying Hang, program officer, Otto Bremer Foundation, and Marcia Avner, public policy director, Minnesota Council of Nonprofits, gather at the Annual Conference.

Highlights from 2006



Top: Dean Zerbe, left, shares insights into recent changes to laws governing nonprofit organizations with IS members at the Public Policy Action Institute. Each year, the Public Policy Action Institute convenes a growing group of policy advocates who work together to strengthen their ability to shape the laws, regulations, and policies affecting the nonprofit community.

Bottom: Children from the Hmong Cultural Center in St. Paul perform a traditional dance during the John W. Gardner Leadership Award Dinner.

THE DENVER POST

Repeal Puts Charities at Risk

Charley Shimanski is president and CEO of the Colorado Nonprofit Association. Diana Aviv is president and CEO of Independent Sector, a coalition of corporate and charitable groups in Washington

The Senate is on the verge of considering permanent elimination of the estate tax, a change that could hurt the nation's charities.

The Honolulu Advertiser

Compromise Needed: Freeze the Estate Tax

Co-authored by Kelvin H. Taketa and Diana Aviv

"The cost of repeal would be significant economic damage to our nation's charities and foundations — institutions whose sole purpose is to advance the common good here in America and around the globe.

Pittsburgh Post-Gazette

America Needs the Estate Tax

"Repealing it will wreak havoc on the federal budget, of course." Moreover, say Diana Aviv and William E. Trueheart, "The nation's charitable institutions would take a pounding. "When it returns this week from its Memorial Day recess, the U.S. Senate will consider permanently eliminating the estate tax — a proposal that is greatly at odds with that holiday's spirit of sacrifice.

process, current budget proposals, and appropriate advocacy techniques.

Recognizing that education is one of the cornerstones of building strong relationships with lawmakers, IS worked to shape the rules and laws regarding how Congress interacts with lobbyists. Following the 2006 elections, as new congressional leaders prepared to take office, IS supported prohibitions on inappropriate gifts, travel benefits, and other contacts that give undue influence to lobbying firms. At the same time, IS worked to ensure that reforms would not hinder the **ability of Americans to speak with elected officials** through nonprofit organizations.

IS collaborated with the Americans for a Fair Estate Tax coalition and others to **oppose permanent repeal of the estate tax**. Through letters, op-eds, and visits to key Senate offices, we conveyed the message that eliminating the estate tax would remove an important incentive for individuals to improve the common good by giving to charity through their estates. These efforts helped convince members of Congress not to move forward with repeal while they continue to explore appropriate reforms.

Throughout the year, we took a number of steps to ensure charitable organizations maintain their **fundamental right to advocate** and their independence to speak out. For example, IS filed an amicus curiae brief with the U.S. Court of Appeals for the Second Circuit in the case of *Alliance for Open Society International, Inc., et. al., v. U.S. Agency for International Development, et. al.* The brief argues that government rules tied to funding provided by USAID unconstitutionally compel nonprofit organizations to give up their right to free speech when using privately donated funds.

IS's work to encourage effective public policy—no matter what the issue—would be impossible without strong ties among nonprofit advocates and with policymakers. Through monthly teleconferences and other activities, the IS Policy Action Network continued to bring together staff at IS members engaged in

significant policy efforts to build connections with individuals and organizations in key states and congressional districts. The third Public Policy Action Institute, which met immediately before the Annual Conference, convened more than 75 participants to meet with congressional staff and IRS representatives, as well as explore methods for strengthening their individual and joint advocacy efforts.

Connecting Leaders to Develop Ideas and Take Action

Among the vital efforts building connections was our Annual Conference, held October 22-24, 2006, in Minneapolis/St. Paul.

Based on the theme *Many Voices, Shared Purpose: Working* >>



Photo courtesy of the Piper Trust.

▲ Diana Aviv talks with Lyda Harris, an Arizona State University student studying nonprofit leadership and management, at The Virginia G. Piper Charitable Trust's Piper Academy in Phoenix, Arizona, after addressing an audience of 200 nonprofit leaders on strengthening accountability and governance.

Vital Voice: Pamela Hawley

A couple in Germany gives a donation that provides medical supplies in Bolivia. American college students volunteer over the summer to teach school children in India. These are examples of the work of UniversalGiving, a nonprofit that connects donors and volunteers with the top-performing charitable organizations and projects in over 100 countries.

UniversalGiving Founder and CEO Pamela Hawley was a 12-year-old on vacation in Mexico with her parents when she first witnessed extreme poverty. From that moment on, she has dedicated herself to eliminating poverty through volunteering locally and internationally. In the mid-90s, when the internet boom took hold, Pamela was struck by the web's potential to "create a marketplace" for people who want to give and volunteer. This led Pamela to co-found VolunteerMatch in 1996, a web-based charity that has matched over two million volunteers with nonprofits during the past decade.

When she started UniversalGiving in 2002, Pamela explains, she knew it was essential to combine internet technology with working closely with nonprofits on the ground. "Technology is good at connecting people, reporting results, and 'bringing home global,'" she says.

"You can see the person you are giving to, and you can see the result of the project you are giving to. It is a great facilitator and educator. But you have to have that personal connection. People give because of results. But people also give because they care."

The benefits that come from diverse groups working together are why Pamela values UniversalGiving's membership in Independent Sector, "a coalition that is so varied, across different nonprofits, global and domestic, coming together to affect public policy."

Pamela has seen the nonprofit community change over the past decade as a result of new technology: "The web is revolutionizing philanthropy." Now, with a click of a mouse, people can give their time and money to nonprofits around in the world, and see results. Pamela loves knowing that UniversalGiving is "helping to make it possible for millions of dollars and volunteer hours to be a part of eliminating poverty."

Learn more at www.universalgiving.org.



Photo courtesy of UniversalGiving.

Pamela Hawley, founder and president of UniversalGiving, volunteers to help build a school in Nicaragua.



▲ J.D. Hokoyama, IS board member and president and CEO of Leadership Education for Asian Pacifics; Stephen Bennett, president and CEO of United Cerebral Palsy; John H. Graham, president and CEO of the American Society of Association Executives and the Center for Association Leadership; and Marguerite Kondracke, president and CEO of America's Promise, discuss transformational leadership at the Annual Conference.

Together to Improve Lives, the conference attracted more than 700 people, including some 230 chief executives. Throughout three days of insightful and challenging dialogue, participants focused on how charitable organizations can collaborate, both with each other and with government and business, to strengthen democracy, build more effective organizations, and address problems facing society.

One of the highlights of the Annual Conference is the presentation of annual awards, which further emphasizes themes important to our work. Receiving the 2006 John W. Gardner

Photo courtesy of the Knight Foundation.



Knight Foundation President and CEO Alberto Ibarguen (left) speaks with Ricky Mathews, publisher of the Biloxi Sun Herald, a week after Hurricane Katrina hit the Mississippi Gulf Coast.

Vital Voice: Alberto Ibarguen

Alberto Ibarguen's passions for open discussion and free speech have run throughout his entire life.

Alberto became president of the private, independent John S. and James L. Knight Foundation in 2005 after serving as newspaper executive at *The*

Hartford Courant and *Newsday*, and then as publisher of *The Miami Herald* and *El Nuevo Herald* in Miami. The Knight Foundation encourages journalism excellence worldwide and helps individuals build sustainable economic prosperity in the 26 U.S. communities where the Knight brothers originally ran newspapers.

Alberto's transition to the nonprofit community was natural. "The newspaper business was a fabulous place to do good and build community," and he now works on the same principles as head of the foundation. The Knight brothers' newspapers did more than define a city or town geographically; they helped shape a city's identity and compelled people to be individual builders of community. "We're a national foundation, but we're local 26 times," says Alberto.

In Macon, Georgia, the foundation is working closely with the residents of the Beall's Hill area and a variety of public/private partners to revitalize its architectural heritage and restore it to the thriving neighborhood it once was. "This means mobilizing resources to strengthen com-

munity assets, such as local churches, schools, and other nonprofit community organizations," explains Alberto. The work being done in Beall's Hill is an example of how enhancing community capacity improves people's lives. Knight Foundation has applied its capacity-building model to Mississippi's Gulf Coast communities in part by funding immediate relief and long-term planning strategies in the wake of 2005's devastating Hurricane Katrina.

The strength that comes from being part of a community is one of the reasons why Knight Foundation is part of Independent Sector. "Independent Sector represents the interests of the nonprofit community in Washington, D.C.," says Alberto. "IS builds and maintains vital relationships with stakeholders and lawmakers on Capitol Hill to make sure they are aware of the issues affecting our communities. This is something we simply can't do from Miami."

Through its support of journalism fellowship programs, the Knight Foundation expands press freedom and encourages the highest standards of journalism. "Freedom of speech and freedom of the press are at the very core of my being," Alberto continues. The foundation's journalism program funds education initiatives for current and future journalists and encourages the news industry to increase its investment in newsroom training.

As president of the Knight Foundation, Alberto unites his belief in freedom of speech with the foundation's commitment to inspiring great journalism and building community.

Learn more at www.knightfdn.org.

Leadership Award was Dr. Johnnetta B. Cole, president of Bennett College for Women, in recognition of her lifelong commitment to advancing social justice. The Leadership IS Award went to Goodwill Industries of San Francisco, San Mateo & Marin Counties, honoring innovative job training programs and leadership development initiatives. The Virginia A. Hodgkinson Research Prize was awarded to Francie Ostrower, senior research associate at the Urban Institute Center on Nonprofits and Philanthropy, for her report, *Attitudes and Practices Concerning Effective Philanthropy*.


Building our Coalition

Fulfilling our goals of helping organizations be more effective and advancing public policies that improve lives is impossible without an exceptionally dynamic coalition of members. We have continued to **diversify and expand our membership**, which has grown to approximately 575 organizations, including 91 new members in 2006. We are continuing efforts to reach out to minority and faith-based organizations to ensure that IS reflects the distinctive voice of the entire nonprofit community. The members also voted to amend the coalition's by-laws to better address the evolving needs of the organization in the 21st century, including a new dues structure that helps to ensure fairness for our diverse members and sustainability for the coalition.

Members remain at the center of setting the direction of IS's work. Throughout 2006, 275 leaders from IS member organizations **participated in IS committees**, offering valuable experience, perspective, and guidance to shape programs in public policy, ethics and accountability, international issues, communications, and other areas.

Thank you for bringing your vital voice to our organization and enabling us, as a community, to continue to improve lives the world over. We look forward to working together in 2007, as we build on the momentum of a successful 2006.



 *Top:* Dr. Johnnetta B. Cole, president, Bennett College for Women, accepts the 2006 John W. Gardner Leadership Award honoring her life's work of advancing social justice, advocating for others, and mentoring countless young leaders.

Bottom: Deborah Alvarez-Rodriguez, president and CEO of Goodwill Industries of San Francisco, San Mateo and Marin Counties, speaks to graduates of Goodwill's job training program. This program and other model practices earned Goodwill Industries the 2006 Leadership IS Award presented to organizations that nurture future leadership.

2006 Contributors

IS recognizes the individuals and organizations whose contributions have played a critical role in the nonprofit community's commitment to improving lives.

General Support Funders

Chevron Corporation
The Frances L. & Edwin L. Cummings
Memorial Fund
The Ford Foundation
Freddie Mac Foundation
Bill & Melinda Gates Foundation
Evelyn and Walter Haas, Jr. Fund
The William and Flora Hewlett Foundation
The Robert Wood Johnson Foundation
John S. and James L. Knight Foundation
Samuel H. Kress Foundation
The John D. and Catherine T. MacArthur
Foundation
The Andrew W. Mellon Foundation
Charles Stewart Mott Foundation
Open Society Institute
The Pew Charitable Trusts
Surdna Foundation, Inc.
The Wallace Foundation

Awards

John W. Gardner Leadership Award
William Randolph Hearst Foundations

**John W. Gardner Leadership Award
Dinner**
The Cleveland Foundation

Leadership IS Award
Chevron Corporation

Project Funders

International Program

Alcoa Foundation
American Cancer Society
American Heart Association
The Atlantic Philanthropies
The Ford Foundation
Global Fund for Women
W.K. Kellogg Foundation
The John D. and Catherine T. MacArthur Foundation
Merrill Lynch & Co., Inc.
Charles Stewart Mott Foundation
Skoll Foundation

Civic Engagement

The American Express Foundation
MetLife Foundation

Public Policy

The California Wellness Foundation
Carnegie Corporation of New York
The Kresge Foundation

Ethics and Accountability

GE Foundation
The Kresge Foundation

Social Compact

The William and Flora Hewlett Foundation

Sustainability

W.K. Kellogg Foundation

Expanding Membership and Evaluation Initiative

W.K. Kellogg Foundation

Sector-Wide Communications Initiative

W.K. Kellogg Foundation
The Kresge Foundation
David and Lucile Packard Foundation

2006 Annual Conference Sponsors

The following organizations and individuals generously supported the 2006 Annual Conference in Minneapolis/St. Paul.

Leader (\$50,000)

Northwest Area Foundation
Target

Convener (\$25,000)

Bank of America
Otto Bremer Foundation
The Cleveland Foundation
General Mills Foundation
The Joyce Foundation
Korn/Ferry International
McCormick Tribune Foundation
The McKnight Foundation

Presenter (\$15,000)

The Annie E. Casey Foundation
Marguerite Casey Foundation
Spencer Stuart

Supporter (\$10,000)

3M Foundation
Aetna Foundation, Inc.
Aga Khan Foundation U.S.A.
Hugh J. Andersen Foundation
Best Buy
Blandin Foundation
Bush Foundation
The California Wellness
Foundation
Grant Thornton LLP
Grotto Foundation
Kaiser Permanente
The Medtronic Foundation
Northrop Grumman Corporation
The Saint Paul Foundation

Contributor (\$5,000)

AOL
CHS Foundation
Community Counselling Service
Co. Inc. (CCS)
Deloitte
Lucent Technologies Foundation
Medica Foundation
Minnesota Initiative Foundations
Nellie Mae Education
Foundation
Carl and Eloise Pohlاد Family
Foundation
Russell Reynolds Associates
United Way of America
Anonymous

Donor (up to \$5,000)

Action Without Borders—
Idealist.org
Americans for the Arts
S.D. Bechtel, Jr. Foundation
Bremer Bank
Catholic Community Foundation
Central Minnesota Community
Foundation
Ceridian
Ernst & Young LLP
N. Judge and Reatha Clark King
Family Fund of
The Minneapolis Foundation
Merck & Co., Inc.
Ogilvy & Mather
Principal Financial Group
Spelman College
Unrestricted Endowment Fund
of the St. Croix Valley
Community Foundation
Wendell Family Foundation
Women's Foundation of
Minnesota

Associates

The Associates form a leadership circle of individuals investing in the nonprofit community through personal gifts of \$1,000 or more to Independent Sector.

Edward H. Able, Jr.	Bob Golombik	Skip Rhodes	Paula Van Ness
Diana Aviv	Darell Hammond	Celia Roady	Luz A. Vega-Marquis
Kathleen Buechel	Malvina Rollins Kay	Sherry Rockey	Judy Vredenburg
Genevieve Burns	Kevin Klose	Mary Beth Salerno	Claire Wellington
Barbara Bush	Robin Krause	John Seffrin	M. Cass Wheeler
Debra Cabral	Peggy Sanchez Mills	Edward Skloot	Susan M. White
Jennifer Dunlap	Robert M. Moore	Lorie Slutsky	William S. White
Wayne Feinstein	Janet Murguia	Jonathan A. Small	James T. Williams
Julie Floch	Patricia Nash Christel	Gerald R. Solomon	Ruth Wooden
David Ford	William D. Novelli	Donald M. Stewart	Matthew Yale
Barry D. Gaberman	Hilary Pennington	Rick Swartz	Gary Yates
Brian A. Gallagher	Patricia E. Read	Eric Thurman	
Peter B. Goldberg	William Reese	William E. Trueheart	

Annual Fund

The following individuals and organizations supported Independent Sector in 2006.

Association of Small Foundations	Andrew Plepler	Combined Federal Campaign:	• National Capitol Area
Steven Bloom	Jocabel Reyes	• Clovis, New Mexico	• Peninsula
Robert Edgar	Ronn Richard	• Gateway	• Pikes Peak Region
Lewis M. Feldstein	Arturo Vargas	• Global Impact	• San Diego
Gifts In Kind International	Bill Wright	• Midlands Area	• United Way of Greater Battle Creek
J.D. Hokoyama	Anonymous	• North East Pennsylvania Area	

Matching Gifts

The following organizations increased the giving of other contributors by matching their donations.

The California Wellness Foundation
Marguerite Casey Foundation
The Ford Foundation
Hershey Trust Company

In Kind

These individuals and organizations generously gave their time and expertise to IS.

American Heart Association
Boston Foundation
The Goldman Sachs Foundation
Dan Hall
Harris Interactive



INDEPENDENT SECTOR

A vital voice for us all

Strengthening the Voice of the Nonprofit Community

Independent Sector Brings Together the Nonprofit Community to Make a Greater Difference in Improving People's Lives

Independent Sector's membership of **approximately 575 organizations** 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. Our growing community encompasses public charities, private foundations, and corporate philanthropies across an amazingly diverse spectrum of missions.

IS leads the nonprofit community in advocating for public policies that improve people's lives.

We mobilize the nonprofit community to advocate for public policies that enable it to address the challenges facing America and the world. By convening charities, foundations, corporate giving programs, and those who work with them, we amplify the nonprofit sector's voice with legislators, other government officials, and with the media.

IS helps the nonprofit community be more effective.

The collective expertise of our members shapes and strengthens nonprofit organizations, both individually and collectively. We help our field advocate for sensible public policies, encourage effective practices, increase accountability, examine trends that affect nonprofit organizations, and address other key issues.

IS connects leaders to develop ideas and take action.

IS is the one organization that enables leaders and innovative thinkers from across the nonprofit community to connect with each other, invent new solutions, share messages, and inspire creativity. Working together, our impact extends far beyond any one field or organization.

Benefits of Membership

Staff from our members work with their colleagues to **strengthen individual organizations, the nonprofit community, and society in the United States and around the world.** In 2006, 275 leaders of IS member organizations played a critical role in shaping IS's work by participating in our committees, including those addressing public policy, ethics and accountability, international issues, and communications.

IS members also have the opportunity to:

» **Receive timely, regular updates** on key nonprofit issues through electronic briefings such as:

- *Daily Policy Digest*, detailing the latest developments in legislation and regulation.
- *Daily Media Digest*, containing full versions of stories affecting the nonprofit community from major media sources.
- *Memo to Members*, our monthly electronic newsletter.
- Alerts on breaking news and developments of sector interest.

» **Share information about public policy** through groups such as the:

- **Legislative and Regulatory Advisory Committee**, which each month discusses the latest in public policy and shapes strategy to support our sector.
- **Policy Action Network**, which puts members in touch with peers in other organizations and experts on policy issues.

» **Benefit from member rates** and special opportunities at the IS Annual Conference.

2006 Financial Summary

Independent Sector completed 2006 in strong financial condition due to the dedicated support of member organizations and funders, and good stewardship of dues and grants.

In 2006, total revenue exceeded our goal of \$9.1 million by 9 percent. Membership dues revenue grew by 10 percent in 2006 over 2005. Several grants and contributions were given for multi-year projects and are reflected as temporarily restricted revenue in the financial statements. Our 2006 return on investments, including interest, dividends, and unrealized gains, reflected a 130 percent increase over 2005. Total net assets increased by 21 percent in 2006 over 2005.

IS continues to serve as the convener of the Panel on the Nonprofit Sector, and as with all restricted programs, grants and expenses dedicated to the project are tracked separately from other operations.

IS strengthened its fiscal operating procedures after completing an Internal Control Review by an independent accounting firm. Consistent with our commitment to high standards of transparency and accountability, we electronically filed our Form 990 and posted it along with audited statements on our website.

The financial statements on the following pages summarize IS's fiscal position at the close of 2006.

Statement of Financial Position as of December 31, 2006

ASSETS

Cash	\$3,519,024
Investments	13,551,804
Accrued Interest Receivable	36,046
Grants and Other Receivables	3,754,081
Other Assets	102,700
Furniture and Equipment, Net	310,359
Deferred Compensation Investment Account	44,750
TOTAL ASSETS	<u>\$21,318,764</u>

LIABILITIES

Accounts Payable and Accrued Expenses	\$509,993
Deferred Revenue	-
Deferred Compensation	44,750
TOTAL LIABILITIES	<u>\$554,743</u>

NET ASSETS

Unrestricted:	
Operating Fund	\$5,588,253
Long Term Reserve	5,000,000
Reserve and Program Contingency Fund	2,947,259
Public Policy and Strategic Reserve Fund	750,000
TOTAL UNRESTRICTED	<u>\$14,285,512</u>

Temporarily Restricted	<u>6,478,509</u>
TOTAL NET ASSETS	<u>\$20,764,021</u>

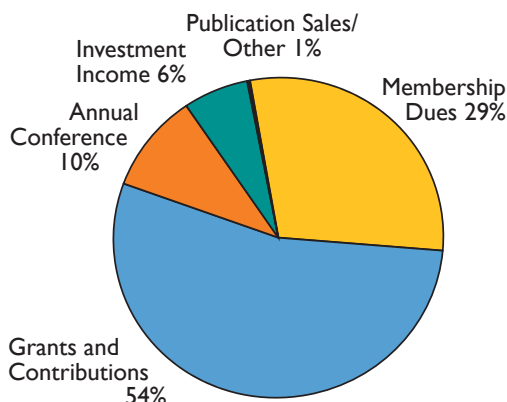
TOTAL LIABILITIES AND NET ASSETS	<u>\$21,318,764</u>
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Each year, independent accountants conduct an examination of IS's books, records, fiscal policies, and procedures, and present audited financial statements to the IS Board of Directors. The audited statements and the Form 990 are available on the IS website at www.independentsector.org.

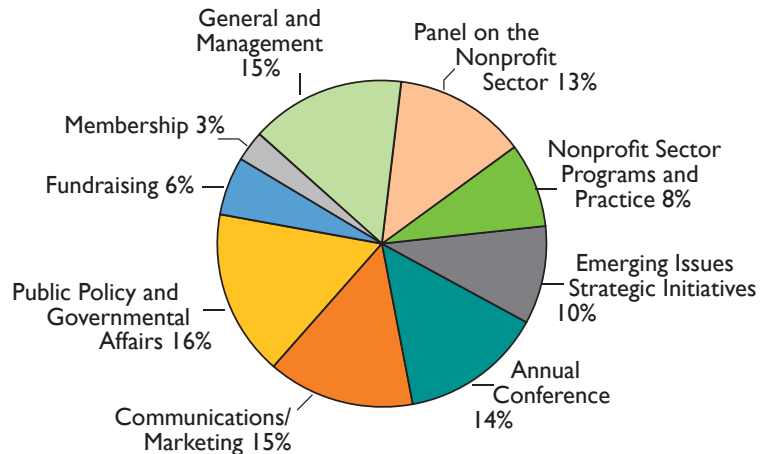
Statement of Activities and Changes in Net Assets for Year Ending December 31, 2006

	Unrestricted	Temporarily Restricted	Total
REVENUE			
Membership Dues	\$2,892,442	\$ -	\$2,892,442
Grants and Contributions	363,571	5,029,547	5,393,118
Conference Fees/Sponsorships	985,573	-	985,573
Investment Income	639,353	-	639,353
Publications Sales/Other	28,915	-	28,915
Net Assets Released from Restrictions	5,007,866	(5,007,866)	-
TOTAL REVENUE	\$9,917,720	\$21,681	\$9,939,401
EXPENSES			
Program Services:			
Public Policy	\$1,009,646	\$ -	\$1,009,646
Communications and Marketing	903,528	-	903,528
Annual Conference	850,286	-	850,286
Emerging Issues and Strategic Initiatives	616,489	-	616,489
Nonprofit Sector Programs and Practice	516,923	-	516,923
Total IS Program Services	\$3,896,872	\$ -	\$3,896,872
Panel on the Nonprofit Sector	800,428	-	800,428
Total Program Services All Areas	\$4,697,300	\$ -	\$4,697,300
Support Services:			
General and Management	\$940,926	\$ -	\$940,926
Membership Development	194,528	-	194,528
Fundraising	361,554	-	361,554
Total Support Services	\$1,497,008	\$ -	\$1,497,008
TOTAL EXPENSES	\$6,194,308	\$ -	\$6,194,308
CHANGE IN NET ASSETS	\$3,723,412	\$21,681	\$3,745,093
Unrealized Gain (Loss) on			
Marketable Securities	527,083	-	527,083
Total Change in Net Assets	\$4,250,495	\$21,681	\$4,272,176
NET ASSETS - JANUARY 1	10,035,017	6,456,828	16,491,845
NET ASSETS - DECEMBER 31	\$14,285,512	\$6,478,509	\$20,764,021

Revenue



Expenses



Independent Sector Members

Member Plus

A growing group of members make voluntary contributions to Independent Sector over and above their dues. These Gold Sustaining Members and Silver Supporting Members give an additional contribution in proportion to their level of base dues.

Gold Sustaining

Bank of America Foundation
Charlotte, NC

BBB Wise Giving Alliance
Arlington, VA

Bill & Melinda Gates Foundation
Seattle, WA

The Wallace Alexander Gerbode Foundation
San Francisco, CA

German Marshall Fund of the United States
Washington, DC

William and Flora Hewlett Foundation
Menlo Park, CA

JCPenney Company Fund
Dallas, TX

KaBOOM! Inc.
Washington, DC

The Henry J. Kaiser Family Foundation
Menlo Park, CA

W.K. Kellogg Foundation
Battle Creek, MI

Gordon and Betty Moore Foundation
San Francisco, CA

Charles Stewart Mott Foundation
Flint, MI

Nonprofit Finance Fund
New York, NY

The Omidyar Network
Redwood City, CA

The Pittsburgh Foundation
Pittsburgh, PA

Rockefeller Foundation
New York, NY

Silver Supporting

Aetna Foundation, Inc.
Hartford, CT

AmfAR, The Foundation for AIDS Research
New York, NY

Barr Foundation
Boston, MA

Big Brothers Big Sisters of America
Philadelphia, PA

Annie E. Casey Foundation
Baltimore, MD

Catholic Charities USA
Alexandria, VA

Cystic Fibrosis Foundation
Bethesda, MD

Edward W. Hazen Foundation
New York, NY

Jobs for the Future
Boston, MA

Charles F. Kettering Foundation
Dayton, OH

The Kosciuszko Foundation, Inc.
New York, NY

National Assembly of State Arts Agencies
Washington, DC

Sid W. Richardson Foundation
Fort Worth, TX

Target Foundation
Minneapolis, MN

United Way of America
Alexandria, VA

As of April 2007.

Members

AARP

Washington, DC

Arab Community Center for Economic & Social Services

Dearborn, MI

Aetna Foundation, Inc.*

Hartford, CT

Aga Khan Foundation U.S.A.

Washington, DC

Paul J. Aicher Foundation†

Pomfret, CT

Alcatel-Lucent Foundation

New Providence, NJ

Alcoa Foundation*

Pittsburgh, PA

The Alford Group Inc.

Evanston, IL

Consuelo Zobel Alger Foundation

Honolulu, HI

Alliance for Children and Families*

Milwaukee, WI

Alliance for Nonprofit Excellence**

Memphis, TN

Alliance of Nonprofit Mailers

Washington, DC

Altria Group, Inc.*

New York, NY

American Arts Alliance

Washington, DC

American Association of Homes and Services for the Aging (AAHSA)**

Washington, DC

American Association of Museums*

Washington, DC

American Cancer Society*

Atlanta, GA

American Civil Liberties Union

New York, NY

American Council on Education

Washington, DC

American Diabetes Association

Alexandria, VA

American Express Company

New York, NY

American Foundation for the Blind

New York, NY

American Health Quality

Association

Washington, DC

American Heart Association*

Dallas, TX

American Hospital Association

Washington, DC

American Humanics

Kansas City, MO

American Indian College Fund†

Denver, CO

American Institute of Philanthropy

Chicago, IL

American Jewish Committee Long

Island Chapter

Jericho, NY

American Jewish Joint Distribution Committee, Inc.**

New York, NY

American Legacy Foundation

Washington, DC

American Lung Association

Washington, DC

American Museum of Natural History

New York, NY

American Red Cross*

Washington, DC

American Symphony Orchestra League

New York, NY

Americans for Indian Opportunity

Albuquerque, NM

Americans for the Arts*

Washington, DC

America's Promise - The Alliance for Youth

Alexandria, VA

America's Second Harvest**

Chicago, IL

AmericaSpeaks

Washington, DC

AmfAR, The Foundation for AIDS Research

New York, NY

Amigos de las Americas

Houston, TX

Anti-Defamation League

New York, NY

AOL**

Dulles, VA

Appalachian College Association

Berea, KY

Lance Armstrong Foundation

Austin, TX

Association for Research on Nonprofit Organizations & Voluntary Action (ARNOVA)

Indianapolis, IN

ASAE & The Center for Association Leadership**

Washington, DC

Asian American Justice Center

Washington, DC

Asian Pacific American Institute for Congressional Studies

Washington, DC

The Aspen Institute

Washington, DC

The ASPIRA Association*

Washington, DC

Associated Grant Makers

Boston, MA

* Charter member

** New member in 2006

† New member in 2007 through April.



Associated Press Managing Editors Association Foundation, Inc.**
New York, NY

Association for Healthcare Philanthropy*
Falls Church, VA

Association for Honest Attorneys**
Derby, KS

Association of Advanced Rabbinical & Talmudic Schools
New York, NY

Association of American Medical Colleges
Washington, DC

Association of Art Museum Directors
New York, NY

Association of Baltimore Area Grantmakers
Baltimore, MD

Association of Direct Response Fundraising Counsel
Washington, DC

Association of Governing Boards of Universities and Colleges*
Washington, DC

Association of Jewish Family and Children's Agencies
East Brunswick, NJ

Association of Junior Leagues International*
New York, NY

Association of Lutheran Development Executives
Madison, WI

Association of Public Television Stations
Washington, DC

Association of PVO Financial Managers
Westport, CT

Association of Small Foundations
Washington, DC

The Atlantic Philanthropies
New York, NY

Autism Society of Connecticut**
Guilford, CT

AVANCE, Inc.**
San Antonio, TX

Mary Reynolds Babcock Foundation*
Winston Salem, NC

Helen Bader Institute for Nonprofit Management
Milwaukee, WI

Bank of America Foundation*
Charlotte, NC

Barr Foundation†
Boston, MA

Baton Rouge Area Foundation**
Baton Rouge, LA

Bayer Center for Nonprofit Management, Robert Morris University
Pittsburgh, PA

BBB Wise Giving Alliance*
Arlington, VA

S.D. Bechtel, Jr. Foundation
San Francisco, CA

BellSouth Corporation
Atlanta, GA

Benton Foundation
Washington, DC

Big Brothers Big Sisters of America
Philadelphia, PA

Big Brothers Big Sisters of Greater Lawrence†
Lawrence, MA

Blackbaud, Inc.
Charleston, SC

Blue Shield of California Foundation
San Francisco, CA

BoardSource
Washington, DC

The Boston Foundation
Boston, MA

Otto Bremer Foundation
Saint Paul, MN

The Bridgespan Group
Boston, MA

Bridging, Inc.**
Minneapolis, MN

The Andrea and Charles Bronfman Philanthropies**
New York, NY

Burr, Pilger & Mayer
San Francisco, CA

Bush Foundation**
Saint Paul, MN

CAFAmerica
Alexandria, VA

California Association of Nonprofits
Los Angeles, CA

The California Endowment
Los Angeles, CA

California HealthCare Foundation
Oakland, CA

The California Wellness Foundation
Woodland Hills, CA

Camp Fire USA*
Kansas City, MO

Campaign for Tobacco-Free Kids
Washington, DC

CANBE: Community Association of Nonprofit Business Executives
Blue Springs, MO

Cancer Care, Inc.
New York, NY

Carnegie Corporation of New York*
New York, NY

The Case Foundation
Washington, DC

The Annie E. Casey Foundation
Baltimore, MD

Marguerite Casey Foundation
Seattle, WA

Catholic Charities USA*

Alexandria, VA

Catholic Health Association of the United States**

Washington, DC

Catholic Network of Volunteer Service

Takoma Park, MD

CBM Credit Education Foundation, Inc.

Madison, WI

The Center for Effective Philanthropy

Cambridge, MA

Center for Lobbying in the Public Interest

Washington, DC

Center for Non-Profit Corporations

North Brunswick, NJ

Center for Nonprofit Excellence

Colorado Springs, CO

Center for Nonprofit Excellence

Akron, OH

Center for Nonprofit Excellence

Albuquerque, NM

Center on Budget and Policy Priorities**

Washington, DC

The Center on Philanthropy and Public Policy, University of Southern California

Los Angeles, CA

Center on Philanthropy and Civil Society, The Graduate Center, The City University of NY

New York, NY

The Center on Philanthropy At Indiana University

Indianapolis, IN

Center on Wealth and Philanthropy, Boston College

Chestnut Hill, MA

Centre for Management & Technology

Baltimore, MD

Charities Review Council**

Saint Paul, MN

Chevron Corporation*

San Ramon, CA

The Chicago Community Trust

Chicago, IL

Chicago Tribune Foundation

Chicago, IL

Church Communities Foundation, Inc.

Rifton, NY

Cisco Systems, Inc.

San Jose, CA

Citizen Schools**

Boston, MA

City Connect Detroit

Detroit, MI

City Year, Inc.

Boston, MA

Civic Ventures**

San Francisco, CA

CLAL - The National Jewish Center for Learning and Leadership

New York, NY

Edna McConnell Clark Foundation

New York, NY

The Cleveland Foundation*

Cleveland, OH

The Coca-Cola Company*

Atlanta, GA

College Foundation of UVA

Charlottesville, VA

College Summit

Washington, DC

Colorado Nonprofit Association

Denver, CO

Columbia Foundation

San Francisco, CA

The Columbus Foundation

Columbus, OH

Committee To Encourage Corporate Philanthropy

New York, NY

Common Cause Education Fund**

Washington, DC

Commonfund Institute

Wilton, CT

The Commonwealth Fund

New York, NY

The Communications Network, Inc.

Silver Spring, MD

Community Counselling Service Co. Inc.

New York, NY

The Community Foundation for Greater Atlanta

Atlanta, GA

Community Foundation for Southeastern Michigan

Detroit, MI

The Community Foundation for the National Capital Region

Washington, DC

Community Foundations of America, Inc.

Louisville, KY

Community Human Services Inc.

Chicago, IL

Community Partners

Los Angeles, CA

Congressional Hispanic Caucus Institute, Inc.**

Washington, DC

The Congressional Hispanic Leadership Institute, Inc. (CHLI)

Washington, DC

Connecticut Council for Philanthropy

Hartford, CT

Connelly Foundation

Conshohocken, PA

* Charter member

** New member in 2006

† New member in 2007 through April.



The Conservation Fund

Arlington, VA

Consumers Union of the U.S.

Yonkers, NY

Jack Kent Cooke Foundation

Lansdowne, VA

Copilevitz & Canter LLC

Kansas City, MO

Council for Advancement and Support of Education (CASE)*

Washington, DC

Council for American Private Education*

Germantown, MD

Council of Michigan Foundations

Grand Haven, MI

Council on Foundations*

Washington, DC

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San Francisco, CA

The Nathan Cummings Foundation

New York, NY

Cystic Fibrosis Foundation

Bethesda, MD

DaimlerChrysler Corporation Fund

Auburn Hills, MI

Daniels Fund**

Denver, CO

Day Pitney Foundation, Inc.

Greenwich, CT

Delaware Valley Grantmakers

Philadelphia, PA

Demos: A Network for Ideas and Action

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DMA Nonprofit Federation

Washington, DC

Gaylord and Dorothy Donnelley Foundation*

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Donors Forum of Chicago

Chicago, IL

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Dress for Success, Indianapolis**

Indianapolis, IN

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Scarsdale, NY

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New York, NY

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Executive Service Corps of Southern California

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Fidelity Foundation

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Miami Lakes, FL

Florida Earth Foundation

West Palm Beach, FL

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Foundation for Chiropractic Education & Research

Norwalk, IA

The Foundation for Community Empowerment

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Foundation for the Mid South

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Foundation of the National Student Nurses' Association, Inc.

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German Marshall Fund of the United States
Washington, DC

The J. Paul Getty Trust
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Gill Foundation
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Girl Scouts of the USA*
New York, NY

Girls Incorporated*
New York, NY

The Gleitsman Foundation
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Washington, DC

Global Fund for Women
San Francisco, CA

Global Giving
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Global Impact
Alexandria, VA

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The Grace Children's Foundation
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Vienna, VA

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Grantmakers Forum of New York
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Atlanta, GA

The Home Depot, Inc.

Atlanta, GA

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Clearwater, FL

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New York, NY

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Silver Spring, MD

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Idealist.Org

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Imaginer Advisors for Social Enterprises†

London, England

ImportantGifts**

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Institute for Governance and Accountabilities, Virginia Tech

Alexandria, VA

InterAction-American Council for Voluntary International Action

Washington, DC

The Interfaith Alliance Foundation

Washington, DC

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Spring Lake, MI

International Association of Jewish Vocational Services

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Japanese American National Museum

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Jewish Funders Network

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Johnson & Johnson*

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Princeton, NJ

The Johnson Foundation, Inc.

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Leader To Leader Institute

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Leadership Conference on Civil Rights, Leadership Conference Education Fund

Washington, DC

Leadership Education for Asian Pacifics

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League of Women Voters of the United States

Washington, DC

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The Mandel Foundation**

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March of Dimes Birth Defects Foundation*

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The Minneapolis Foundation

Minneapolis, MN

Minnesota Council of Churches**

Minneapolis, MN

Minnesota Council of Nonprofits

Saint Paul, MN

Minnesota Council on Foundations**

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National Alliance for Choice in Giving

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National Alliance to End Homelessness

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National Alopecia Areata Foundation

San Rafael, CA

The National Architectural Trust

Washington, DC

National Assembly of State Arts Agencies*

Washington, DC

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New York, NY

National Association of Independent Colleges and Universities

Washington, DC

National Association of Independent Schools

Washington, DC

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National Association of Service & Conservation Corps

Washington, DC

National Black College Alliance**

Roxbury, MA

National Business Officers Association

Boulder, CO

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Seattle, WA

National Catholic Development Conference, Inc.*

Hempstead, NY

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Washington, DC

The National Center for Family Philanthropy

Washington, DC

The National Center on Nonprofit Enterprise

Alexandria, VA

National Center on Philanthropy & the Law**

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National Civic League, Inc.

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National Council for International Visitors

Washington, DC

National Council of Churches USA*

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National Council of La Raza*

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National Council of Nonprofit Associations

Washington, DC

National Council of Private Agencies for the Blind and Visually Impaired

Saint Louis, MO

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Washington, DC

National Council on Child Abuse & Family Violence

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Washington, DC

National Health Foundation

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National Humanities Alliance

Washington, DC

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Helena, MT

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National Ovarian Cancer Coalition

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National Wildlife Federation*

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Native American Rights Fund

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Nonprofit Quarterly**
Boston, MA

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North Carolina Center for Nonprofits
Raleigh, NC

Northern California Grantmakers
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Northrop Grumman Corporation
Los Angeles, CA

Northwest Area Foundation*
Saint Paul, MN

N-TEN**
San Francisco, CA

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Columbus, OH

Ohio Jewish Communities
Columbus, OH

Olive Crest - Homes & Services for Abused Children
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Open Society Institute - New York
New York, NY

Outreach International
Independence, MO

PACE - Philanthropy for Active Civic Engagement**
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Washington, DC

Partnership for Prevention
Washington, DC

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Washington, DC

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Harrisburg, PA

People Acting For Community Together, Inc.
Miami, FL

The Pew Charitable Trusts
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Philadelphia, PA

Philadelphia Health Management Services Corporation
Philadelphia, PA

Phoenix House Development Fund**
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The Virginia G. Piper Charitable Trust
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The Pittsburgh Foundation
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Points of Light Foundation
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Polk Bros. Foundation**
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Rockefeller Philanthropy Advisors

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Sikkuy: The Association for the Advancement of Civic Equality

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Social Venture Partners

Seattle, WA

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South Carolina Association of Nonprofit Organizations

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Cincinnati, OH

United Cerebral Palsy

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United Jewish Communities*

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United Leukodystrophy Foundation

Sycamore, IL

United Nations Foundation

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United Planet†

Boston, MA

United States Conference of**Catholic Bishops***

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United Way of America*

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Vermont Community Foundation**

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