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10/19-20 San Francisco: Independent Sector Speech

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2

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1



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INVOICE/ITINERARY

SALES PERSON: 51
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ITINERARY/INVOICE NO. 0002651
 QPZEMY

DATE: 18 OCT 93
 PAGE: 01

TO: WHITE HOUSE TRAVEL
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 WASH DC 20500

FOR: SEGAL/ELI

REF: KC571305

18 OCT 93 - MONDAY
 AIR UNITED AIRLINES FLT:965 COACH DINNER
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 AR SAN FRANCISCO 755P NON-STOP
 OTHER SAN FRANCISCO
 SEATING ON UNITED FLIGHT 965 IS RESTRICTED TO AIRPORT CHECKIN.

19 OCT 93 - TUESDAY
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CONTINUED ON PAGE 2

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1600 PENNSYLVANIA AVE
WASH DC 20500

FOR: SEGAL/ELI

REF: KC571305

U7-18OCT93 KC52
U6-MK10

**THE WHITE HOUSE OFFICE
TRAVEL AUTHORIZATION**

NO. 71305

Date of Request 10-18-93

1. TRAVELER:

Name: SEGAL, ELI J. White House Staff
 Extension: 6444 Room: 145 Other: _____

2. PURPOSE(s) and DATE(s): 10-18 speech to Independent Sector Annual Meeting

3. ITINERARY: Washington - San Francisco - Washington

(List all cities where stopovers occur.)

DEPARTURE			RETURN		
Date: 10/18	Time: PM	Mode: commercial	Date: 10/19	Time: PM	Mode: commercial

5. FUNDING SOURCE:

OFFICIAL POLITICAL 501 (c) (3) OTHER

6. SPECIAL EXPENSES

Commercial Car Rental Taxi
 Hotel
 Name: Fairmont
 Other: _____

TRAVEL ADVANCE REQUESTED

Yes No Amount \$ _____
 Recipient's
 Signature: _____
 Date: _____

Please See Reverse Side for Further Instructions Regarding Travel Expenses

7. TRAVELER'S SIGNATURE: _____

(I have read and agree to the terms set forth on the reverse side.)

8. APPROVING SIGNATURES:

Office Head: _____

Approving Official
 (Political or Foreign Travel): _____

Special Assistant to the President and
 Director of White House Operations: _____

9. FOR TRANSPORTATION OFFICE USE ONLY:

Control No.: _____ Account: _____

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AS WELL AS THE FOLLOWING ADMINISTRATIVE
TRAVEL POLICIES**

1. ADVANCES FOR OFFICIAL TRAVEL ONLY

Cash travel advances will not be provided for political trips.

Advances will not be provided to anyone with an outstanding unaccounted-for advance.

Advances over \$250 require 48-hour notice to White House Administrative Office, Extension 2500.

2. ADVANCES TO BE REPAID FROM SALARY AFTER 15 DAYS

Any travel advance which is neither repaid nor accounted for in full by an expense voucher within 15 days after return may be deducted from the staff member's salary.

3. GOVERNMENT TICKETS FOR OFFICIAL TRAVEL ONLY

Government-issued tickets shall be used for official trips only (i.e., no political or personal travel). The entire cost of any government-issued tickets that are used for unofficial travel will be considered a personal travel advance and treated accordingly.

4. TO OBTAIN REIMBURSEMENT, RECEIPTS ARE REQUIRED FOR ALL EXPENDITURES REGARDLESS OF THE AMOUNT

5. FOR DETAILED INFORMATION REGARDING TRAVEL REGULATIONS AND POLICIES, PLEASE REFER TO THE WHITE HOUSE TRAVEL HANDBOOK (Additional copies available by calling Extension 2500.)

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October 11, 1993

Mr. Eli J. Segal
Assistant to the President
Director, Office of National Service
The White House
Old Executive Bldg., Room 100
Washington, DC 20500

Dear Mr. Segal,

Thank you for registering for the 1993 Annual Meeting of INDEPENDENT SECTOR to be held October 17-19 in San Francisco.

Enclosed is a schedule of events, along with a book on San Francisco, a discount coupon for Super Shuttle, and information on special activities being planned by the Bay Area Host Committee for Saturday and Sunday, October 16 & 17. Many participants arrive Friday or Saturday to take advantage of the significantly lower airfares and to see our host community. Hotel reservations should be made directly with The Fairmont by calling 415/772-5000, and be sure to indicate you are with INDEPENDENT SECTOR to receive our special rates.

Registration will begin at Noon on Sunday at The Fairmont in San Francisco. Orientation sessions for first-time attendees will be held on Sunday from 3:00-4:15 p.m. The opening session for everyone focusing on our theme begins at 4:30 p.m. The program ends at 10:00 p.m. on Tuesday, so you will want to plan to leave San Francisco on Wednesday, October 20.

Please return the enclosed session preference form which helps us in planning. You are not obligated to attend those sessions but this information will be very helpful to IS. Thank you for joining us!

Sincerely,

Brian E. Foss
Vice President



**INDEPENDENT SECTOR
1993 ANNUAL MEETING - SAN FRANCISCO
PRE - EVENT ACTIVITIES**

**ALL EVENTS WILL DEPART FROM AND RETURN TO THE FAIRMONT HOTEL
UNLESS OTHERWISE INDICATED**

**ALL EVENTS SUBJECT TO AVAILABILITY; IS WILL CONTACT YOU IF AN
ACTIVITY IS OVER- OR UNDER-SUBSCRIBED OR CANCELLED**

**SATURDAY - OCTOBER 16, 1993
MORNING ACTIVITY**

1. "West Coast Weekend" -- Join comical host Sedge Thompson, Northern California's answer to Garrison Keillor, for a live (and lively!) broadcast of the irreverent public radio show "West Coast Weekend." The show features special guests, live music and satirical skits, like "The Good, the Bad, and the Irradiated." The show is broadcast from the Cowell Theater at Fort Mason Center. The Center is a converted army post now home to numerous non-profit uses, including the Craft and Folk Art Museum and other small museums, and the Library Ship S.S. Jeremiah O'Brien.

Departs: 10:00 a.m.
Returns: 2:00 p.m.
Cost: \$10.00 per person
Food: Not included

INDEPENDENT SECTOR Host: Jennie Gerard, Trust for Public Land

**SATURDAY - OCTOBER 16, 1993
AFTERNOON ACTIVITIES**

1. "Lust, Crime and Foolishness" awaits you on this enchanting walking tour of San Francisco. Explore the city's "frisky history." Learn about San Francisco's outrageous past and eccentric citizens: "Maiden" Lane, Emperor Norton, the Barbary Coast, and back alleys in Chinatown.

Departs: 2:00 p.m.
Returns: 4:45 p.m.
Cost: \$15.00 per person
Food: Guide will provide a list of restaurants

INDEPENDENT SECTOR Host: Joanne Blum, Project SEED

2. **"A Personal Tour of Chinatown"** is yours with this very exclusive look into the community within a community that is Chinatown. Hosted by Dr. Albert Chew, a noted San Francisco philanthropist and leader, this insider's view of one of the Bay Area's most interesting communities.

Departs: 12:00 noon

Returns: 3:30 p.m.

Cost: \$20.00 per person

Food: Dim Sum Lunch provided

INDEPENDENT SECTOR Host: Tom Ruppanner, The United Way

3. **"Project Open Hand"** has been **"Cookin'Up Love"** for people with AIDS since 1985, and over the past eight years has become the world's largest provider of food to people with AIDS. But in spite of its size, the real strength of Project Open Hand has been its emphasis on the needs of individual clients. The INDEPENDENT SECTOR delegation will get a hands-on view of this philosophy with a visit to the Open Hand Kitchen. Upon arrival they will participate in the daily task of packaging the 1600+ meals, in 24 separate menus, for Project Open Hand's clients. And along with putting the meals together, the INDEPENDENT SECTOR delegation will have a chance to sample their work, by enjoying the same meal they have just packaged for Open Hand's clients.

After lunch, the delegation will travel to the workshop of **"The Names Project,"** the world-renowned memorial to victims of AIDS. Since its inception in 1987, The Names Project **"Quilt"** has grown from an idea in the fertile mind of activist Cleve Jones to a sprawling 15 acre patchwork. At the Names Project workshop, the INDEPENDENT SECTOR delegation will get a first-hand glimpse of the loving handiwork that sews and maintains the ever-growing quilt.

Departs: 12:00 noon

Returns: 3:30 p.m.

Cost: Free

Food: Lunch provided

INDEPENDENT SECTOR Host: Lynn Luckow, Jossey-Bass Publishers

4. **"The Gardens and Museums of Golden Gate Park"** -- We'll be provided with our own tour of the Strybing Arboretum, a fabulous botanical garden with over 7,500 species -- see the Cloud Forest and the Cape Province gardens at their peak and enjoy the fragrance garden, then we'll have lunch and you can visit some of the Park's other special gardens or go to the Asian Art Museum, the Academy of Sciences or take in the mysteries of Mexico's ancient culture of Teotihuacan at the M.H. de Young Memorial Museum.

Departs: 12:00 noon
Returns: 5:00 p.m.
Cost: \$12.00 per person (plus museum admission of \$7.50)
Food: Lunch provided
Maximum: 20 people
INDEPENDENT SECTOR Host: Deborah Wallace, Levi Strauss Foundation

5. **"Stanford University-Haas Center for Public Service and B. Gerald Cantor Rodin Sculpture Garden"** -- Find out why, and how Stanford has succeeded in involving 70% of Stanford undergraduates in some 40 campus public service organizations, contributing over 70,000 volunteer hours annually each academic year. Meet the students who are involved in this effort and learn more about the range of services they provide to the community. End your visit to Stanford with a stroll through the B. Gerald Cantor Rodin Sculpture Garden which contains the largest concentration of Auguste Rodin bronze sculpture in the world.

Departs: 12:00 noon
Returns: 5:00 p.m.
Cost: \$10.00 per person
Food: Lunch provided
INDEPENDENT SECTOR Host: Deborah Sloss, Fleishhacker Foundation

6. **"Jake Finnegan's Rendezvous Cafe"** -- A return to a Speakeasy and "The Roaring 20s." When we give the three secret words, "Jake sent me," we will be admitted to enjoy lunch and a two-hour musical at Jake Finnegan's, the king of the good time. You'll find the original drinks, songs, games and characters of the era.

Departs: 12:30 p.m.
Returns: 4:00 p.m.
Cost: \$33.00 per person (includes show...drinks not included)
Food: Lunch provided
Minimum: 30 people
INDEPENDENT SECTOR Host: Sylvia Rosales-Fike, Vesper Society

7. **"The Presidio: Soon to be a National Park"** -- Interested in the exciting plans for the conversion of the U.S. Army Presidio to a national park, global environmental center and nonprofit hub? A representative of the Golden Gate National Parks Association (GGNPA) will tell about the ambitious-planning-process-to turn the Presidio into an international attraction, the crucial role of nonprofit organizations in the conversion process, and how to pay for the dramatic transformation. The one-hour briefing will include descriptions of the public/private partnership that is envisioned in the funding and management plan, and the Community Consultation Initiative -- a project dedicated to creating park access for socio-economic

communities that are traditionally underserved by the National Park System, thereby creating a truly multi-cultural, educational, not "just another" park.

After the presentation, participants will board a bus for a guided tour of the 1,500-acre Presidio, which has been called the most extraordinary piece of urban real estate in the world. See where targeted recreational, educational and nonprofit organization facilities will be located in the new park and learn about the Presidio's rich military history from the Spanish to the Union Army during the Civil War, to today's U.S. Sixth Army.

Departs: 1:30 p.m. *

Returns: 4:30 p.m.

Cost: Free

Food: Not included

INDEPENDENT SECTOR Host: Jennie Gerard, Trust for Public Land

NOTE: Wear comfortable clothes so you can sit on grass.

*** If you plan to attend "West Coast Weekend" (see above), you do not need to return to the hotel. You can join this tour at Fort Mason.**

SATURDAY - OCTOBER 16, 1993 EVENING ACTIVITIES

1. **San Francisco Opera: "La Boheme" by Puccini at the San Francisco Opera House, preceded by a light supper reception.**

Departs: 6:00 p.m.

Cost: \$100.00 per person (includes ticket and supper)

Food: Light supper reception provided

Maximum: 24 people

INDEPENDENT SECTOR Host: Lynn Luckow, Jossey-Bass Publishers

2. **"The Historic Bar Crawl" -- A recreation of the bawdy times when everyone but the Bluebloods called it "Frisco." Join author and historian Mark Gordon in an evening reminiscent of days past when San Francisco was a 24-hour-a-day town. We will visit the old time saloons, still vibrant today as well as a new, traditional one, while enjoying the behind-the-scenes stories.**

Departs: 7:30 p.m.

Cost: \$25.00 per person (drinks not included)

Food: Not provided

Minimum: 10 people

INDEPENDENT SECTOR Host: Joanne Blum, Project SEED

3. **"Gray's Anatomy"** – Spalding Gray, Monologist, Cowell Theater at Fort Mason Center. Again Mr. Gray brings a major piece to our community through SOLO/MIO, destined for Lincoln Center and, like his previous works, film and book versions. His hilarious search for a healthy right eye, world-traveling to pray at the feet of an amazing collection of quacks, New Agers choking in sweat-lodges, New Jersey dieticians and Richard Nixon...makes this Spalding Gray's best monologue since "Swimming To Cambodia."

Departs: 6:45 p.m.

Cost: \$22.00 per person

Food: Dessert and Coffee

INDEPENDENT SECTOR Host: Kirke Wilson, Rosenberg Foundation

4. **Berkeley Repertory Theater: "Dancing at Lughnasa"** by Brian Friel. Berkeley Repertory Main Stage (Berkeley). In the mostly Catholic but significantly pagan County Donegal of 1936, the four Mundy sisters live a life close to the earth, anticipating the Festival of Lughnasa celebrated each year at harvest. Seen through the eyes of a young boy growing up in their care, this play is a lovely evocation of a time when all things seemed to return home - a missionary priest, a wayward love, and a cantankerous wireless radio that brought the outside world musically into their midst. Winner of both Tony and Olivir Awards for Best Play.

Departs: 6:00 p.m.

Cost: \$31.00 per person

Food: Reception prior to performance

INDEPENDENT SECTOR Host: Deborah Sloss, Fleishhacker Foundation

5. **Oakland Ballet: "Romeo and Juliet"** by Ronn Guidi. Paramount Theater, Oakland, an art deco gem. When you fall in love for the first time it is forever. Bitter, lonely rivalry and thwarted passions are transcended by the power of love in this world premiere production of one of history's most important and beloved ballets. As in his other acclaimed full length work, Ronn Guidi focuses on the drama, intimacy and intensity of the story promising to set this production apart from all others. Oakland Ballet's full complement of dancers perform to Prokofiev's monumental score played live by the Oakland East Bay Symphony.

Departs: 6:15 p.m.

Cost: \$32.00 per person

Food: Dessert and Coffee

INDEPENDENT SECTOR Host: Margaret Bohannon-Kaplan and Melvin Kaplan, Harry Singer Foundation

6. **American Conservatory Theater: "Pygmalion" by George Bernard Shaw.** Marines Memorial Theater. Shaw's tour de force on love, London and the pleasures and perils of the English language. Two clever, literate men attempt to sculpt a flower girl into the "perfect" creature, little thinking that once formed, she will have a life of her own. This witty comedy will be brought to life for the first time at A.C.T. by director Richard Seyd and a stellar cast.

Departs: 7:15 p.m.

Cost: \$42.00 per person

Food: Dessert and Coffee

**INDEPENDENT SECTOR Host: Jing Lyman, Enterprise Foundation and
Richard Lyman, Past IS Chair**

7. **American Conservatory Theater: "Pecong" by Steve Carter.** Stage Door Theater. Benny Sato Ambush, who electrified audiences last year with "Miss Evers' Boys," takes us to a Caribbean "island of the mind" where Steve Carter has set his tale of magic, passion and betrayal. The title refers to an explosive "talking competition" that forms the climatic center of this rich work, loosely based on the Medea Legend and set against the fantastical landscape of Carnival.

Departs: 6:45 p.m.

Cost: \$29.00 per person

Food: Dessert and Coffee

**INDEPENDENT SECTOR Host: Mila Visser'T Hooft, The Global Fund for
Women**

8. **CAL Performances, U.C. Berkeley: "Dance Theater of Harlem" Zellerbach Playhouse, Berkeley.** Led by the charismatic Arthur Mitchell since its founding in 1969. Dance Theater of Harlem has developed into one of the world's top dance companies, renowned for its discipline, portly style, and mastery of diverse, neo-classical repertoire.

Departs: 6:45 p.m.

Cost: \$27.00 per person

Food: Not provided

INDEPENDENT SECTOR Host: To be announced

9. **Center for the Arts Yerba Buena Gardens** -- Celebrate the opening of the Center of the Arts Yerba Buena Gardens. Evening events will include "Illuminated Gardens," an environmental lighting celebration, and an indoor/outdoor Dance Party featuring an all-staff, world-beat band.

Departs: 7:00 p.m

Cost: Free

Food: Not included

INDEPENDENT SECTOR Host: Jennie Gerard, Trust for Public Land

**SUNDAY - OCTOBER 17, 1993
MORNING ACTIVITIES**

1. **"The Names Project" AIDS Memorial Quilt** is the world's most visible symbol of the human impact of the AIDS pandemic. Through the creativity of the friends, family members and lovers who made it, the Quilt illustrates the lives behind the statistics of AIDS. It includes more than 24,000 panels, each commemorating someone who has died of AIDS, and it is growing every day. Portions of the quilt are displayed more than 200 times every year throughout the nation to help increase awareness, inspire compassion, and raise funds. At the Names Project workshop on Market Street, the INDEPENDENT SECTOR delegation will get a first-hand glimpse of the loving handiwork that sews and maintains the ever-growing quilt.

After the Quilt, we will move on to **"Project Open Hand."** Project Open Hand started in 1985 with the determination of one woman to feed friends with AIDS, and over the past eight years has become the world's largest provider of food for people with HIV. But in spite of its size, the real strength of Project Open Hand has been its emphasis on the needs of individual clients. The INDEPENDENT SECTOR delegation will see that first hand with a visit to the Open Hand kitchen and by helping to assemble this Sunday's meals. Project Open Hand operates a food "assembly line" that would have made Henry Ford proud, packaging 1600+ meals each day. And along with putting the meals together, the INDEPENDENT SECTOR delegation will have a chance to sample their work, by enjoying the same meal they have just packaged for Open Hand's clients.

Departs: 11:00 a.m.

Returns: 2:30 p.m.

Cost: Free

Food: Lunch provided

INDEPENDENT SECTOR Host: Lynn Luckow, Jossey-Bass Publishers

2. **"Environmental Volunteer Project"** -- Join us as we rid the beautiful Golden Gate National Recreation Area of non-native plant species which have invaded the park. We'll weed a bit with the Habitat Restoration Team (a group of volunteers who work every Sunday), and eat a picnic lunch on the beach and visit the seals at the Marine Mammal Center.

Departs: 8:45 a.m.

Returns: 3:00 p.m.

Cost: \$10.00 per person

Food: Lunch provided

Maximum: 10 People

INDEPENDENT SECTOR Host: Susan Little, Levi Strauss Foundation

Note: Wear work clothes; dress in layers. Tools and gloves provided.

3. **"Second Harvest Food Bank"** -- Celebrate World Food day by visiting Northern California's largest food bank, Second Harvest Food Bank of Santa Clara and San Mateo Counties. Located in a new 65,000 square foot warehouse in San Jose, the Food Bank supplies 366 charities and distribution sites feeding an average of 113,000 people a month. You'll also have the opportunity for hands-on involvement by sorting and packing canned goods. Learn about hunger in Silicon Valley and see how this innovative nonprofit is meeting the challenge.

Departs: 9:00 a.m.

Returns: 1:00 p.m.

Cost: Free

Food: Not provided

INDEPENDENT SECTOR Host: Deborah Sloss, Fleishhacker Foundation

4. **"I Can't Believe I Ate My Way Through Chinatown"** is a cooking and eating tour for Chinese food aficionados. We will graze at a vegetarian dim sum shop, a Chinese delicatessen for roast duck and a bakery; learn about essential cooking utensils at a wok shop; watch how rice noodles and dim sum are made; shop in an Asian supermarket; and share an eight-course dim sum luncheon.

Departs: 10:00 a.m.

Returns: 2:15 p.m.

Cost: \$50.00 per person

Food: Lunch included

Maximum: 12 people

INDEPENDENT SECTOR Host: --Joanne Blum, Project SEED

THE MEDIA AND THE INDEPENDENT SECTOR
 THE NEXT GENERATION OF LEADERS
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 BUILDING COMMUNITY THROUGH URBAN INITIATIVES
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INDEPENDENT SECTOR
 1993
 ANNUAL MEETING
 OCTOBER 17-19, 1993
 SAN FRANCISCO, CALIFORNIA

PROGRAM
 AT A GLANCE
 PAGES 30 AND 31

*Community:
 Visions and Challenges*



SPECIAL ACKNOWLEDGEMENT

INDEPENDENT SECTOR gratefully acknowledges the following organizations for their financial support of INDEPENDENT SECTOR's Annual Meeting (as of September 16, 1993):

The Chevron Companies
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The generous support of these INDEPENDENT SECTOR Members underwrite many of the costs associated with host activities, arts programming, special guests, scholarships, and keeps registration fees at a reasonable level for all Members.

We appreciate their support!

INSIDE FRONT COVER

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Vice President

CHAIRPERSON'S MESSAGE

Our world continues to change at such a fast pace. Many, if not all, of these changes affect the nonprofit sector in profound ways. Over the last year, a new federal administration has been installed, one of our largest cities erupted with violence, institutions within the nonprofit sector have been challenged publicly about their missions and their right to tax exemption, a new international organization has been organized to promote citizen participation in emerging democracies, and nonprofit organizations continue to be pressured to do more with fewer resources. All these factors occur against the backdrop of growing diversity in our society, a heightened search for community and a new social contract, shifts in traditional roles played by the government and the private sector, and seemingly intractable social problems.

Welcome to San Francisco and INDEPENDENT SECTOR's 1993 Annual Meeting! This conference promises to address these challenges and opportunities presented by our changing society. The emphasis is squarely on looking forward to achieve a vision of community that embraces diversity and renews our sense of participation as individuals as well as professionals. Sessions will address economic issues for our sector; ideas for increasing diversity in our boards, staffs and programs; international perspectives about our sector; and our capacity to attract and retain the next generation of leaders—to name just a few programs. Featured speakers will address, among other issues, stewardship and accountability for the sector, the vibrancy of urban initiatives working to strengthen community, and the Clinton Administration's ideas of partnership with the nonprofit sector.

The planning committee and INDEPENDENT SECTOR staff have worked hard to introduce new formats and ideas that will ensure a participatory experience. The Bay Area Host Committee has assembled an incredible array of opportunities to personally acquaint you with San Francisco, and we hope you schedule time to take advantage of those.

I know the committee and staff joins me in welcoming all of you to San Francisco. The program and meeting-ground opportunities for networking and interaction promise to make this 1993 Annual Meeting one filled with challenge and renewal.

Valerie S. Lies, Chairperson
1993 Annual Meeting Committee
IS Board of Directors, *Vice Chairperson*
The Donors Forum of Chicago, *President*





Raul Yzaguirre



David Vidal of Continental Corporation and Kay Carlson of The Equitable Foundation greeting IS Chairperson Raul Yzaguirre and IS President Brian O'Connell at a reception for New York IS Members at The Equitable.

MEETING CONVENER & CHAIRPERSON OF INDEPENDENT SECTOR

Raul Yzaguirre

Raul Yzaguirre was elected Chairperson of INDEPENDENT SECTOR at the 1992 Annual Meeting. Raul Yzaguirre has served as Executive Director of the National Council of La Raza (NCLR) since 1974, and became its President and Chief Executive Officer in 1978.

A lifelong community activist, he began his civil rights career at the age of 15 when he organized the American G.I. Forum Juniors, a component of the American G.I. Forum, a family-oriented organization of Mexican American veterans.

After four years in the Air Force, he attended George Washington University, receiving a B.S. in General Studies with a concentration in management and social sciences.

Mr. Yzaguirre founded the National Organization for Mexican American Services (NOMAS), and wrote a proposal to The Ford Foundation on behalf of NOMAS which helped to sensitize the Foundation to Hispanic needs.

In 1966, Mr. Yzaguirre joined the Migrant Division of the U.S. Office of Economic Opportunity (OEO), where he served as a program analyst, and was a member of the Advisory Committee to Sargent Shriver, the Director of the War on Poverty. Mr. Yzaguirre left OEO in 1969 to establish and become Executive Director of Interstate Research Associates (IRA), the first Hispanic research association.

Since joining NCLR, Mr. Yzaguirre has helped it become one of the largest and most respected national Hispanic organizations. He has received numerous honors; in 1979, he was the first Hispanic to receive a Rockefeller Public Service Award for Outstanding Public Service from the Trustees of Princeton University. In 1980, he received a fellowship to the Aspen Institute. He received the Common Cause Award for Public Service in 1986. In 1989-90, he served as one of the first Hispanic Fellows of the Institute of Politics, John F. Kennedy School of Government at Harvard University.

Mr. Yzaguirre founded and serves on the Board of the Hispanic Association for Corporate Responsibility (HACR), is Chairperson of the National Hispanic Quincentennial Commission, a Trustee of the Enterprise Foundation, Co-Chairperson of the National Hispanic Leadership Agenda, and Chairperson of the Executive Committee of the Center for Community Change. He was founding Chairperson of the National Neighborhood Coalition, and served as a Commissioner to the U.S. Commission on UNESCO. He was a founding Board Member of INDEPENDENT SECTOR.

1993 JOHN W. GARDNER LEADERSHIP AWARD RECIPIENT

Mathilde Krim, Ph.D.

Co-Chair

American Foundation for AIDS Research

The 1993 John W. Gardner Leadership Award honoring outstanding Americans has been awarded to Mathilde Krim, Ph.D., founding co-chair of the American Foundation for AIDS Research (AmFAR) for her:

- early and courageous role in alerting the public to the scientific and medical challenges of AIDS;
- forceful advocacy of compassion for people living with AIDS;
- mobilization of the early scientific search for a treatment and means of prevention of AIDS;
- continued leadership in confronting the social, ethical, scientific and policy issues related to AIDS and in enlightening other organizations and individuals in the fight against AIDS and AIDS discrimination; and,
- recent efforts in fighting a frightening new health threat, Multi Drug Resistant Tuberculosis (MDRTB), now widespread in many cities.

In 1981, when what is now called AIDS had no name but already had begun to kill Americans, Dr. Krim began her battle to awaken Americans to the seriousness of this disease. For several years, she did so in the face of widespread denial that AIDS threatened American society at-large.

At the same time, she spoke against the rising public fear and discrimination that was based on widespread misconceptions about the nature of AIDS and how it could be transmitted. Dr. Krim also has led the battle to make experimental drugs available for treatment of patients with advanced AIDS.

Under Dr. Krim's leadership, AmFAR has been able to fund imaginative and innovative projects that might otherwise go unsupported. It has acted as a catalyst for many of its grantees who subsequently obtained large



government grants as a result of research where AmFAR provided early support. Thus, it has been able to strongly influence the research directions pursued by national funding agencies, principally National Institutes of Health (NIH). Since its founding in 1985, AmFAR has granted \$58 million to 1100 AIDS research, education and public policy projects.

A singular role played by Dr. Krim has been that of building consensus among the diverse and often antagonistic organizations with a stake in AIDS research and education. She has brought together representatives of groups that otherwise might not be willing to talk to each other — government officials, pharmaceutical company representatives, activists from the Gay and minority communities, drug treatment experts and others — and kept them engaged with the issues until a consensus was reached. Her outreach is global, as is her impact.

Dr. Krim continues her tireless work fighting AIDS while advocating a fight against a major new threat, Multi Drug Resistant Tuberculosis. MDRTB is now a serious public health problem in thirteen states, especially New York, New Jersey and Florida, hitting particularly hard in the prison, homeless, HIV positive and poor populations.

Mathilde Krim is building, mobilizing and leading causes and organizations in the fight against our most serious life-threatening illnesses. As an activist, her life work has sent a powerful message to the nation.



IS Founding Chairperson John W. Gardner and IS Board Member Gwen Baker of the U.S. Committee for UNICEF visit at the Gardner Award banquet.

IMPORTANT INFORMATION

To maintain the spirit of the "meeting ground", it is essential that the no solicitation rule be observed by all meeting participants.

Refraining from smoking during all meetings and functions is greatly appreciated.

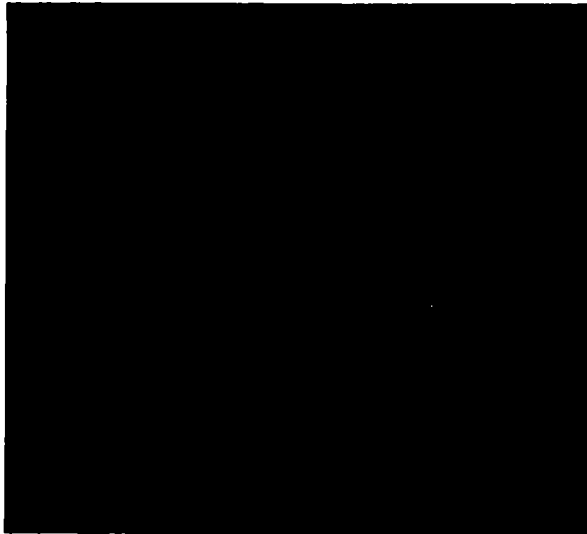
PLEASE WEAR YOUR NAME BADGE!

This will contribute to increased interaction and spirit, and will help you get acquainted. First-time meeting attendees and prospective members will be wearing color-coded identification marks on their name badges.

BLUE designates a First-time Meeting Attendee

YELLOW designates a Prospective IS Voting Member

INDEPENDENT SECTOR staff are identified by blue ribbons attached to name badges. They will be happy to answer questions and receive requests for information.



William Gray, IS Board Member and President of the United Negro College Fund with Eugene Dorsey, Immediate Past IS Chairperson.

EXHIBITS AND INFORMATION EXCHANGE

To contribute to the effectiveness of the "meeting ground", a display area is located in the Cirque Room and Loggia Corridor - Lobby Level. Materials may be placed on the tables starting Sunday morning and may remain until 4:00 p.m. on Tuesday. **INDEPENDENT SECTOR** publications, government relations information, and **GIVE FIVE** literature are on display. You can purchase publications with Visa, Mastercard, checks, cash, or IS will bill you. Stop by and take a look! Exhibitors are asked to remove all materials at the conclusion of the meeting.

MEDIA AND PRESS

Members of the media are requested to present credentials prior to attending sessions and should check in first at the Press Room, located in the Grand Ballroom Lounge - Ballroom Level.

IS PUBLICATIONS AVAILABLE ON-SITE

As a special service to IS Members, all **INDEPENDENT SECTOR** publications will be available for purchase at the IS exhibit area in the Cirque Room and Loggia Corridor - Lobby Level at The Fairmont Hotel. Among the offerings, you won't want to miss purchasing your copy of the new Journalism book and the new edition of The Board Member's Book, the just released ethics workbook, and IS's new book on evaluation. Hours for the exhibit area are published in each day's schedule. You can purchase publications with Visa, Mastercard, checks, cash, or IS will bill you. Stop by and take a look!

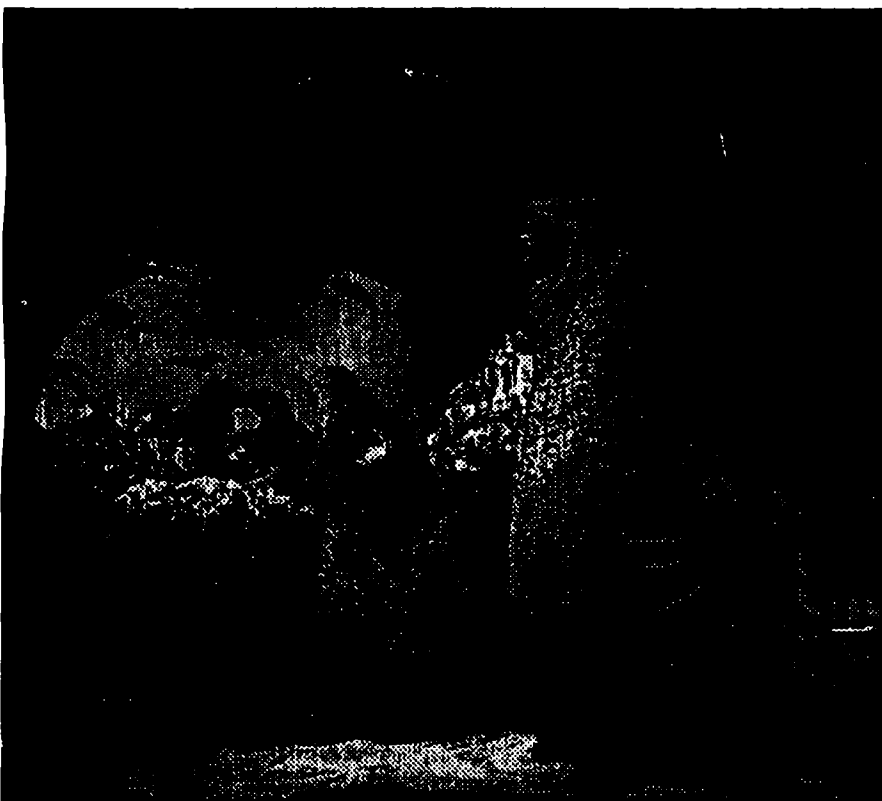
Drop In
Give Five
logo here

Host Event - California Academy of Sciences

One of the highlights of the 1993 annual meeting will be our evening at the California Academy of Sciences hosted by the Bay Area Members of INDEPENDENT SECTOR. Located in Golden Gate Park, the Academy is the West's oldest scientific institution and home of the Steinhart Aquarium, Morrison Planetarium, and a natural history museum - all open exclusively to IS Members on Monday evening.

Please come casually attired for a fun and interesting evening. "California Pacific Rim" will be the theme for the evening's food and beverages. Bay Area arts organizations will enhance your experience as you explore the world's most diverse collection of aquatic life, the Hall of Human Cultures, Earth and Space Hall, Wild California exhibits, The Far Side Gallery of over 150 original Gary Larson cartoons, African Safari Hall, the planetarium, fish roundabout and tidepool, and a 3 1/2 billion year walk through time.

The evening promises to be a great opportunity to meet new colleagues and renew old acquaintances while seeing one of the world's finest museums.



BAY AREA HOST COMMITTEE

(As of September 26, 1993)

Dennis A. Collins: Co-Chairperson
President
The James Irvine Foundation

Ira S. Hirschfeld: Co-Chairperson
President
Evelyn and Walter Haas, Jr. Fund

Marcia M. Argyria
President
McKesson Foundation

John Badger
Development Officer
AASK America Adopt a Special Kid

Karen Bennett
Grants Coordinator
McConnell Foundation

Joanne L. Blum
Director of Development
Project SEED

Margaret Bohannon-Kaplan
Co-Founder
Harry Singer Foundation

Diana Campomajor
President
Hispanics in Philanthropy

Stephen M. Dobbs
President & CEO
Marin Community Foundation

Thomas Eastham
Vice President
William Randolph Hearst Foundations

Edith Eddy
Executive Director
Compton Foundation

Christine Eibel
Executive Director
Fleishhacker Foundation

Robert M. Fisher
Executive Director
San Francisco Foundation

Tracy Gary
Executive Director
Resourceful Women

Jennie Gerard
Senior Vice President
Trust for Public Land

Andrea Gooden
Program Manager -
Education Grants Program
Community Affairs Department
Apple Computer, Inc.

Jere Jacobs
President
Pacific Telesis Foundation

Carmella J. Johnson
Contributions Manager
The Clorox Company Foundation

Evangeline Koch
Executive Director of American Leadership
Forum National Office
American Leadership Forum

Andria Kosich
Deputy Director
Independent Charities of America

Thomas C. Layton
Executive Director
The Wallace Alexander Gerbode Foundation

Lynn Luskow
President and CEO
Jossey-Bass Inc., Publishers

G. Hanmin Liu
President
United States-China Educational Institute

Jing Lyman
National Board Chair
American Leadership Forum

Len McCandless
President and CEO
Sierra Health Foundation

Theresa A. Mullen
Executive Director
The Jewett Foundation

Anne Firth Murray
President
The Global Fund for Women

Marian Nielsen
President
American Association for Museum
Volunteers

Michael O'Neill
Professor and Director, College of
Professional Studies
Institute for Nonprofit Organization
Management - University of San Francisco

Marianne Pallotti
Vice President and Corporate Secretary
The William and Flora Hewlett Foundation

Skip Rhodes
Manager, Corporate Contributions
The Chevron Corporation

Ernest Z. Robles
Executive Director
National Hispanic Scholarship Fund

Sylvia J. Rosales-Flike
Director, Institutional Development
Department
Vepper Society

Thomas A. Ruppanner
President
The United Way of the Bay Area

Lee Salter
Executive Director
McConnell Foundation

Bruce R. Sievers
Executive Director
Walter & Elise Haas Fund

Susan C. Silk
Executive Director
Columbia Foundation

Deborah Sloss
Trustee
Fleishhacker Foundation

Sterling K. Spelrn
Executive Director
Peninsula Community Foundation

Sharon Tennison
President
Center for Citizen Initiatives

Caroline Tower
President
Northern California Grantmakers

Deborah Wallace
Director, Planning and Administration
Levi Straus Foundation

Cole S. Wilbur
Executive Director
David and Lucile Packard Foundation

Kirke Wilson
Executive Director
Rosenberg Foundation

Virginia Wright
Business Manager
The Global Fund for Women

1993 Annual Meeting Schedule

Speakers and program as of September 25, 1993

Community: Visions and Challenges

Sunday, October 17

9:00 am - 1:00 pm

National Forum: "A Vision of Evaluation"
Terrace Room - Terrace Level

"A New Vision of Evaluation" is a holistic approach that envisions evaluation as a flexible and ongoing process that strengthens all efforts to achieve the organization's mission. This approach to evaluation involves everyone from the CEO and Board of Directors to the newest entry level employee and volunteer.

Every staff member/volunteer who is committed to the organization's mission has the capacity to ask good questions about their own position and how their work advances the organization's mission. Thus, a learning environment is created to foster organizational effectiveness.

Continental Breakfast will be available at 8:30 a.m., and lunch will be provided at the close of the program.

Resource Persons:

Thomas F. Beech
Executive Vice President
Burnett-Tandy Foundation

Linda R. Fisher
Consultant
Linda R. Fisher & Associates

Sandra T. Gray
Vice President
INDEPENDENT SECTOR



Elizabeth Dole, President of The American Red Cross, addressing the 1992 annual meeting.



Reatha Clark King of the General Mills Foundation asks a probing question regarding rebuilding communities at the 1992 annual meeting.

Steven E. Mayer
Executive Director
 Rainbow Research, Inc.

Astrid E. Merget
Associate Dean
 College of Business
 Ohio State University

James R. Sanders
Program Director
 The Evaluation Center
 Western Michigan University

Waiteen Grady Truly
President/CEO
 Women and Foundations/Corporate
 Philanthropy

Edward T. Weaver
Vice President
 Program Support Services
 Ewing Marion Kauffman Foundation
Chairperson
 IS Leadership/Management Committee

Noon - 8:00 pm

Registration
Grand Ballroom Foyer - Ballroom Level

Noon - 6:30 pm

Exhibits
Cirque Room and Loggia Corridor - Lobby Level

12:30 pm - 2:30 pm

**Meeting of Annual Meeting and
 Membership Committees**
French Room - Lobby Level

3:00 pm - 4:15 pm

**Orientation Meeting for First Time
 Attendees, New & Prospective Members**
Venetian Room - Lobby Level

"What is IS All About?"

An informal meeting of new, first-time, and prospective Members with the Annual Meeting and Membership Committees, key IS staff and Board, with time for participants to share information about their organizations.

4:30 pm - 6:30 pm

**Opening Session - "Community:
 Visions & Challenges"**
Grand Ballroom - Ballroom Level

This session features Sandy Close, Executive Director of Pacific News Service, interviewing a diverse group of young people in the Bay Area about their sense of community, what creates it, why it does or does not exist, how it might be created, and how independent sector organizations are helping or hindering them from being a part of community. Pacific News Service is a network of writers, scholars, journalists, and people with unique life experiences who collaboratively explore the least known, least understood, most controversial side of issues and trends affecting American society.

Meeting Convener:
Raul Yzaguirre, Chairperson
 INDEPENDENT SECTOR

Meeting Chairperson:
Valerie S. Lies, Vice Chairperson
 IS Board of Directors
President, The Donors Forum of Chicago

Facilitator:
Sandy Close, Executive Director
 Pacific News Service

Resource Persons:
 Young people in the Bay Area



Raul Yzaguirre



Valerie S. Lies

6:30 pm - 7:30 pm

**Meeting Ground Reception
 & Entertainment**
 Everyone Welcome!
Venetian Room - Lobby Level

7:30 pm - 9:00 pm

Opening Dinner
Gold Room - Lobby Level



John D. Kemp

Chairperson:
John D. Kemp
IS Board of Directors
Executive Director
United Cerebral Palsy Associations

Celebration of Legislative Victories

Brian O'Connell, President
INDEPENDENT SECTOR



Brian O'Connell

**Preliminary Report of Project to Learn
What People Currently Think of Nonprofits**

Marcia K. Sharp
*Member, IS Public Information & Education
Committee and IS Task Force on
Performance & Accountability*
Principal and CEO
Millennium Communications Group, Inc.



Marcia K. Sharp

9:00 pm - 10:00 pm

**Meeting Ground continues with dessert,
coffee, wine bar.**
Venetian Room - Lobby Level

Monday, October 18

7:30 am - 4:00 pm

Registration
Grand Ballroom Foyer - Ballroom Level

7:30 am - 9:00 am

Breakfast Roundtables
Terrace Room - Terrace Level

- **REPLICATION: MINING NONPROFIT GOALS**
Alan Fox, Conference Coordinator, California Association of Nonprofits
- **SOCIAL RESPONSIBILITY AND YOUR ORGANIZATION'S INVESTING**
Tracy Gary, Executive Director
Resourceful Women
- **MAINTAINING GOOD NCIB RATINGS**
Kenneth L. Albrecht, President
National Charities Information Bureau
- **CIVICUS: WORLD ALLIANCE FOR CITIZEN PARTICIPATION: WHAT IS IT?**
Sandra T. Gray, Vice President, Leadership & Management/International Initiatives, IS
- **COMPUTERIZING YOUR FOUNDATION**
James Richmond, President and COO
Frey Foundation
- **HOW TO TIE CORPORATE CONTRIBUTION DOLLARS TO EMPLOYEE VOLUNTEER PROGRAMS**
Gale Bitter, Manager, Quality and Support Services, Public Affairs Department, Chevron
IS Annual Meeting Committee
- **EXECUTIVE COMPENSATION IN NONPROFITS**
Burt Knauft, Former Executive
Vice President, IS
- **RATIONALE FOR TAX EXEMPTION**
Adam Yarmolinsky, Regents Professor of Public Policy, University of Maryland
IS Board of Directors

- **EFFECTIVE INVOLVEMENT IN EMERGING POST-COMMUNIST DEMOCRACIES: FINDING OR CREATING FIRM GROUND**
Tim Lyman, *Board Secretary, Aid to Artisans*
- **GETTING YOUR ORGANIZATION COMFORTABLE WITH TOOTING ITS OWN HORN - SOME WAYS TO DO IT, AND WHY YOU SHOULD**
Marcia K. Sharp, *Principal and CEO Millennium Communications Group*
- **GALVANIZING YOUR AFFILIATES FOR ADVOCACY**
Barbara Brissett, *Director of Development National Council of Educational Opportunity Associations*
- **CORPORATE RETIREE VOLUNTEERS: A STRATEGIC ASSET**
Donna Anderson, *President, National Retiree Volunteer Coalition*
- **MARKETING YOUR ORGANIZATION'S PUBLICATIONS**
Nancy Schwartz, *Director of Marketing The Foundation Center*
- **STRENGTHENING COMMUNITIES WITH CORPORATE RETIREE LEADERSHIP**
Phil Warner, *Senior Vice President, National Executive Service Corps*
- **TEACH THE MOTHER, REACH THE CHILD - ADULT LITERACY**
Jinx Crouch, *President, Literacy Volunteers of America*
- **AMERICANS WITH DISABILITIES ACT: WHAT YOU NEED TO KNOW**
Carl Augusto, *President and Executive Director American Foundation for the Blind*
- **DOING AN ANNUAL REPORT WITH A MINIMUM OF STAFF, TIME AND MONEY - AND MAKING THE MOST OF IT**
Betsy Locke, *Director of Educational Division and Communications, The Duke Endowment*

- **RECRUITING VOLUNTEERS IN MINORITY COMMUNITIES - EFFECTIVE METHODS**
Emerson Goodwin, *Director Development and Communications Camp Fire Boys and Girls*
- **HOW TO FUND RESEARCH IN THE NONPROFIT SECTOR**
Elizabeth Boris, *Director of the Nonprofit Sector Research Fund, The Aspen Institute*
- **PIPFALLS & PRATFALLS: CHALLENGES TO A NEW EXECUTIVE DIRECTOR**
Mark Clark, *President, Travelers' Aid International*
- **GETTING PUBLISHED IN THE NONPROFIT & PHILANTHROPIC SECTOR**
Alan R. Shrader, *Senior Editor, Nonprofit Series Jossey-Bass Inc., Publishers*
- **THE RELATIONSHIP BETWEEN GRANTMAKER AND GRANTSEEKER: WHAT ETHICAL ISSUES DO WE FACE? (1)**
Joanne Blum, *Director of Development Project SEED*
Susan Silk, *Executive Director, Columbia Foundation*
- **THE RELATIONSHIP BETWEEN GRANTMAKER AND GRANTSEEKER: WHAT ETHICAL ISSUES DO WE FACE? (2)**
Wendy Puriefoy, *President, The Public Education Fund Network*
Bruce Sievers, *Executive Director, Walter and Elise Haas Fund*
- **THE RELATIONSHIP BETWEEN GRANTMAKER AND GRANTSEEKER: WHAT ETHICAL ISSUES DO WE FACE? (3)**
Miguel Barragan, *President, The Hispanic Community Fund*
Colburn Wilbur, *Executive Director, David and Lucile Packard Foundation*

- THE RELATIONSHIP BETWEEN GRANTMAKER AND GRANTSEEKER: WHAT ETHICAL ISSUES DO WE FACE? (4)**
 Jennie Gerard, *Senior Vice President, Trust for Public Land*
 Ted Lobman, *President, Stuart Foundations*
- **POLITICS & CIVIC INVOLVEMENT: DOES IT BELONG IN THE WORKPLACE?**
 Laurie Hirschfeld Zeller, *Research Associate National Civic League*
 - **FIVE SECRETS OF WORKPLACE FUND RAISING**
 Patrick Maguire, *President Independent Charities of America.*
 - **FINANCIAL RESPONSIBILITY AND COMMUNICATION WITH BOARD MEMBERS**
 Jenise Gaskin, *Burr, Pilger & Mayer San Francisco*
 - **DIRECTOR'S & OFFICER'S INSURANCE AND LIABILITY ISSUES**
 Robert Wexler, *Silk, Adler & Colvin, San Francisco*
 - **MARBLE CAKE OR MOCA JAVA: SHOULD PHILANTHROPY ATTEMPT TO REVERSE OR SPEED UP THE AMERICAN TRADITION OF CULTURAL INTEGRATION?**
 Doug Harbit, *Director of Financial Services National Trust for Historic Preservation*
 - **RELIGION AND PHILANTHROPY**
 Virginia Hodgkinson
Vice President, Research, IS
 Reverend J. Oscar McCloud, *Executive Director, Fund for Theological Education IS Board of Directors*
 - **STARTING, MANAGING, AND MAINTAINING A DEVELOPMENT OFFICE**
 John F. Hartman, *Consultant in Fund Raising and Not for Profit Management IS Annual Meeting Committee*
 - **STATUS IN CONGRESS OF POSTAL RATES AND NATIONAL SERVICE**
 Joy Terrell, *Associate Director, Government Relations, IS*

- STATUS IN CONGRESS OF IS PRIORI Y TAX ISSUES**
 Bob Smucker, *Senior Vice President and Director, Government Relations, IS*
- **NEW PUBLIC CHARITY LOBBY REPORTING REQUIREMENTS AND OTHER LOBBYING ISSUES BEING CONSIDERED BY CONGRESS**
 Thomas Troyer, *Esq., Caplin and Drysdale Washington, DC*
 - **HOW TO OPERATE A MORE ENVIRONMENTALLY SENSITIVE NONPROFIT**
 John Jensen, *Vice President, Development National Wildlife Federation*
 - **ATTRACTING YOUNG LEADERSHIP TO THE NONPROFIT SECTOR**
 Jing Lyman, *National Board Chair, American Leadership Forum*
 - **IMMIGRANTS & REFUGEES: AMERICA'S RESPONSE TO CHANGING POPULATIONS**
 Kirke Wilson, *Executive Director, Rosenberg Foundation*
 - **POOLED INCOME FUNDS**
 Helmer Ekstrom, *Director, Community Foundation For Greater New Haven*
 - **SHARING AND PROMOTING EACH OTHER'S PROGRAMS: TALK SHOWS, PUBLICATIONS, SHOW CASES.**
 Margaret Bohannon-Kaplan, *Co-Founder The Harry Singer Foundation*
 - **INVESTING IN NONPROFIT ENTREPRENEURS: WHAT NEEDS TO BE DONE?**
 Jim Clark, *President and Executive Director ACCESS*
 - **GIVE FIVE - PUTTING IT TO WORK FOR YOU**
 Dudley H. Hafner, *Executive Vice President American Heart Association IS Board of Directors*

- **REACHING VULNERABLE POPULATIONS WITH AIDS EDUCATION**
Mark Krueger, National Director, Research Program Campaigns, AmFAR
- **NATIONAL ORGANIZATION/LOCAL AFFILIATE RELATIONSHIPS: AUTONOMY AND COLLECTIVE ACTION**
Richard Jacobs, Associate Executive Vice President, Council of Jewish Federations
- **YOUTH IN PHILANTHROPY PROJECT: A SERVICE LEARNING APPROACH WITH A GRANTMAKING TWIST**
Pauline Urbano King, Project Director, Arizona GIVES, Arizona Community Foundation
- **THE FUTURE WORKPLACE AND ITS IMPACT ON EMPLOYEE GIVING**
John Coy, President, The Consulting Network
- **NONPROFIT MERGERS & RESTRUCTURING: FICTION OR REAL TREND FOR THE FUTURE?**
Rick Smith, National Executive Director Support Centers of America

8:00 am - 4:00 pm Exhibits
Cirque Room and Loggia Corridor - Lobby Level



Jean Gurnerson, Presbyterian Health Foundation, chats with IS Board Members Bob Frehse of the William Randolph Hearst Foundations and Oscar McCloud of The Fund for Theological Education.

9:15 am - 10:45 am



Dorothy S. Ridings



Neill A. Borowski



Sanford Cloud, Jr.



Gilbert M. Gaul



Gracia Hillman

Plenary: Nonprofit Organizations as Stewards of the Public Trust
Grand Ballroom - Ballroom Level

This townhall meeting will take a tough look at the issues being raised in the media about our sector, and what the sector must do to insure confidence in our organizations. We will explore issues raised in The Philadelphia Inquirer series and other recent media stories including: excessive compensation, fund raising scams and high costs, conflicts of interest, self-dealing, governmental oversight, fulfillment of legal requirements for disclosure, reactions by Congress and state regulators, and challenges to the criteria for tax exemption.

Facilitator:
Dorothy S. Ridings
President & Publisher
The Bradenton Herald
 IS Board of Directors
Chairperson, Public Information and Education Committee
Board of Directors
 The Ford Foundation

Resource Persons:
Neill A. Borowski
Staff Writer
The Philadelphia Inquirer
Sanford Cloud, Jr., Esq.
Chair
 The Children's Fund of Connecticut
Secretary, IS Board of Directors
Chairperson, IS Task Force on Performance and Accountability
Gilbert M. Gaul
Staff Writer
The Philadelphia Inquirer
Gracia Hillman
Executive Director
 League of Women Voters
Chairperson
 IS Government Relations Committee
Nominee, IS Board of Directors



Kathleen Nilles

Carole Ritts Kornblum
Deputy Attorney General
 State of California

Kathleen Nilles
Tax Counsel
 Ways and Means Committee
 U.S. House of Representatives

10:45 am - 11:15 am Coffee Break
Cirque Room and Loggia Corridor - Lobby Level

11:15 am - 12:30 pm Mini-Plenaries:

1. The Future of Workplace Giving
Venetian Room - Lobby Level

Through workplace campaigns, 25 million employees donate over \$2 billion annually to charities. However, significant change is occurring affecting charity federations, individual charities, employers and employees. The panel will discuss the issues and possible solutions to strengthen cooperation and giving.

Moderator:

Don Sodo
Executive Director
 National/United Service Agencies (N/USA) and
Chair, Council of Federations (Council
 members: Combined Health Appeal of America,
 Earth Share, International Service Agencies,
 National Alliance for Choice in Giving,
 National/United Service Agencies)

Panelists:

Pamela Erwin
Community Support Campaign Manager
 Wells Fargo Bank

Elaine Jones
Director-Counsel
 NAACP Legal Defense and Educational Fund

Ted Moore
President
 United Way of Southeastern Pennsylvania

David Yamakawa
Attorney and Volunteer for both the United Way
 and Nonprofit Organizations that are part of
Alternative Workplace Giving Campaigns



Don Sodo



William Reese

2. Independent Sectors Sharing Borders
French Room - Lobby Level

A discussion of community development and health needs and third sector approaches along the U.S. - Mexican Border.

Facilitator:

William Reese
President
 Partners of the Americas
 IS Annual Meeting Committee

Resource Persons::

Fred Pinkham
Advisor
 David and Lucile Packard Foundation
Alfred L. Webre
 Brownsville Community Health Center

3. Attracting & Retaining the Next Generation of Sector Leaders
Pavilion Room - Lobby Level

Direction and action are in the minds of both younger and more experienced leaders, and both are needed to build the future of nonprofit and voluntary organizations. This interactive session combines the minds of leaders to explore what we need to do to embrace and nurture the next generation.

Facilitator:

Steven A. Minter
Executive Director
 The Cleveland Foundation

Resource Persons:

Vanessa Kirsch
Executive Director
 Public Allies

Wendy Kopp
President
 TFA, Inc.
 Teach for America
 TEACH!
 The Learning Project



Steven A. Minter

12:45 pm - 2:15 pm

Luncheon: Managing Change In A Bottom Line World

Grand Ballroom - Ballroom Level

This session will present a personal perspective on managing change processes in an organization with high public expectations and demands for services. How can a nonprofit leader deliver value to grassroots constituents? Meanwhile, organizations face increasing concerns over costs of fund raising, control of resource allocation at local levels, and overhead and staff salary expenses. What can nonprofits learn from the corporate, bottom-line mentality to increase our efficiency and effectiveness? Conversely, what expectations do corporations have over not-for-profits if they are to be partners or supporters of nonprofit activity?

Chairperson:

James A. Joseph
President
Council on Foundations

Presenters:

Colleen Keast
Executive Director/Secretary
Whirlpool Foundation

John Seffrin
Executive Vice President & CEO
American Cancer Society



James A. Joseph



Colleen Keast



John Seffrin

2:30 pm - 3:45 pm

Concurrent Sessions

1. Trustees

Garden Room - Lobby Level

This session will focus on attracting and retaining good trustees for the sector and will include such topics as: how to reach out to attract a board that reflects diversity and youth; what are the dynamics between the board chair and the executive director; and how does a board keep its mission focused while continuously assessing change around them?



Paula Van Ness

Facilitator:

Paula Van Ness
Executive Director
National Community AIDS Partnership
IS Annual Meeting Committee

Panelists:

Virginia T. Ladd
President/Executive Director
American Autoimmune Related Diseases Association

Janice Petrovich
National Executive Director
ASPIRA Association
IS Board of Directors

2. Investing In Fund Raising & Human Resources
Pavilion Room - Lobby Level

This session will explore the effectiveness of different grantmaking strategies for enhancing the fund raising capabilities of nonprofits. It will also review the growing needs for nonprofits to invest in the human resources of their own organizations and why this can be critical to the ongoing viability of a nonprofit in difficult economic times.

Moderator:

Elba Bautista Smith
Vice President
Mexican American Legal Defense and Educational Fund
IS Annual Meeting Committee

Resource Persons:

Robert M. Fisher
President
The San Francisco Foundation

Joseph B. McNeely
President
Development Training Institute



Elba Bautista Smith

3. Evaluating Advertising in the Nonprofit Sector
Fountain Room - Lobby Level

Public service and other advertising campaigns abound in our sector. How can we better evaluate them and gauge results? How can we better measure media and direct mail campaigns?



Emily Rafferty

Facilitator:

Emily Rafferty
Vice President for Development and Membership
 Metropolitan Museum of Art, New York
 IS Annual Meeting Committee

Resource Persons:

Mike Heron
Senior Vice President, Public Relations
 American Cancer Society, Atlanta

Nancy Schulman
Account Director/Vice President
 Hal Riney and Partners Advertising, San Francisco

Ruth A. Wooden
President
 The Advertising Council

**4. IS Position on Proposed Legislation
 Related to Performance and Accountability
 of Public Charities**
French Room - Lobby Level

This session will address proposed legislation and its implementation.

Facilitator:

Lon Burns
President
 Southern California Association for Philanthropy
 IS Annual Meeting Committee

Resource Persons:

Dorothy Johnson
President
 Council of Michigan Foundations
 IS Board of Directors

Thomas Troyer, Esq.
 Caplin & Drysdale, Washington, DC

Carmen Delgado Votaw
Washington Representative
 Girl Scouts of the U.S.A.

Reactor:

Kathleen Nilles, Tax Counsel
 Ways and Means Committee
 U.S. House of Representatives



Lon Burns



Flo Green

**5. Getting Real - Adapting Your Programs to
 Our Pluralistic World**
Venetian Room - Lobby Level

A look at successful efforts to change an organization's programming to be more responsive to our pluralistic world. The emphasis is on "how to" - such as how to change grantmaking guidelines or priorities, or how to change services, volunteer recruitment and training, etc. to be more inclusive.

Facilitator:

Flo Green
Board Chair
 California Association of Nonprofits

Resource Persons:

Bill Diaz
Program Officer
 The Ford Foundation

Isabel Stewart
National Executive Director
 Girls Incorporated

Walteen Grady Truely
President/CEO
 Women and Foundations/Corporate Philanthropy

**6. A Portrait of the Independent Sector:
 the Activities and Finances of Charitable
 Organizations**
Empire Room - Lobby Level

The session will present findings from an IS national study of nonprofits to be released in October by type of organization. Includes first time information on employees, volunteers, governing boards, and clientele of organizations. Reviews finances, revenues, public support, unrelated business income, and tax exempt issues. Reviews the 990 form, its importance and how it can be improved.

Moderator:

Jane Couch
Vice President for Resource Development
 National Trust for Historic Preservation
Chairperson
 National Center for Charitable Statistics Committee

Presenter:

Virginia A. Hodgkinson
Vice President of Research
 INDEPENDENT SECTOR



Jane Couch

PROGRAM AT A GLANCE

Sunday, October 17

9:00 am - 1:00 pm
National Forum:
"A Vision of Evaluation"
Terrace Room - Terrace Level

Noon - 8:00 pm
Registration
Grand Ballroom Foyer - Ballroom Level

12:30 - 3:30 pm
Meeting of Annual Meeting and Membership Committees
French Room - Lobby Level

3:00 - 4:15 pm
Meeting of First Time Attendees, New & Prospective Members
Venetian Room - Lobby Level

4:30 - 6:30 pm
Opening Session: "Community: Visions & Challenges"
Grand Ballroom - Ballroom Level

6:30 - 7:30 pm
Meeting Ground Reception & Entertainment
Venetian Room - Lobby Level

7:30 - 9:00 pm
Dinner
Gold Room - Lobby Level

9:00 - 10:00 pm
Meeting Ground Dessert Reception
Venetian Room - Lobby Level

Monday, October 18

7:30 am - 4:00 pm
Registration
Grand Ballroom Foyer - Ballroom Level

7:30 - 9:00 am
Breakfast Roundtables
Terrace Room - Terrace Level

9:15 - 10:45 am
Plenary Session
Grand Ballroom - Ballroom Level

10:45 - 11:15 am
Coffee Break
Cirque Room and Loggia Corridor - Lobby Level

11:15 - 12:30 pm
Mini-Plenaries
Locations in Full Program

12:45 - 2:15 pm
Luncheon: Managing Change In A Bottom Line World
Grand Ballroom - Ballroom Level

2:30 - 3:45 pm
Concurrent Sessions
Locations in Full Program

4:00 - 5:30 pm
Clinic on Stewards of the Public Trust
Terrace Room - Terrace Level

6:00 pm
Host Event
California Academy of Sciences

Tuesday, October 19

7:30 am - 4:00 pm
Registration
Grand Ballroom Foyer - Ballroom Level

7:30 - 9:30 am
Breakfast Session on Evaluation & Transition Planning
Grand Ballroom - Ballroom Level

9:45 - 11:00 am
Annual Business Meeting
Terrace Room - Terrace Level

11:15 - 12:15 pm
White House Briefing, Including the Roles and Plans for the New Corporation for National and Community Service
Grand Ballroom - Ballroom Level

12:30 - 2:15 pm
Luncheon: Community Building Through Urban Initiatives
Terrace Room - Terrace Level

2:30 - 3:45 pm
Mini-Plenaries
Locations in Full Program

4:15 - 5:15 pm
Concurrent Sessions
Locations in Full Program

6:30 - 7:30 pm
Regional Membership Receptions
Locations in Full Program

7:30 - 9:30 pm
Dinner:
International Perspectives and Presentation of Gardner Award to Dr. Mathilde Krim
Grand Ballroom - Ballroom Level



4:00 pm - 5:30 pm

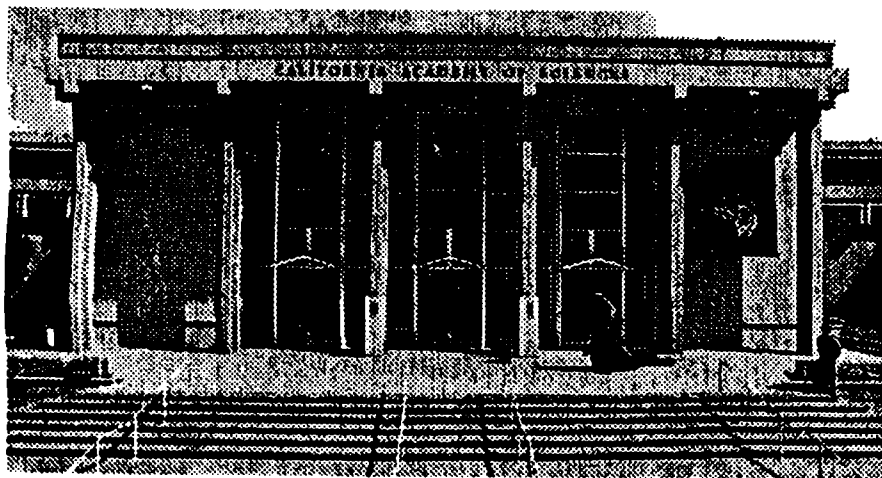
**Clinic on Stewards of the Public Trust
Terrace Room - Terrace Level**

Do you have a specific question or problem on accountability or performance issues? Did you hear issues raised at this morning's plenary on "Nonprofits as Stewards of the Public Trust" that you would like to explore further with "expert" colleagues? Bring your concerns and problems, and we'll do our best to match you with a colleague who has tackled that problem already, or can steer you in the direction of resources within the sector to address your challenge. We will try to respond to questions concerning such issues as disclosure, compensation, conflicts of interest, self-dealing, public image/relations problems, and questionable fund raising practices. If you just want to come by to continue the dialogue from this morning's plenary, we'll have a roundtable for you to talk with colleagues.

6:00 pm

Depart for Host Event at the California Academy of Sciences

Please come casually attired. The Bay Area Host Committee looks forward to greeting you! Buses will depart from the California Street entrance of The Fairmont.



Tuesday, October 19

7:30 am - 4:00 pm

**Registration
Grand Ballroom Foyer - Ballroom Level**

7:30 am - 9:30 am

**Breakfast
IS Members' Participation in the Evaluation of IS and the Search for a New IS President
Grand Ballroom - Ballroom Level**

Your help is needed — and welcomed! IS has begun its five-year planning process which includes extensive evaluation of all programs and activities. Equally important, the Transition/Search Committee will be seeking your ideas for the search for a new IS President. In addition to assisting IS with these two critical issues, you may be able to take back ideas for your organization's evaluation and planning processes, and leadership transition planning.

8:00 am - 4:00 pm

**Exhibits
Cirque Room and Loggia Corridor - Lobby Level**

9:45 am - 11:00 am

**Annual Business Meeting of IS Members
Terrace Room - Terrace Level
Everyone is encouraged to attend!**

Chairperson:

**Raul Yzaguirre
IS Chairperson**

Financial Reports

**Sibyl C. Jacobson, Treasurer
IS Board of Directors
President & CEO
Metropolitan Life Foundation**

Chairperson's Report and Observations

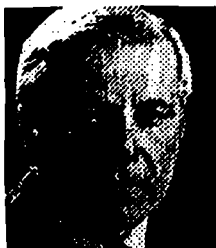
**Raul Yzaguirre
President
National Council of La Raza**



Raul Yzaguirre



Sibyl C. Jacobson



Brian O'Connell

President's Report — "Highlights, Priorities and Problems"

Brian O'Connell
IS President

Summary of Members' Advice on the Transition/Search

Frances Hesselbein, Chairperson
IS Transition/Search Committee
President & CEO

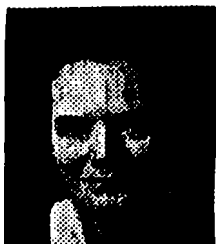
Peter F. Drucker Foundation for Nonprofit Management

Membership Profile and Current Status of Recruitment and Retention

Norman A. Brown
Vice Chairperson, IS Board of Directors
President
W.K. Kellogg Foundation

Report of the Task Force on Performance and Accountability

Sanford Cloud, Jr., Chairperson
Secretary, IS Board of Directors
Director & Chair, Children's Fund of Connecticut



Frances Hesselbein



Norman A. Brown



Sanford Cloud, Jr.



Gracia Hillman

Government Relations Committee Report on Next Priorities and the Current Congressional Hearings

Gracia Hillman, Chairperson
IS Government Relations Committee
Nominee, IS Board of Directors
Executive Director
League of Women Voters



James P. Shannon

Election of Officers and Directors

James P. Shannon, Chairperson
IS Nominating Committee
IS Board of Directors
Past Executive Director
General Mills Foundation

Other Business and Discussion

11:15 am - 12:15 pm White House Briefing, Including the Roles and Plans for the New Corporation for National and Community Service
Grand Ballroom - Ballroom Level

Speaker:

Eli J. Segal
Assistant to the President
Director, Office of National Service
President Designate
Corporation for National and Community Service



Eli J. Segal



12:30 pm - 2:15 pm Luncheon: Community Building Through Urban Initiatives
Terrace Room - Terrace Level

New collaborative initiatives addressing urban poverty and other social problems have been developing across the country. Some have a city-wide focus, others are neighborhood-based. These collaborations often include funders, nonprofits, churches, corporations, schools, and government — and most have experienced the frustrations and challenges as well as the opportunities involved in the collaborative process. Yet they remain wedded to this process of inclusiveness and trying to work more closely together. This session will examine the perspectives of different stakeholders and some of the critical issues that contribute to the success or frustration of these efforts.

Facilitator:

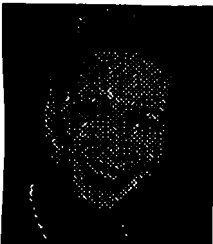
Dennis Collins
President
 The James Irvine Foundation
 IS Board of Directors
Co-Chair, Bay Area Host Committee

Resource Persons:

Angela Glover Blackwell
President and Founder
 Urban Strategies Council



Dennis Collins



Angela Glover Blackwell



Peter Goldberg



Dr. Sokoni Karanja



Stewart Kwoh



Linda Tarr-Whelan

Peter Goldberg
President
 Prudential Foundation
 IS Board of Directors

Dr. Sokoni Karanja, Steering Committee,
 The Chicago Initiative
President, The Center for New Horizons

Stewart Kwoh
President & Executive Director
 Asian Pacific American Legal Center
 (Los Angeles)

Linda Tarr-Whelan
President & Executive Director
 Center For Policy Alternatives

2:30 pm - 3:45 pm Mini-Plenaries:

1. Independent Sector & the U.S. Economy
 (Please note this session will run through
 5:30 p.m.)
Venetian Room - Lobby Level

A focus on the role that both philanthropic and voluntary organizations now play in the economy, and the potential for an enhanced role through partnerships with business and government. We'll start with a look at the city of Oakland as a case study, move to smaller groups for discussion of the sector's role in the national economy, and reconvene to share key points. A report on the session will be published for nationwide distribution to leaders in the nonprofit and philanthropic sector, government and business.

Moderator:

Nick Bollman
Program Officer
 The James Irvine Foundation
 IS Annual Meeting Committee

Panelists:

- Maria Casey**
Executive Director
 Urban Strategies Council
- Arabella Martinez**
Chief Executive Officer
 Spanish Speaking Unity Council
- Gus Newport**
Executive Director
 Oakland-Sharing the Vision
- Victor Rubin**
Executive Director
 University - Oakland Metropolitan Forum



Nick Bollman

2. Re-engineering Organizations
French Room - Lobby Level

Participants will receive detailed information regarding approaches used by not-for-profit organizations to better define outcomes and re-design processes to achieve those outcomes. The session will also provide an opportunity to discuss results achieved from combining strategic planning with re-engineering approaches being used by corporations in presenting concepts such as: change process, continuous service improvement, right sizing, operationalizing strategic plans, and evaluating and measurement of effectiveness will be discussed.

Moderator:

Jerry Maburn
Vice President
 American Cancer Society
 IS Annual Meeting Committee

Presenters:

- Gwendolyn Baker**
President
 U.S. Committee for UNICEF
Vice Chairperson
 IS Board of Directors
- Ann Stallard**
President
 YWCA of the USA



Jerry Maburn

3. The Nonprofit Sector and the News Media — Need for Greater Mutual Understanding

California Room - Mezzanine Level

"Why isn't there more coverage of nonprofits? Whoops...that's not the kind of coverage we meant. Don't they understand all the good we do? Why don't they cover the good news?" Here's the opportunity to interact with journalists and learn of some fascinating research on journalists' and nonprofit leaders' opinions about the sector.

Facilitator:

Diana Campoamor
President

Hispanics in Philanthropy
IS Annual Meeting Committee

Resource Persons:

Burnis Morris
Former Reporter, Cox Newspapers
Professor of Journalism, Louisiana State University

Raul Ramirez
News Director
KQED Radio, San Francisco



Diana Campoamor

4:15 pm - 5:15 pm

Concurrent Sessions:

1. Gearing Up for the Future — What is Our Stake in the Communications Revolution?

California Room - Mezzanine Level

Technological advances are transforming our nation's communications system, creating many new ways to deliver and receive information, new ways to communicate with members and the public. How do nonprofit organizations fit into this vision of the future? How can we prepare to meet its challenges?



Rita Moya

Facilitator:

Rita Moya
President
National Health Foundation
IS Annual Meeting Committee

Resource Persons:

Deborah Kaplan
Vice President
World Institute on Disability, Oakland, CA

Richard M. Neustadt
Former White House
Telecommunications Advisor
Board Member, Benton Foundation

2. Moving Beyond Diversity Toward Pluralism

French Room - Lobby Level

In this session you will secure a better understanding of the various implications of diversity. When one hears the word "diversity" one associates it with ethnicity; pluralism should be the higher goal.

Moderator:

Jose Luis Ruiz
Executive Director
National Latino Communication Center

Resource Persons:

Rebecca Adamson
President
First Nations Development Institute
IS Board of Directors

Debbera Hayward
Director, Human Resources Planning
American Red Cross

John Palmer Smith
Chair, Nonprofit Management Program
New School for Social Research

Jerry Yoshitomi
Executive Director
Japanese American Cultural Center
Vice Chairperson, IS Board of Directors



Jose Luis Ruiz

3. Mentoring

Fountain Room - Lobby Level

If the sector is to attract and retain superb young people to be the next generation of sector leaders, what can grantmaking and voluntary organizations do to create or enhance mentoring? This session is for those interested in learning about the mentoring process, successful models, informal and formal ways to accomplish mentoring — or come and share what worked in getting you involved in the sector that might attract other young leaders.

Co-Facilitators:

David C. Condliffe
Executive Director
Coro Foundation (New York)

Ellen R. Sanger
Executive Director
Coro Foundation (Northern California Center)

Resource Persons:

Gloria DeNecochea
Program Officer
ARCO Foundation
IS Annual Meeting Committee

John Noonan
Founder and Executive Director
San Francisco Urban Service Project



David C. Condliffe

6:30 pm - 7:30 pm

Regional Receptions

Region 1 - *Venetian Room - Lobby Level*

Region 2 - *Fountain Room - Lobby Level*

Region 3 - *Garden Room - Lobby Level*

Region 4 - *Green Room - Lobby Level*

Region 5 - *Empire Room - Lobby Level*

Region 6 - *French Room - Lobby Level*

Everyone is invited to attend a reception hosted by IS Members in your area. A flyer with details about your region and its hosts will be distributed on-site.

7:30 pm - 9:30 pm



Eugene C. Dorsey



Catherine McDermott



Dr. Mathilde Krim

Dinner: International Perspectives and Presentation of Gardner Award to Dr. Mathilde Krim

Grand Ballroom - Ballroom Level

Chairperson:

Eugene C. Dorsey, *Immediate Past Chairperson*, INDEPENDENT SECTOR

The John W. Gardner Leadership Award

Catherine McDermott, IS Board of Directors, *President of Grantmakers in Health*, and *Chairperson of the Gardner Award Committee* will present the 1993 John W. Gardner Leadership Award to Dr. Mathilde Krim, *Co-Founder of American Foundation for AIDS Research (AmFAR)*. A biography of Dr. Krim appears on pages 6 and 7.

Featured Speaker:

Dr. Farida Allaghi, *Director, Women and Children Division, Arab Gulf Programme for the U.N. Development Organizations (Saudi Arabia)*; *Co-Chairperson of the Board of Directors CIVICUS: World Alliance for Citizen Participation*



Dr. Farida Allaghi (far left) with the Board and Staff of CIVICUS: World Alliance for Citizen Participation at the founding board meeting in Barcelona.

INDEPENDENT SECTOR OFFICERS AND BOARD OF DIRECTORS

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President
National Council of La Raza

Vice Chairperson: Gwendolyn C. Baker
President
U.S. Committee for UNICEF

Vice Chairperson: Norman A. Brown
President
W.K. Kellogg Foundation

Vice Chairperson: Dudley H. Hafner
Executive Vice President
American Heart Association

Vice Chairperson: Valerie S. Lies
President
Donors Forum of Chicago

Vice Chairperson: Alicia Philipp
Executive Director
Metropolitan Atlanta Community Foundation

Vice Chairperson: Jerry Yoshitomi
Executive Director
Japanese/American Cultural and Community Center

Treasurer: Sibyl C. Jacobson
President
Metropolitan Life Foundation

Secretary: Sanford Cloud, Jr., Esq.
Chair
The Children's Fund of Connecticut

President: Brian O'Connell
President
INDEPENDENT SECTOR

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President
First Nations Development Institute

James J. Bausch
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International Child Health Foundation

Anne L. Bryant
Executive Director
American Association of University Women

Peter McE. Buchanan
President
Council for the Advancement and Support of Education

Emelda (Mel) Cathcart
Director, Corporate Contributions
Time Warner Inc.

Dennis A. Collins
President
The James Irvine Foundation

Charles A. Corry
Chairman and CEO
USX Corporation

Anne Cohn Donnelly
Executive Director
National Committee for Prevention of Child Abuse

Eugene C. Dorsey
Immediate Past Chairperson
INDEPENDENT SECTOR
Former President, Gannett Foundation

Sara L. Engelhardt
President
The Foundation Center

Anne V. Farrell
President
Seattle Foundation

Barbara D. Finberg
Executive Vice President
Carnegie Corporation of New York

Robert M. Frehse, Jr.
Vice President and Executive Director
William Randolph Hearst Foundations

John W. Gardner
Miriam and Peter Haas Centennial Professor
Stanford University

Margaret Gates
National Executive Director
Girls Incorporated

Peter Goldberg
President
Prudential Foundation

William H. Gray III
President
United Negro College Fund

Paul Grogan
President
Local Initiatives Support Corporation

Raymond L. Handlan
President
Atlantic Philanthropic Service Company

Joanne Hayes
President
American Association of Fund Raising Counsel

Antonia Hernandez
President
Mexican American Legal Defense and Educational Fund

Ira S. Hirschfeld
President
Evelyn and Walter Haas, Jr. Fund

Dorothy Johnson
President
Council of Michigan Foundations

Anna Faith Jones
President
The Boston Foundation

Stanley N. Katz
President
American Council of Learned Societies

John D. Kemp
Executive Director
United Cerebral Palsy Associations

Felicia B. Lynch
President
Allegheny Policy Council for Youth and Workforce Development

J. Michael McCloskey
Chairman
Sierra Club

Rev. J. Oscar McCloud
Executive Director
The Fund for Theological Education

Catherine E. McDermott
President
Grantmakers in Health

Wayne Meisel
Executive Director
The Bonner Foundation

Bruce L. Newman
Executive Director
The Chicago Community Trust

Louis Nunez
President
National Puerto Rican Coalition, Inc.

Janice Petrovich
National Executive Director
ASPIRA Association

Milton Rhodes
President
American Council for the Arts

Dorothy S. Riddings
President & Publisher
The Bradenton Herald

Rebecca W. Rimel
Executive Director
Pew Charitable Trusts

James P. Shannon
Past Executive Director
General Mills Foundation

Rev. Paul Sherry
President
United Church of Christ

Clifford V. Smith, Jr.
President
GE Foundation

Alfred H. Taylor, Jr.
Chairman
The Kresge Foundation

Eddie N. Williams
President
Joint Center for Political and Economic Studies

Eugene R. Wilson
President
ARCO Foundation

Adam Yarmolinsky
Regents Professor of Public Policy
University of Maryland (Baltimore)

NEWLY NOMINATED FOR INDEPENDENT SECTOR'S BOARD OF DIRECTORS

Thomas F. Beech
Executive Vice President
Burnett-Tandy Foundation

Joan Brown Campbell
General Secretary
National Council of the Churches of Christ in the USA

Elaine Chao
President
United Way of America

Mary Gates
Volunteer Leader
Seattle, WA

Gracia Hillman
Executive Director
League of Women Voters

Cynthia Mayeda
Chair
Dayton Hudson Foundation

Anne Firth Murray
President
The Global Fund for Women

Yvonne Shepard
President
AT&T Puerto Rico

Fred Silverman
Manager of Community Affairs
Apple Computer



Peter Konrad of the Colorado Trust talks with IS Board Members Norman Brown of the W. K. Kellogg Foundation, IS President Brian O'Connell, and IS Chairperson Raul Yzaguirre.

INDEPENDENT SECTOR VOTING MEMBERS *

AAFRC Trust for Philanthropy
AASK America Adopt a Special Kid
ACCESS: Networking in the Public Interest
Accountants for the Public Interest
The Advertising Council
Advocacy Institute
Aetna Foundation
Affiliated Leadership League of and for the Blind of America
African Wildlife Foundation
Aga Khan Foundation U.S.A.
Agricultural Educational Foundation (AEF)
Aid Association for Lutherans
Aid to Artisans
Air Serv International
Alcoa Foundation
Horatio Alger Association of Distinguished Americans
Alliance for International Educational and Cultural Exchange
Allied-Signal Foundation
Alzheimer's Association
America the Beautiful Fund
America's Development Foundation
American Arts Alliance
American Association for Higher Education
American Association for Museum Volunteers
American Association for Respiratory Care
American Association for the Advancement of Science
American Association of Colleges of Nursing
American Association of Community Colleges
American Association of Fund-Raising Counsel
American Association of Museums
American Association of University Women
American Autoimmune Related Diseases Association
American Cancer Society
American Committee on Africa
American Council for the Arts
American Council of Learned Societies
American Council on Education
American Craft Council
American Diabetes Association
American Ditchley Foundation
American Express Foundation
American Farmland Trust

American Fisheries Society
American Foundation for AIDS Research
American Foundation for the Blind
American Fund for Dental Health
American GI Forum of the United States
American Heart Association
American Humane Association
American Humanics
American Indian College Fund
American Indian Graduate Center
American Institute for Cancer Research
American Leadership Forum
American Library Association
American Lung Association
American Medical Association
American Museum of Natural History
American ORT Federation
American Public Radio
American Red Cross
American Refugee Committee
American Social Health Association
American Solar Energy Society
American Stock Exchange
American Symphony Orchestra League
American Tinnitus Association
American Wildlands
American Women Composers
Americans for Indian Opportunity
Amigos de las Americas
Amoco Foundation
Amyotrophic Lateral Sclerosis Association (ALS)
AON Corporation
APPA: The Association of Higher Education Facilities Officers
Apple Computer
The Arc of the United States
Arca Foundation
ARCO Chemical Company
ARCO Foundation
Arizona Community Foundation
ARNOVA: Association for Research on Nonprofit Organizations & Voluntary Action
ARROW
Arthritis Foundation
Arts & Business Council
Aspen Institute
The ASPIRA Association

Associated Grantmakers of Massachusetts
 Association for Healthcare Philanthropy
 Association for Volunteer Administration
 Association of Advanced Rabbinical &
 Talmudic Schools (AARTS)
 Association of America's Public Television
 Stations
 Association of American Universities
 Association of American University Presses
 Association of Art Museum Directors
 Association of Black Foundation Executives
 Association of Catholic Colleges and
 Universities
 Association of Episcopal Colleges
 Association of Governing Boards of
 Universities and Colleges
 Association of Hispanic Arts
 Association of Jesuit Colleges and
 Universities
 Association of Junior Leagues International
 Association of Lutheran Development
 Executives
 Association of Performing Arts Presenters
 Association of Science Technology Centers
 AT&T Foundation
 Atlantic Foundation of New York
 Mary Reynolds Babcock Foundation
 Ball Brothers Foundation
 Association of Baltimore Area Grantmakers
 Battle Creek Community Foundation
 The Bauman Foundation
 BellSouth Corporation
 Benton Foundation
 Alfred Bersted Foundation
 The BEST Foundation
 Beverly Foundation
 Big Brothers/Big Sisters of America
 Bing Fund Corp.
 Blandin Foundation
 Boeing Company
 Borden Foundation
 Boston College, Social Welfare Research
 Institute
 Boston Foundation
 Boy Scouts of America
 Boys and Girls Clubs of America
 Otto Bremer Foundation
 Bridgeport Area Foundation
 Bristol-Myers Squibb Foundation
 Burlington Resources Foundation
 Edyth Bush Charitable Foundation
 The Bush Foundation

The Business Enterprise Trust
 Patrick and Aimee Butler Foundation
 California Association of Nonprofits
 California Community Foundation
 Camp Fire Boys and Girls
 Cancer Care
 CARE
 Carnegie Corporation of New York
 The Annie E. Casey Foundation
 Catalyst
 Caterpillar Foundation
 Catholic Charities USA
 CBS Foundation
 Center for Applied Linguistics
 Center for Citizen Initiatives
 Center for Corporate Public Involvement
 Center for Creative Leadership
 Center for Creative Management
 Center for Foreign Journalists
 Center for Non-Profit Corporations
 Center for Nonprofit Organization
 Leadership at Regis College
 Center for Policy Alternatives
 Center for Research in Ambulatory Health
 Care Administration
 Center for the Study of the Presidency
 Center for Women Policy Studies
 Center to Prevent Handgun Violence
 Challenger Center for Space Science
 Education
 Champion International Corporation
 Chase Manhattan Bank, N.A.
 The Chevron Companies
 The Chicago Community Trust
 Chicago Tribune Foundation
 Child Care Action Campaign
 Child Welfare League of America
 Children's Aid International
 Children's Fund of Connecticut
 Children's Hospice International
 Chorus America (APVE)
 Christian Blind Mission International
 Christian Church Foundation
 Christian Management Association
 Christmas in April USA
 Chrysler Corporation Fund
 Church Women United
 Citibank
 Citizens' Scholarship Foundation of America
 CITY INNOVATION
 City of Hope and National Medical Center
 Edna McConnell Clark Foundation

Clearinghouse for Midcontinent
 Foundations
 The Cleveland Foundation
 The Clorox Company Foundation
 Close Up Foundation
 The Coca-Cola Company
 CODEL - Coordination in Development
 College and University Personnel
 Association
 College Board
 Colonial Williamsburg Foundation
 Colorado Association of Nonprofit
 Organizations
 The Colorado Trust
 Columbia Foundation
 Columbus Foundation
 Combined Health Appeal of America
 Comerica Incorporated
 Commonwealth Fund
 Communications Consortium
 Compeer
 Compton Foundation
 Conference of National Park Cooperating
 Associations
 Conference of Southwest Foundations
 Congress of National Black Churches
 The Conservation Fund
 Conservation International
 Consortium of Endowed Episcopal Parishes
 Continental Corporation Foundation
 Cooperative Development Foundation
 Coordinating Council for Foundations
 Coors Brewing Company
 Corning Incorporated Foundation
 Coro/Eastern Center
 Corporate Citizen
 Corporation for Enterprise Development
 Council for Advancement and Support of
 Education
 Council for American Private Education
 Council for Basic Education
 Council of Better Business
 Bureaus/Philanthropic Advisory Service
 Council of Energy Resource Tribes
 Council of Illinois Nonprofit Organizations
 (CINO)
 Council of Independent Colleges
 Council of Jewish Federations
 Council of Michigan Foundations
 Council on Economic Priorities
 Council on Foundations
 Council on International and Public Affairs

Cowles Media Company/Cowles Media
 Foundation
 CPC International
 Cystic Fibrosis Foundation
 Dade Community Foundation
 Charles A. Dana Foundation
 Dance/USA
 Dayton Hudson Foundation
 Deafness Research Foundation
 Delaware Association of Nonprofit Agencies
 Denver Foundation
 Design Industries Foundation for AIDS
 Direct Relief International
 Geraldine R. Dodge Foundation
 Dole Foundation for Employment of People
 with Disabilities
 Gaylord and Dorothy Donnelley Foundation
 R.R. Donnelley & Sons Co.
 Donors Forum of Chicago
 Donors Forum of Ohio
 Donors Forum of Wisconsin
 The Dow Chemical Company
 Joseph Drown Foundation
 Peter F. Drucker Foundation for Nonprofit
 Management
 The Duke Endowment
 DuPont
 The Durfee Foundation
 Dyson Foundation
 Earth Share
 Eastman Kodak Company
 Eaton Corporation
 Ecolab
 Economic Education for Clergy
 Ecumenical Center for Stewardship Studies
 Education Commission of the States
 EDUCOM - Interuniversity Communications
 Council
 El Pomar Foundation
 Elderhostel
 Elderworks
 Enterprise Foundation
 Environmental Defense Fund
 Environmental Law Institute
 Environmental Support Center
 Epilepsy Foundation of America
 The Equitable Foundation
 Evangelical Council for Financial
 Accountability (ECFA)
 Evangelical Lutheran Church in America
 Exxon Corporation
 Maurice Falk Medical Fund



IS Board Member Anne Bryant of AAUW sharing ideas with Emerson Goodwin of Camp Fire Boys and Girls.

Family Service America
 Fannie Mae Foundation
 Federation of Parents and Friends of
 Lesbians and Gays
 Federation of State Humanities Councils
 Fel-Pro/Mecklenburger
 First Nations Development Institute
 First Nonprofit Trust
 Father Flanagan's Boys' Home
 Fleishhacker Foundation
 Florida Association of Nonprofit
 Organizations
 The Ford Foundation
 Ford Motor Company Fund
 Henry Ford Museum and Greenfield Village
 Foreign Policy Association
 Forty Plus Educational Center
 The Foundation Center
 Foundation for Advancements in Science
 and Education
 Foundation for Exceptional Children
 Foundation for Global Community
 Foundation for Physical Therapy
 Foundation for the Carolinas
 Foundation for the National Capital Region
 Foundation for the Peoples of the South
 Pacific
 The Freedom Forum
 The Fresh Air Fund
 Frey Foundation
 Friends of the National Library of Medicine
 H.B. Fuller Company

The Fund for Dance
 The Fund for New Jersey
 Fund for Theological Education
 GE Foundation
 GenCorp Foundation
 General Board of Global Ministries, The
 United Methodist Church
 General Conference of Seventh-day
 Adventists
 General Mills Foundation
 General Service Foundation
 The Wallace Alexander Gerbode Foundation
 J. Paul Getty Trust
 Gifts in Kind America
 Irving S. Gilmore Foundation
 Giraffe Project
 Girl Scouts of the U.S.A.
 Girls Incorporated
 Global Fund for Women
 Richard & Rhoda Goldman Fund
 Morris Goldsaker Foundation of Maryland
 Goodwill Industries of America
 Goodyear Tire & Rubber Company
 Edwin Gould Foundation for Children
 Grand Metropolitan Food Sector Foundation
 Grand Rapids Foundation
 Grantmakers in Health
 Grantmakers of Western Pennsylvania
 Great Lakes Bancorp
 Lucile & Robert H. Gries Charity Fund
 Grotto Foundation
 GTE Foundation

George Gund Foundation
 Alan Guttmacher Institute
 Miriam and Peter Haas Fund
 Walter and Elise Haas Fund
 Evelyn and Walter Haas, Jr. Fund
 Habitat for Humanity International
 Hallmark Corporate Foundation
 Luke B. Hancock Foundation
 Mary W. Harriman Foundation
 Harris Bank Foundation
 Hartford Foundation for Public Giving
 Hartford Insurance Group Foundation
 Hastings Center
 Hawaii Community Foundation
 Charles Hayden Foundation
 Edward W. Hazen Foundation
 Healing Community
 William Randolph Hearst Foundations
 The William and Flora Hewlett Foundation
 High/Scope Educational Research
 Foundation
 Conrad N. Hilton Foundation
 Hispanic Association on Corporate
 Responsibility
 Hispanic Policy Development Project
 Hispanics in Philanthropy
 Hitachi Foundation
 Hoblitzelle Foundation
 Hoffmann-La Roche Foundation
 Hogg Foundation for Mental Health
 Honeywell Foundation
 The Hospital for Special Surgery
 Hostelling International American Youth
 Hostels
 Housing Assistance Council
 Hudson-Webber Foundation
 The Huff Foundation
 Human Life International
 Hunt Foundation
 Huntington's Disease Society of America
 Hyams Foundation
 IBM Corporation
 Illinois Association of Nonprofit
 Organizations
 IMCERA Group
 IMPACT II
 Independent Charities of America
 Indiana Donors Alliance
 The Indiana University Center on
 Philanthropy
 Indochina Resource Action Center (IRAC)
 Institute for Educational Leadership

Institute for Women's Policy Research
 Institute of Current World Affairs
 Intel Foundation
 InterAction (American Council for Voluntary
 International Action)
 Interlochen Center for the Arts
 International Aid
 International Alliance of Executive and
 Professional Women
 International Alliance of First Night
 Celebrations
 International Association of Psychosocial
 Rehabilitation Services
 International Center for the Disabled
 International Child Health Foundation
 International Christian Youth Exchange
 International Development Conference
 International Executive Service Corps
 International Paper Company Foundation
 International Primate Protection League
 International Service Agencies
 International Women's Health Coalition
 The James Irvine Foundation
 Ittleton Foundation
 Jacksonville Community Foundation
 JCC Association of North America
 Jerome Foundation
 The Jewett Foundation
 JM Foundation
 Johnson & Johnson
 The Johnson Foundation
 Walter S. Johnson Foundation
 Christian A. Johnson Endeavor Foundation
 Robert Wood Johnson Foundation
 Joint Action in Community Service (JACS)
 Joint Center for Political and Economic
 Studies
 Josephson Institute of Ethics
 Jostens Foundation
 The Joyce Foundation
 JSJ Foundation
 Alexander Julian Foundation
 Junior Achievement
 Henry J. Kaiser Family Foundation
 Kaman Corporation
 Greater Kanawha Valley Foundation
 Kansas Association of Nonprofit
 Organizations
 Ewing Marion Kauffman Foundation
 W.K. Kellogg Foundation
 James S. Kemper Foundation
 Harris and Eliza Kempner Fund

Kerr Foundation
 Charles F. Kettering Foundation
 Kids Voting USA
 Carl B. & Florence E. King Foundation
 Kmart Corporation
 John S. and James L. Knight Foundation
 Kosciuszko Foundation
 KPMG Peat Marwick
 The Kresge Foundation
 Samuel H. Kress Foundation
 Albert Kunstadter Family Foundation
 Land Stewardship Project
 Land Trust Alliance
 Laubach Literacy Action
 Laurel Foundation
 Lawyers' Committee for Civil Rights Under Law
 Leadership America
 League of Women Voters
 Sara Lee Foundation
 Leukemia Society of America
 Lilly Endowment
 Eli Lilly and Company
 Lincoln Filene Center
 Literacy Volunteers of America
 Local Initiatives Support Corporation
 The Community Foundation of Greater Lorain County
 Los Angeles Women's Foundation
 George Lucas Educational Foundation
 Lupus Foundation of America, Inc.
 Lutheran Brotherhood Foundation
 J. Roderick MacArthur Foundation
 John D. and Catherine T. MacArthur Foundation
 Make-A-Wish Foundation of America
 Mandel Center for Nonprofit Organizations at Case Western Reserve University
 March for Life Education & Defense Fund
 March of Dimes Birth Defects Foundation
 Marin Community Foundation
 John and Mary R. Markle Foundation
 Marsh & McLennan Companies
 Maryland Association of Nonprofit Organizations
 MATHCOUNTS/NSPE Education Foundation
 Matsushita Electric Corporation of America
 Mayo Foundation
 McConnell Foundation
 McCormick Tribune Foundation
 McGregor Fund

McKesson Foundation
 McKinley Associates
 McKnight Foundation
 The Meadows Foundation
 Medical Education for South African Blacks
 Medina Foundation
 Richard King Mellon Foundation
 Memorial Sloan-Kettering Cancer Center
 Community Foundation of Greater Memphis
 The Menninger Foundation
 The John Merck Fund
 Mercy Medical Airlift
 Merrill Lynch & Co. Foundation
 Metropolitan Association for Philanthropy
 Metropolitan Atlanta Community Foundation
 Metropolitan Life Foundation
 Metropolitan Museum of Art
 Mexican American Legal Defense and Educational Fund
 Eugene and Agnes E. Meyer Foundation
 Michigan Nonprofit Forum
 Midwest Center for Nonprofit Leadership
 L.P. Cookingham Institute
 Miles Inc. Foundation
 John Milton Society for the Blind
 Milwaukee Foundation
 The Minneapolis Foundation
 Minnesota Council of Nonprofits
 Minnesota Mutual Foundation
 Mobil Foundation
 The Mobile Community Foundation
 Monsanto Fund
 Mothers Against Drunk Driving
 Stewart R. Mott Charitable Trust
 Charles Stewart Mott Foundation
 Muscular Dystrophy Association
 Museum Trustee Association
 Muskegon County Community Foundation
 Mutual of America Life Insurance Company
 Mutual of New York
 Myasthenia Gravis Foundation
 NAACP Legal Defense and Educational Fund
 National 4-H Council
 National Academy of Public Administration
 National Action Council for Minorities in Engineering (NACME)
 National Alliance for the Mentally III
 National Alliance of Business
 National Artists Equity Association
 National Assembly of Local Arts Agencies

National Assembly of National Voluntary Health and Social Welfare Organizations
 National Assembly of State Arts Agencies (NASAA)
 National Assistance League
 National Association for Community Leadership
 National Association for the Advancement of Colored People
 National Association for Visually Handicapped
 National Association of Community Action Agencies
 National Association of Homes and Services for Children
 National Association of Independent Colleges and Universities
 National Association of Independent Schools
 National Association of Schools of Art and Design
 National Association of Schools of Dance
 National Association of Schools of Music
 National Association of Schools of Public Affairs and Administration
 National Association of Schools of Theatre
 National Association of Service & Conservation Corps.
 National Association of Student Personnel Administrators
 National Association of United Methodist Foundations
 National Associations in Colorado Springs
 National Audubon Society
 National Board for Professional Teaching Standards
 National Catholic Development Conference
 National Catholic Educational Association
 National Center for Learning Disabilities
 National Center for Nonprofit Boards
 National Charities Information Bureau
 The National Children's Advocacy Center
 National Civic League
 National Committee for Citizens in Education
 National Committee for Prevention of Child Abuse
 National Committee for Responsive Philanthropy
 National Community AIDS Partnership
 National Community Reinvestment Coalition
 National Concilio of America
 The National Conference
 National Congress for Community Economic Development

National Congress of Parents and Teachers
 National Consumers League
 National Council for Adoption
 National Council for International Visitors
 National Council for Research on Women
 National Council of Educational Opportunity Associations
 National Council of Jewish Women
 National Council of La Raza
 National Council of Non-Profit Associations
 National Council of Private Agencies for the Blind
 National Council of the Churches of Christ in the USA
 National Council on Child Abuse and Family Violence
 National Cultural Alliance
 National Down Syndrome Society
 National Easter Seal Society
 National Environmental Education and Training Foundation
 National Executive Service Corps
 National FFA Foundation
 National Fish and Wildlife Foundation
 National Foundation for Cancer Research
 National Fund for Medical Education
 National Geographic Society Education Foundation
 National Headache Foundation
 National Health Council
 National Health Foundation
 National Hispanic Scholarship Fund
 National Home Library Foundation
 National Hospice Organization
 National Humanities Alliance
 National Institute Against Prejudice and Violence
 National Institute for Dispute Resolution
 National Institute for the Conservation of Cultural Property
 National Interfaith Hospitality Networks
 National Leadership Coalition on AIDS
 National Lekotek Center
 National Low Income Housing Coalition
 National Medical Enterprises
 National Medical Fellowships
 National Military Family Association
 National Multiple Sclerosis Society
 National Neighborhood Coalition
 National Network of Runaway and Youth Services
 National Park Foundation
 National Parkinson Foundation

National Press Foundation
 National Psoriasis Foundation
 National Public Radio
 National Puerto Rican Coalition
 National Retiree Volunteer Coalition
 National Society for Experiential Education (NSEE)
 National Society of Fund Raising Executives
 National Stroke Association
 National Trust for Historic Preservation
 National Urban Fellows
 National Urban League
 National Victim Center
 National Wildflower Research Center
 National Wildlife Federation
 National Youth Employment Coalition
 National/United Service Agencies (N/USA)
 Native American Rights Fund
 Natural Resources Defense Council
 The Nature Conservancy
 Neighborhood Reinvestment Corporation
 New Hampshire Charitable Fund
 New Haven Foundation
 The New York Community Trust
 New York Life Foundation
 The New York Public Library
 New York Regional Association of Grantmakers
 New York Times Company Foundation
 Nokomis Foundation
 Nonprofit Academic Centers Council
 Nonprofit Coordinating Committee of New York
 Nonprofit Management Association
 The Nord Family Foundation
 Nordson Corporation Foundation
 Norfolk Foundation
 North American Association for Environmental Education
 North Carolina Center for Nonprofit Organizations
 Northern California Grantmakers
 Northwest Area Foundation
 NOW Legal Defense and Education Fund
 NYNEX Foundation
 Oakleaf Foundation
 OICs of America
 Older Women's League
 OPERA America
 Operation Smile International
 Outward Bound
 Pacific Telesis Foundation

David and Lucile Packard Foundation
 Community Foundation for Palm Beach & Martin Counties
 Parent Action
 Park Ridge Center for the Study of Health, Faith and Ethics
 Partners of the Americas
 Pax World Service
 Peninsula Community Foundation
 J.C. Penney Company
 People-to-People Health Foundation
 Pew Charitable Trusts
 The Pfizer Foundation
 Philip Morris Companies
 The Piton Foundation
 The Pittsburgh Foundation
 The Planetary Society
 Planned Parenthood Federation of America
 Points of Light Foundation
 Population Council
 Population Resource Center
 Population-Environment Balance
 Premier Industrial Foundation
 Presbyterian Health Foundation
 Presbyterian Health, Education and Welfare Association
 Presbyterian Women
 Presidential Classroom for Young Americans
 Prince Charitable Trusts
 Princeton Project 55
 Private Agencies Collaborating Together (PACT)
 Private Sector Initiatives Foundation
 Procter & Gamble Fund
 Project SEED
 Prudential Foundation
 Public Affairs Council
 Public Agenda Foundation
 Public Education Fund Network
 Public Leadership Education Network
 Puerto Rican Legal Defense and Education Fund
 Quest International
 Radio and Television News Directors Foundation
 Rainbow Research
 Rainforest Action Network
 Ray Foundation
 Raychem Corporation
 Raytheon Company
 Reader's Digest Foundation
 Reading is Fundamental

Recording for the Blind
 Refugees International
 Reinberger Foundation
 Religion in American Life
 Renewable Natural Resources Foundation
 Research! America
 Resource Women
 Resourceful Women
 Retirement Research Foundation
 Charles H. Revson Foundation
 Rhode Island Foundation
 Sid W. Richardson Foundation
 RJR Nabisco Foundation
 Rochester Area Foundation
 Rockefeller Brothers Fund
 Rockefeller Family Fund
 Rockefeller Financial Services
 Rockefeller Foundation
 Rohm and Haas Company
 Rosenberg Foundation
 SAFECO Insurance Companies
 The Saint Paul Companies
 Saint Paul Foundation
 The Salk Institute for Biological Studies
 Salvation Army
 San Francisco Foundation
 University of San Francisco-Institute for Nonprofit Organization Management
 Save the Children Federation
 Dr. Scholl Foundation
 The School For Field Studies
 Scientists' Institute for Public Information
 Seafirst Bank
 Sears, Roebuck and Co. Sears/Coldwell Banker/Dean Witter/Allstate
 Seattle Foundation
 Second Harvest
 Shell Oil Company Foundation
 Shepherd's Centers of America
 Sherwin-Williams Company
 Shubert Foundation
 Siegfried Foundation
 Sierra Club
 Sierra Health Foundation
 Harry Singer Foundation
 The Skillbuilders Fund
 Skillman Foundation
 Alfred P. Sloan Foundation
 The Christopher D. Smithers Foundation
 Smithsonian Institution
 John Ben Snow Foundation

Community Foundation for Southeastern Michigan
 Southern California Association for Philanthropy
 Southern Education Foundation
 The Spencer Foundation
 Spunk Fund
 State Legislative Leaders Foundation
 W. Clement & Jessie V. Stone Foundation
 Aaron Straus and Lillie Straus Foundation
 Levi Strauss Foundation
 Student Conservation Association
 The Studio Museum in Harlem
 Subaru of America Foundation
 Support Centers of America
 Synergos Institute
 Taconic Foundation
 Taft Institute
 Tandy Corporation
 Anne Burnett & Charles Tandy Foundation
 Community Foundation of Metropolitan Tarrant County
 The Taubman Company
 TCF Foundation
 TechnoServe
 Tenneco
 Texaco Foundation
 Theatre Communications Group
 3M
 Time Warner
 Travelers Aid International
 Trident Community Foundation
 The Trilateral Commission
 The Parish of Trinity Church in the City of New York
 Trust for Public Land
 TRW Foundation
 U.S. Trust Company Foundation
 Union Institute Center for Public Policy
 United Cerebral Palsy Associations
 United Leukodystrophy Foundation
 United Negro College Fund
 United States Catholic Conference
 United States Space Foundation
 United States-China Educational Institute
 United Way International
 United Way of America
 US West Foundation
 USX Foundation
 Vellore Christian Medical College Board (USA)
 Vesper Society

Visiting Nurse Associations of America
 Volunteers of America
 Volvo North America Corporation
 Izaak Walton League of America
 Warner-Lambert Company
 Washington Center
 Washington Council of Agencies
 Washington Mutual Savings Bank
 WAVE
 The Wege Foundation
 Weingart Foundation
 Weyerhaeuser Family Foundation
 Mrs. Giles Whiting Foundation
 Amherst H. Wilder Foundation
 Woodrow Wilson National Fellowship
 Foundation
 The Winston-Salem Foundation
 Wisconsin Energy Corporation Foundation
 Women and Foundations/Corporate
 Philanthropy

Women in Communications
 Women's Action Alliance
 Women's Research & Education Institute
 Robert W. Woodruff Foundation
 Woods Charitable Fund
 Greater Worcester Community Foundation
 World Federation for Mental Health
 World Resources Institute
 World Vision
 World Wildlife Fund
 Wyman Youth Trust
 Xerox Corporation
 YMCA of the USA
 Young Audiences
 Youth Service America
 YWCA of the USA
 Zellerbach Family Fund

Listing as of September 15, 1993

HOTEL MEETING ROOMS

FLOOR PLANS



IS Board Emelda Cathcart of Time Warner leads a lively discussion on the media at the 1992 annual meeting.

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INDEPENDENT SECTOR STAFF ATTENDING THE 1993 ANNUAL MEETING

Brian O'Connell, *President*

Sharon Stewart, *Executive Assistant to the President*

ADMINISTRATION/ANNUAL MEETING

Brian E. Foss, *Vice President*

Darryl L. Barnes, *Assistant to the Vice President*

Lille Saunders, *Administrative Support*

GOVERNMENT RELATIONS

Robert M. Smucker, *Senior Vice President*

Joy A. Terrell, *Associate Director*

Catherine Pino, *Assistant Director*

LEADERSHIP & MANAGEMENT, INTERNATIONAL

Sandra T. Gray, *Vice President*

Teri Slegl, *Assistant Director, CIVICUS*

Rose Brown, *Administrative Support*

MEMBERSHIP

Char Mollison, *Vice President*

Sandra L. Pruitt, *Staff Associate*

John C. Welch, *Staff Assistant*

Barbara Bruno, *Administrative Support*

PUBLIC INFORMATION AND EDUCATION

John H. Thomas, *Vice President*

Paula Shoecraft, *Associate Director of "Give Five" Campaign*

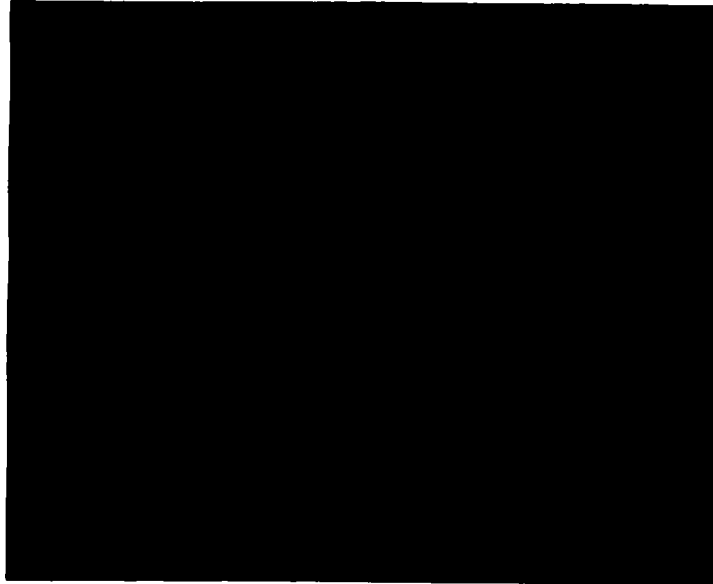
Hector Eriksen-Mendoza, *Media Relations*

RESEARCH AND NATIONAL CENTER FOR CHARITABLE STATISTICS

Virginia A. Hodgkinson, Ph.D., *Vice President*

David R. Stevenson, Ph.D., *Associate Director*

Heather Gorski, *Program Associate*



IS Chairperson Raul Yzaguirre and IS President Brian O'Connell.

1993 INDEPENDENT SECTOR ANNUAL MEETING

SESSION PREFERENCES

Please take a moment to indicate the meeting topics of most interest to you. While meal and reception functions are included in the registration fee, it is helpful to know which you might attend. Descriptions of each session are in the enclosed schedule of events. You are not obligating yourself, this is simply helpful to IS staff in planning. Please return the enclosed postage-paid envelope by October 4, 1993. Thank you!

Sunday, October 17

- National Forum: "A Vision of Evaluation" (9:00-1:00)
- Orientation for First-time attendees, New & Prospective Members (3:00-4:15)
- Opening Session ("*Community: Visions & Challenges*") (4:30-6:30)
- Meeting Ground Reception & Entertainment (6:30-7:30)
- Opening Dinner (7:30-9:00)
- Meeting Ground continues (9:00-10:00)

Monday, October 18

- Breakfast Roundtables (7:30-9:00)
- Plenary Session: Nonprofit Organizations As Stewards of the Public Trust (9:15-10:45)

Mini-Plenaries (11:15-12:30) (select one)

- The Future of Workplace Giving
 - Independent Sectors Sharing Borders
 - Attracting & Retaining the Next Generation of Sector Leaders
- Luncheon: Managing Change In A Bottom Line World (12:45-2:15)

Concurrent Sessions (2:30-3:45) (select one)

- Trustees
 - Investing In Fund Raising & Human Resources
 - Evaluating Advertising in the Nonprofit Sector
 - IS Position on Proposed Legislation Related to Performance and Accountability of Public Charities
 - Getting Real - Adapting Your Programs to Our Pluralistic World
 - Lessons from the NPO Management Survey
- Clinic on Stewards for the Public Trust (4:00-5:30)
- Host Event at the California Academy of Sciences (6:00)

-OVER-

Tuesday, October 19

- **Breakfast on Evaluation & Leadership Transition (7:30-9:30)**
- **Annual Business Meeting of IS Members (9:45-11:00)**
- **Plenary: The White House, Public Policy & The Sector (11:15-12:15)**
- **Luncheon: Community Building Through Urban Initiatives (12:30-2:15)**

Mini-Plenaries (2:30-3:45) (select one)

- **Independent Sector & the U.S. Economy (runs through 5:15)**
- **Re-engineering Organizations**
- **The Nonprofit Sector and the News Media - Need for Greater Mutual Understanding**

Concurrent Sessions (4:15-5:15) (select one)

- **Gearing Up for the Future - What is our Stake in the Communications Revolution?**
- **Moving Beyond Diversity Toward Pluralism**
- **Mentoring**

- **Regional Membership Receptions (6:30-7:30)**
- **Banquet - John W. Gardner Leadership Award to Dr. Mathilde Krim and International Perspectives (Dr. Farida Allaghi, Director, Women and Children Division, Arab Gulf Programme for the U.N. Development Organizations (Saudi Arabia); Co-Chairperson of the Board of Directors, CIVICUS: World Alliance for Citizen Participation) (7:30-9:30)**

NAME: _____

ORGANIZATION: _____

Please return by October 4! A special orientation session will be held on Sunday, October 17 at 3:00 pm for people who are attending their first IS annual meeting. Please see page 1 of the schedule for details.

We are looking forward to seeing you in San Francisco, and call us at 202/223-8100 if you have any questions.

Brian E. Foss
Vice President

San Francisco Host Activities
INDEPENDENT SECTOR Annual Meeting
Saturday, October 16 and Sunday, October 17, 1993

Registration Form

# of Tickets	Event	Cost
	Join comical host, Sedge Thompson, for a live (and lively!) broadcast of the irreverent public radio show, "West Coast Weekend"	\$10.00
	Take an enchanting walking tour of San Francisco and explore its "frisky history"	\$15.00
	Dr. Albert Chew, noted San Francisco philanthropist and leader will take you on a "personal tour of Chinatown," one of the Bay area's most interesting communities	\$20.00
	Visit and participate in the packaging of meals at the world's largest provider of food to people with AIDS, "Project Open Hand." Also, travel to the world-renowned memorial to victims of AIDS, The Names Project, home of the "Quilt." - Saturday	Free
	The Gardens and Museums of Golden Gate Park	\$12.00 (plus museum admission of \$7.50)
	Stanford-Haas Center & Roden Sculpture Garden	\$10.00
	Return to a Speakeasy and "The Roaring 20s" at Jake Finnegan's Rendezvous Cafe	\$33.00 (incl. show; drinks not included)
	Tour and learn about the exciting plans for the conversion of the U.S. Army Presidio to a national park, global environmental center and nonprofit hub	Free
	San Francisco Opera presents "La Boheme"	\$100 (incl. ticket and supper)
	Join author and historian, Mark Gordon in an evening reminiscent of days past when San Francisco was a 24-hour-a-day town in "The Historic Bar Crawl"	\$25.00 (drinks not included)
	Cowell Theater at Fort Mason Center presents Spalding Gray, Monologist, in "Gray's Anatomy"	\$22.00
	Berkeley Repertory Theater presents "Dancing at Lughnasa"	\$31.00
	Oakland Ballet presents "Romeo and Juliet"	\$32.00
	American Conservatory Theater presents "Pygmalion"	\$42.00
	American Conservatory Theater presents "Pecong"	\$29.00
	CAL Performances, U.C. Berkeley presents "Dance Theater of Harlem"	\$27.00
	Celebrate the opening of the Center of the Arts Yerba Buena Gardens	
	Visit and participate in the packaging of meals at the world's largest provider of food to people with AIDS, "Project Open Hand." Also, travel to the world-renowned memorial to victims of AIDS, The Names Project, home of the "Quilt." - Sunday	Free
	Help rid the Golden Gate National Recreation Area of non-native plant species in the "Environmental Volunteer Project"	\$10.00
	Second Harvest Food Bank	Free
	Eat your way through Chinatown	\$50.00

Your Name: _____

Organization: _____

Please bill me Check payable to "INDEPENDENT SECTOR" enclosed for \$ _____

- *****
- MAIL THIS COMPLETED FORM DIRECTLY TO BRIAN FOSS, INDEPENDENT SECTOR, 1828 L STREET, NW, SUITE 1200, WASHINGTON, DC 20036 OR FAX TO IS AT (202) 416-0580
 - WE URGE YOU TO REGISTER AS SOON AS POSSIBLE TO INSURE GOOD SEATS, AND WE CANNOT GUARANTEE TICKET AVAILABILITY AFTER OCTOBER 1.
 - INDEPENDENT SECTOR WILL SEND YOU A CONFIRMATION OF YOUR ORDER!
 - Many events are within walking distance. Those that require transportation will be pre-organized to depart from The Fairmont Hotel, and transportation costs will be complimentary. Details on departure times and transportation will be sent with your confirmation.

THE WHITE HOUSE

John Burton

Dick Stark

re: SFO

dinner

10/18

Ind. Sector

Jokenna Levin

/ Mrs. Gail Wilson ?
Tues am

THE WHITE HOUSE
WASHINGTON

1:30 PM
VISITORS ENTRANCE

← 10/18 UA#965 →
LV IAD 5:25 6
AR SFO 7:55 8:30

10/19 UA
LV SFO 1:35 Red
AR IAD 9:42 10 PM
5:54A

10/20 UA
LV SFO 8:15 8:53
AR IAD 4:07 4:46

NW
2:30
7:57 MN
8:30
11:43 DCA

I

IND
SECTOR

Post-It™ brand fax transmittal memo 7671

of pages 2

To Eli Segal	From Brian O'Connell
Co.	Co.
Dept.	Phone #
Fax # 456-6420	Fax #

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October 11, 1993

Mr. Eli J. Segal
Assistant to the President
and Director, Office of
National Service
Old Executive Office Building
Washington, DC 20500

Dear Eli,

I'm delighted with the news that you will be with us
for our Annual Meeting in San Francisco next week.
The specifics for that session are as follows:

Plenary session - Tuesday, October 19

11:15-12:15pm

The Grand Ballroom

The Fairmont Hotel

Atop Nob Hill

950 Mason Street

San Francisco, CA 94108

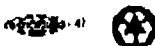
(415) 772-5000

This will be one of the few plenary sessions during
the almost three days of meetings. The audience
will be approximately 650 leaders of the country's
philanthropic and voluntary organizations, covering
the range of religion, education, civil rights,
arts, environment, health, social welfare and more.
Approximately 20 percent of the audience will
consist of leaders of corporate public service
offices. As I had mentioned to Susan, the timing
for your briefing could not be better. Most of
those attending will be keenly interested in the Act
and Corporation and your view of them and the future
of national service. It provides a chance for you
to speak to a group that has enormous potential for
helping to initiate and implement the Corporation's
plans.

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Mr. Eli Segal
October 11, 1993
Page Two

With this fax, I'm including the program for Tuesday. If your schedule permits, I hope you'll feel free to sit in on any other sessions that look interesting. If you're free Monday evening, we'd welcome having you join us for our host city event at the California Academy of Sciences and/or for a reception in my room (#562) from 9:30-11:00pm. If you can do either or both, let me know, and I'll make sure that you have a chance to meet even more of the participants than you might on Monday morning.


If you can stay after your session, I'd welcome having a small gathering including lunch so that you can spend more time with some of the individuals most likely to be important allies in your important endeavors.

As Susan may have mentioned, there is an outside chance that the White House will send someone to discuss other aspects of the Administration's relationships to this sector, including some of the concerns relating to tax policy, advocacy activities and the like. Doris Matsui along with Alexis Herman and Suzanna Valdez are working on that side of it. They're also trying to arrange a message from the President. If they are not successful in arranging another participant, we hope that they will send the President's message for you to present.

The person staffing your session is Catherine Pino, who I know has already been in touch with your office to help arrange for transportation to and within San Francisco, hotel accommodations and anything else we can be helpful on.

It will be good to have you with us.

Sincerely,


Brian O'Connell

Enclosure

cc: Susan Stroud
Alexis Herman
Doris Matsui
Suzanna Valdez
Catherine Pino

THE WHITE HOUSE
WASHINGTON

Oct 18

Mark Hopkins

415-392 3434

Stanford Court

415-989-3500

} across
the street
from
Fairmont

on waitlist at Fairmont Hotel

415-772-5000

where Independent Sector
Conference is.

Have A Good Day

10/1

Karen -

Eli is definitely
going to do the
Independent Sector
meeting in
San Francisco on
Oct 19 11-12.
Need to get in the
night/day before.
I'll work on other
meetings when you
give me time slots.

Thanks.

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Susan



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Fax #	456-6720	Fax #	

MEMO

Karen
Please put in S.F.
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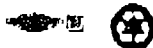
TO: Susan Stroud
FROM: Brian O'Connell
DATE: September 29, 1993
SUBJECT: Invitation for Eli Segal to Speak at Our Annual Meeting, Tuesday, October 19, in San Francisco

This is a follow up to our conversation about our Annual Meeting. The overall meeting is scheduled October 17-19 in San Francisco. As I mentioned, Raul Yzaguirre has been working with the White House to try to arrange the participation of the President, Vice President, or First Lady. He has been working with Alexis Herman and her assistant, Suzanna Valdez. While those negotiations were taking place, I did not want to seem to interfere or undermine them by extending an invitation to others in the White House for that same slot.

It's been my hope that in the absence of one of those three participating that we could use the time, one of the principal plenary slots at the meeting, to have Eli talk about the Act and the new Corporation. What I propose to you is that we try to get Eli to fill that slot, and then if one of the three does in fact accept, we would have that person provide some general remarks and then have Eli deal with the specifics of national and community service.

The timing for Eli's briefing could not be better. The meeting will involve the national leaders of philanthropic and voluntary organizations, most of whom will be keenly interested in the Act and Corporation and Eli's view of them. It would give him a chance to speak to a group that has enormous potential for helping to initiate and implement his plans.

We would, of course, cover costs including transportation and work with you to make the most of this occasion.



- 2 -

As an indication of our interest and what I know is the interest of our Members, I'm enclosing the cover page of our Memo to Members going out tomorrow in which I report on the Act and Corporation and indicate "these developments represent major opportunities for many IS Members." When the memo goes out, I'm enclosing the seven-page summary of the Act prepared by the Commission.

If there's any additional information you need, by all means, let me know.

When we talked, I mentioned that I had just come out of a search committee interview for the executive directorship of the new international organization, CIVICUS: World Alliance for Citizen Participation, and when I returned I did have a chance to mention to Jim Joseph the nature of the welcome interruption. Jim said that even though the next couple of weeks would be pretty frantic for Eli that he would encourage him to take advantage of the timeliness of this opportunity to reach so many key people all at once.

I'll obviously be eager to hear how it goes. Thanks for your help.

Enclosure



INDEPENDENT
SECTOR



MEMO TO MEMBERS

OCTOBER 1, 1993

1. GOOD NEWS ON ADVOCY RIGHTS & POSTAL RATES

Senator Stevens was finally persuaded not to submit his proposed amendment to postal rates legislation which would have prohibited the use of nonprofit mail rates to solicit funds for advocacy efforts by voluntary organizations. This is the fourth serious advocacy issue raised by the administration or Congress this year which, fortunately through your efforts, we successfully turned aside. It's a reminder of the basic job still to be accomplished to get key government leaders to understand that advocacy is a legitimate function of philanthropic and voluntary organizations.

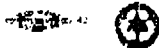
On an important related issue, there will only be a modest increase in nonprofit postal rates over the next several years, at least compared to what had been proposed. The new law allows an annual increase of about 4% through 1998 for third class mail and about 2% annually for second class.

2. DETAILS ON THE NEW NATIONAL AND COMMUNITY SERVICE TRUST ACT

Congress has passed, and the President has signed the National and Community Service Trust Act which establishes the major new Corporation for National and Community Service, which among other things consolidates the ACTION agency and the Commission on National and Community Service and establishes the general concept and name of "Americorps." These developments represent major opportunities for many IS Members. Enclosed is a summary.

3. CURRENT ISSUE OF STATE TAX TRENDS

Enclosed is the latest issue of State Tax Trends including a report that "hidden taxes" impose a significant burden on nonprofits.



MEMORANDUM

September 27, 1993

To: Eli Segal
From: Susan Stroud
Re: White House connections with foundations and non-profits

I have attached two articles from the current Chronicle of Philanthropy which describe a less than happy relationship generally between the White House and the non-profit and foundation sectors. The concerns seem to focus around two issues:

- 1) legal issues related to tax laws governing non-profits, especially provisions related to lobbying activities, and
- 2) a perception that the non-profit sector is not sufficiently consulted on social policy issues.

Part of the problem seems to be the raised expectations that a new Democratic administration would result in a much closer consultation with liberal leaning non-profits. The main contacts within the White House appear to be Melanne Verveer and Doris Matsui. The only federal agency that gets good marks in these articles is HUD.

I would argue that ONS has done a very good job of consulting with foundations and non-profits. We may want to make this known to Melanne both because ONS should be appreciated for what we have done and because it may help Melanne in her efforts to deal with these groups. You can assure her that the Corporation will continue to strengthen these relationships.

Specically, we have consulted extensively with:

- 1) foundations
 - jointly sponsored meeting with the Council on Foundations
 - outreach to community foundations through meeting at Ford Foundation and the community foundations annual meeting
 - Lilly Endowment meeting on civic education
 - numerous conversations/partnerships with foundations supportive of ONS - Ford, New World, Kellogg, Surdna
 - follow up meeting after the bill signing with foundation staff
- 2) non-profits
 - extensive outreach with non-profits through the working groups
 - information sessions with service and non-profit organizations through development of the legislation
 - I will address the annual meeting of the National Council of Nonprofit Associations in November
 - working with a consultant funded by Surdna for specific outreach to CDCs

Don't be bashful about getting this info out to the appropriate people in the White House.

Foundations Are Urged to Help Non-Profits Spread Successful Projects Across Country

By JENNIFER MOORE

WASHINGTON

If foundations are serious about spreading model projects across the country, they need to take more aggressive steps, said speakers at a conference here sponsored by the California Association of Nonprofits.

Many demonstration programs that foundations support don't get copied elsewhere because grant makers don't do enough to help non-profit groups share their ideas with others, said the speakers, some of whom were foundation executives themselves. They also criticized foundations for not helping non-profits attract other sources of financial support to pay for efforts to spread effective programs.

"We tend to put a premium on innovation, less so on replication," said Michael Rubinger, associate executive director of the Pew Charitable Trusts in Philadelphia. "It's not sexy. It's not new. It's not creative—or at least many people don't think it is. So foundations have a tendency to go in the other direction."

He said many grant makers had been clinging for too long to an outmoded view of the federal government's willingness to adopt model programs.

Recalling his work with the Ford Foundation during the 1970's, he said: "In those days, which were really the heady days of federal-government involvement in a whole range of programs, the way that one could define one's success at a place like the Ford Foundation was that you would create a pilot or a model, and you would take it out, and you would test it, and you would prove its success, and then you'd go and sell it to the federal government and turn it into a massive federal program."

Twenty years later, foundations are "still creating pilots and models and demonstrations and experiments," he said, but "the constituency, the audience, the federal government, isn't in the game anymore."

Process Not 'Automatic'

Mr. Rubinger said many foundations still seemed to view the process of turning a model program into a national movement as "automatic."

Speaking of his work at Pew, he said: "I thought that we were talking a better game than we were playing. Virtually every write-up that crossed my desk talked about how the results of this thing, whatever it was, would be disseminated to policy makers, etc., etc., and the results would be replicated in every town and hamlet in America. The only issue was, it wasn't happening. And to some degree it still isn't."

To help deal with that problem, Pew commissioned two Philadelphia-based researchers to study several programs that have been widely copied and try to determine what led to the success or failure of each. The research was conducted by Graham Finney, president of the Conservation Company, which

provides management help to non-profits, and Gary Walker, vice-president of Public/Private Ventures, a group that designs and tests programs to help young people.

The goal of the report, which Mr. Rubinger presented at the conference, was to "develop an approach to replication that is more systematic and scientific than what's been available to date," he said.

The report concluded that "replication is not currently being utilized to anywhere near its potential as a tool to assist local decision-making in deploying limited resources, to establish standards of effectiveness in large systems, and to promote local staff professional development and productivity."

Most of the programs that were successfully copied, according to the researchers, had the following features:

- ▶ A detailed plan of how the program would be started at other sites. Usually the plan was designed early in the life of the model or pilot project.

- ▶ A careful selection process for finding competent, energetic people to lead the programs set up in new locations.

- ▶ Built-in flexibility that allowed each site to make changes that were appropriate for its location.

- ▶ Substantial technical assistance and training for people who were running both the demonstration program and its offshoots.

- ▶ A strong marketing strategy that was put in place as soon as a program contemplated expanding to other sites.

- ▶ Frequent communication between the demonstration program and the new programs it helped create.

- ▶ A clear set of standards and principles for the program, as well as a method for making sure each new site met those standards.

- ▶ Adequate start-up and long-term financial support for both the original program and the programs that grew out of it.

Pew has already followed another of the report's recommendations: Creating a non-profit group to provide technical assistance and other support to non-profit programs that are in the process of expanding to new sites. The new group, known as Replication and Program Services, shares office space with the Conservation Company and has received \$490,000 from Pew. The new organization is in the process of compiling a "how to" guide for charity, foundation, corporate, and government leaders interested in spreading successful model programs.

Improving Public Image

Participants at the conference cited many reasons for foundations to take a more active role in helping to spread successful programs—particularly the scarcity of government and other financing.

By promoting programs that have worked well in one area and helping to start similar ones in other locations, foundations have the opportunity to improve their image

with politicians and watchdog organizations, said Thomas E. Backer, president of the Human Interaction Research Institute in Los Angeles, who has done extensive research on how projects get duplicated.

"Success in replication, if properly documented, can provide convincing evidence to taxpayers and to their representatives in Congress that foundations are continuing to use their tax-exempt status to benefit society," he said.

However, some foundation officials disagreed with the idea that they should do more to spread demonstration projects to other areas. Many were uncomfortable about the prospect of making long-term financial commitments to one program.

Concern About Use of Power

Mr. Walker, co-author of the report, said many foundations feel uncomfortable with two of the ingredients essential to successful duplication of programs: "marketing and a belief in the commonality of problems and solutions." Those views, he said, "fly in the face of really deep beliefs of the social-policy world: that selling is bad and that every locality is unique."

"You will not find in our descriptions of what we do the word 'replication,'" said D. Susan Wisely, program evaluation director at the Lilly Endowment in Indianapolis. "Our experience with it is that it implies an inappropriate use of foundation power. We believe that one of our roles is to help bring new ideas into existence, to convene people who know about those ideas, to help put options before them, to provide educational materials, to do this kind of infrastructure building we've been talking about."

"But it would be an extraordinarily hard sell for me to say we should support a replication effort because of the implications of being too interventionist and too manipulative and because it smacks of social engineering."

Ms. Wisely agreed, however, that foundations needed to have a better understanding of what they mean when they call a program a model. "This is a word that's used easily by program officers who are trying to get funding for something they want to do," she said. "What we need is to begin to flesh out what's meant by a 'model program,' what happens after you say this is a model. There's not a clear understanding, and that's where the work needs to be done."

Copies of the Pew-financed report, "Building From Strength: Replication as a Strategy for Expanding Social Programs that Work," can be ordered for \$7.50 each from Margaret Berger, Replication and Program Services, One Penn Center, 1617 JFK Boulevard, Suite 1390, Philadelphia 19103; (215) 568-0399.

A summary of the conference can be obtained from Alan Fox, Development Consultant, California Association of Nonprofits, P.O. Box 1478, Santa Cruz, Cal. 95061; (408) 458-1955.



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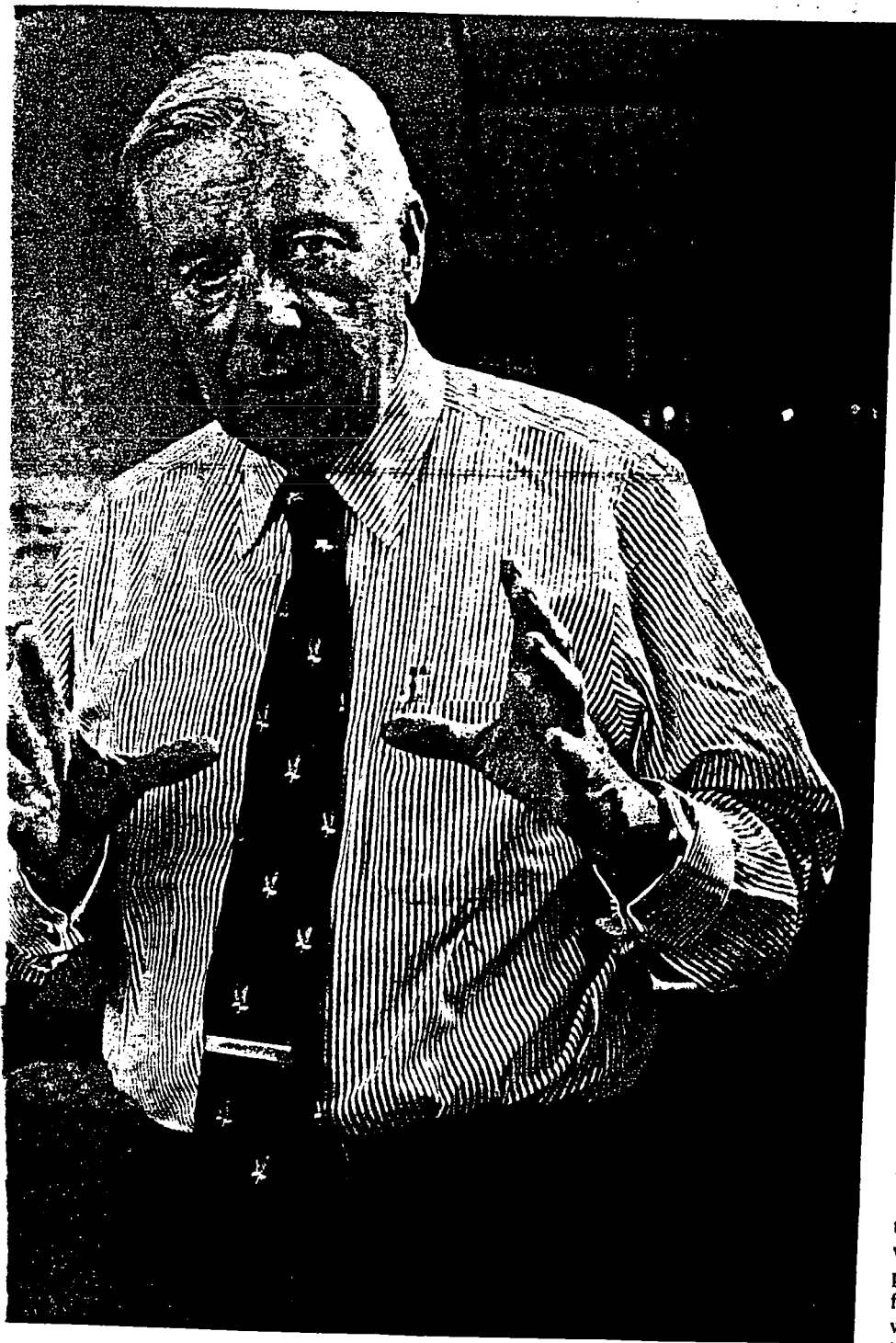
Consultants to Philanthropy

THE CHRONICLE OF PHILANTHROPY.

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The Newspaper of the Non-Profit World

Vol. V, No. 23 • September 21, 1993 • \$4



SAM KITTNER, FOR THE CHRONICLE

John O'Connell, president of Independent Sector: He says the Clinton Administration has treated non-profit groups "with a degree of indifference and opposition that is disheartening."

Clinton and Non-Profits: a Mixed Record

Administration has asked them for insights on issues from AIDS to urban decay, but President is faulted on broad charity matters

By KRISTIN A. GOSS

WHEN BILL CLINTON was elected President, non-profit leaders jubilantly predicted a new era of cooperation with the federal government. Now, almost a year later, they are sharply divided over how well the President has lived up to their expectations.

Groups that work on specific issues—community development, AIDS, and child-and-family policy, to name just three—say that they have enjoyed access and influence at the highest levels of government and that some of the best ideas developed in the non-profit world are being embraced by federal policy makers. Indeed, at least two senior Administration officials—Secretary of Housing and Urban Development Henry G. Cisneros and AIDS Policy Coordinator Kristine M. Gebbie—have designated top lieutenants to work closely with non-profits and foundations.

But on a broader question—how well the Administration has recognized and supported the non-profit world as a whole—many leaders are bitterly disappointed. They charge that the Administration has failed to articulate how the \$700-billion non-profit world fits into its domestic agenda, notably the plan it announced this month to "re-invent government."

They also complain that the President has support-

Continued on Page 30

A 'Peace Dividend' of Donations

By [Name obscured]

Clinton and Non-Profits: Praise and Criticism

Continued from Page 1

ed—or not forcefully opposed—tax, postal-rate, and other policies that could threaten the health of large numbers of organizations.

Non-profits as an interest group "just seem to be irrelevant," says Brian O'Connell, president of Independent Sector, the charity world's principal voice in Washington.

"It is so discouraging from an Administration that seemed to represent a vastly different approach" from those of the Reagan and Bush Administrations, Mr. O'Connell says. "It is not only the same approach, but with a degree of indifference and opposition that is disheartening."

Mr. O'Connell says he has been under pressure by some of his 850 charity and foundation members to speak out, and he has decided to heed their advice. "We just realized that this Administration only seems to respond to its critics, and we have a lot to be critical about," he says.

Lack of a Liaison Is Called a Big Problem

A big problem, say non-profit leaders, is that the President has not appointed anyone to serve as a liaison with the non-profit world. That task has fallen, by default, to the Office of Public Liaison, which handles political constituency groups not represented elsewhere. Non-profit leaders complain that returning phone calls is not among the office's strengths.

"What you have is a gap," says Gary D. Bass, executive director of OMB Watch, which monitors the White House Office of Management and Budget. "The Administration comes up with an initiative, and there's nobody there to say, 'This is the impact on non-profits.'"

Melanne Verveer, Deputy Assistant to the President and a top adviser to Hillary Clinton, has served as non-profits' unofficial listener and lobbyist within the White House, though she has her hands full with the forthcoming health-care-reform plan. Ms. Verveer, a long-time friend of the Clintons and a former executive vice-president of the non-profit advocacy group People For the American Way, acknowledges that the Administration has not served the non-profit world as well as it might.

But she says the White House is working to "adopt some approaches here that might be more responsive." Two options being considered: assembling a team of people in the White House who would be responsible for hearing non-profits' concerns, and designating a person in each department—as HUD has done—to work with non-profits on different policy questions.

"The government has a lot to learn from non-profits," Ms. Verveer says. "The non-profit community has needs that oftentimes need to be addressed better than they're addressed. It is a two-way street."

Meeting Held With White House Officials

In one step toward improving the relationship, about 20 non-profit leaders met last week with seven representatives of the Administration, including Doris Matsui, deputy director of the public-liaison office; Bruce Reed, Deputy Assistant to the President for domestic policy; Christine Varney, the Cabinet Secretary; and Ms. Verveer.

Part of the problem for the Administration is that the non-profit world has a wide variety of interests and interest groups, officials say, and sometimes its leaders have vague or differing agendas. But over all, Ms. Verveer says, "my guess, and my experience, is that in a number of areas we're working side by side with the non-profit community, both soliciting their views and working on joint policies and programs of interest. But it doesn't scream at you in every instance: Non-Profit Community."

Non-profits are missing their big chance with Clinton: My View, Page 42.

Many non-profit leaders agree, arguing that after less than a year in office, the Administration has given them plenty of cause for optimism.

Among the efforts that charities are applauding: **Community development.** Non-profit officials say the Administration has been nowhere more receptive to their ideas than on the topic of revitalizing inner cities. (See story below.)

"We've not only had access, but frankly it's been a

Urban-Development Groups Praise Administration for

CHARITY AND FOUNDATION LEADERS disagree about the Clinton Administration's record on many non-profit issues, but in one field almost everyone is encouraged: community development.

Groups that are working to revitalize inner-city neighborhoods say that the Department of Housing and Urban Development, once considered a backwater of government waste and stagnation, has been eager to reach out to non-profits and foundations for new ideas. Perhaps as importantly, HUD Secretary Henry G. Cisneros and his chief deputies have been willing to provide non-profit groups with money and simplified regulations to make their work easier.

Says Steven A. Minter, executive director of the Cleveland Foundation, who is helping to organize a meeting this month of Administration and foundation officials interested in urban issues: "This kind of cooperation and discussion is not brand new, but it's been accelerated in the Clinton Administration."

Among the moves that have drawn praise:

► The Secretary has asked Congress for \$25-million to invest in the National Community Development Initiative, which was begun in 1991 with \$62.5-million in grants and loans from seven foundations and one corporation to help revitalize inner-city neighborhoods. To receive the full \$25-million, the project would have to raise \$75-million in investments from foundations and corporations in a second round of fund raising. "Here's a guy with a terribly troubled department, with very little money, and he's proposed to reach out to the foundations," says Paul S. Grogan, president of the

Local Initiatives Support Corporation, which provides financing and technical assistance to local community-development efforts.

In an interview, HUD Secretary Cisneros said he wanted to work more closely with non-profits.

"I'm looking for an effective relationship—a working relationship—because it is clear that we're not going to be able to perform solely with governmental funds," said the Secretary, who until his appointment served as a trustee of the Rockefeller Foundation and the Enterprise Foundation. (The latter provides financing and technical assistance to community-development efforts.) "The evidence has shown where you get collaboration and more involvement, you get better ideas and you end up with a better product."

To improve his department's ties to non-profits and foundations, Secretary Cisneros has appointed a former Mayor of St. Paul, George Latimer, to serve as director of a new Office of Special Actions in the Office of the Secretary.

Mr. Latimer says that Secretary Cisneros has given him responsibility for "a number of areas that he thought were under-addressed and under-served. Our relationship with non-profits is one of them.

"It's a very significant statement on his part."

AIDS. In the new AIDS-policy office, Ms. Gebbie has

Local Initiatives Support Corporation, which provides financing and technical assistance to local community-development groups. "That's extraordinary."

► The President's proposal to strengthen community-development banking, announced in July, would provide \$382-million in new money, mostly through existing non-profit loan funds, credit unions, and other institutions, rather than creating a network of new banks as he had proposed during the campaign. Work-

ing through existing organizations had been a key recommendation in a paper submitted to the White House by a coalition of eight community-development groups. "Ninety per cent of what was in the bill was recommended by people in the field," says Martin Trimble, executive director of the National Association of Community Development Loan Funds. The legislation is still pending.

► Assistant Secretary for Housing Nicolas P. Retsinas has begun a program in two cities—Richmond, Va., and Chicago—through which HUD sells repossessed housing to non-profit groups, rather than to private

investors, who HUD officials said often left the buildings to deteriorate. In a seven-month test phase, the department sold 200 houses, twice its goal, and now plans to spread the program to another 20 cities.

► The White House proposed making permanent the Low-Income Housing Tax Credit, which has helped channel hundreds of millions of dollars in corporate investments into development projects. Congress approved the idea in the tax measure passed last month. The tax credit has been key to the fund-raising success of many community-development groups, such as the Local Initiatives Support Corporation.

"We're not going to be able to accomplish all we want solely with governmental funds, nor is it even correct to do so."

appointed Warren Buckingham, who ran an AIDS service organization in Dallas financed by the Robert Wood Johnson Foundation, as her special assistant. A significant part of his job will be to serve as the liaison to non-profits.

Mr. Buckingham says that when he was hired Ms. Gebbie "made it clear to me that she wanted someone on her staff who had voluntary, community-level background and could be that voice in the office on a day-to-day basis."

Ms. Gebbie wants non-profits to send suggestions to her office as it crafts a cross-departmental AIDS policy and to evaluate that policy as it is put in place locally, Mr. Buckingham says.

The office is also considering asking foundations to support a fellowship program through which people who work for AIDS charities would serve up to one year in the federal AIDS office, as well as other projects to insure that local groups have a voice in Washington. Ms. Gebbie has already held two meetings with about 50 non-profits and one with representatives of Funders Concerned About AIDS, a group of grant makers. "We feel we have an open-door relationship with her office," says Michael Seltzer, who heads the organization.

"There's a very clear recognition on Kristine Gebbie's part that in nearly every community around the country, the heart and soul of the response to AIDS has been in the voluntary non-profit sector," Mr. Buckingham says. "We know for her office to work at this

highest level of the federal government, we need to be in close contact with that community."

National service. The President is scheduled to sign into law this week a \$1.5-billion national-service program, hailed by many charities as a boon both to them and to the communities in which they work.

The Administration has drawn praise for looking to the rapidly growing network of non-profit youth-service groups to carry out the program, rather than creating a new federal youth corps. The national-service program would provide people with education or job-training benefits in exchange for one or two years of service.

This month, Eli J. Segal, Assistant to the President and director of the Office of National Service, attended a five-hour meeting with about two dozen grant makers to discuss their role in everything from training non-profits how to apply for national-service money to financing program evaluation.

Nutrition. Bill Ayres, executive director of World Hunger Year, which assists grassroots poverty groups, says the Department of Agriculture is interested in setting up a national clearinghouse of hunger and nutrition groups to distribute information more quickly to them and to gain an understanding of which programs are successfully promoting self-reliance among the poor.

Tax breaks for gifts of property. The Clinton tax bill, enacted last month, delivered a big victory for the non-profit lobby. It expanded and made permanent a tax

break that enables wealthy donors to take full deductions for gifts of art, stocks, and other property that have increased in value. Previously, wealthy donors had been able to deduct only the purchase price.

'We Believed They Understood the Non-Profit Sector'

Still, many charity leaders say the tax victory and scattered departmental efforts amount to no more than points of light in an otherwise dark sky.

Says Robert M. Kardon, president of the California Association of Nonprofits, which represents more than 2,000 groups: "We believed they understood the non-profit sector better than any recent Administration. But it just hasn't risen very high on their agenda."

Among the Clinton Administration efforts that have drawn criticism:

Re-inventing government. Vice-President Gore this month released the report of his National Performance Review, which assembled recommendations from federal employees—"the people who know government best," in Mr. Gore's words—about how government can be more effective and efficient.

The decision not to consult more broadly did not suit many non-profit officials. They note that the report's recommendations make no mention of reforming the extensive—and, they say, troubled—relationship that has developed over the past two decades between the federal government and local non-profits providing

Continued on Page 36

Pledge of Partnership

In an interview, Secretary Cisneros said he hoped to work more closely with national, community, and local foundations to finance community-development efforts.

"We're not going to be able to accomplish all we want solely with governmental funds, nor is it even correct to do so," he said.

In part to look at ways to improve collaboration with non-profit groups, the Secretary has appointed a former Mayor of St. Paul, George Latimer, as director of a new Office of Special Actions.

"His job is to develop the concept, to see what is possible," the Secretary said, "up to the level that we're ready to institutionalize."

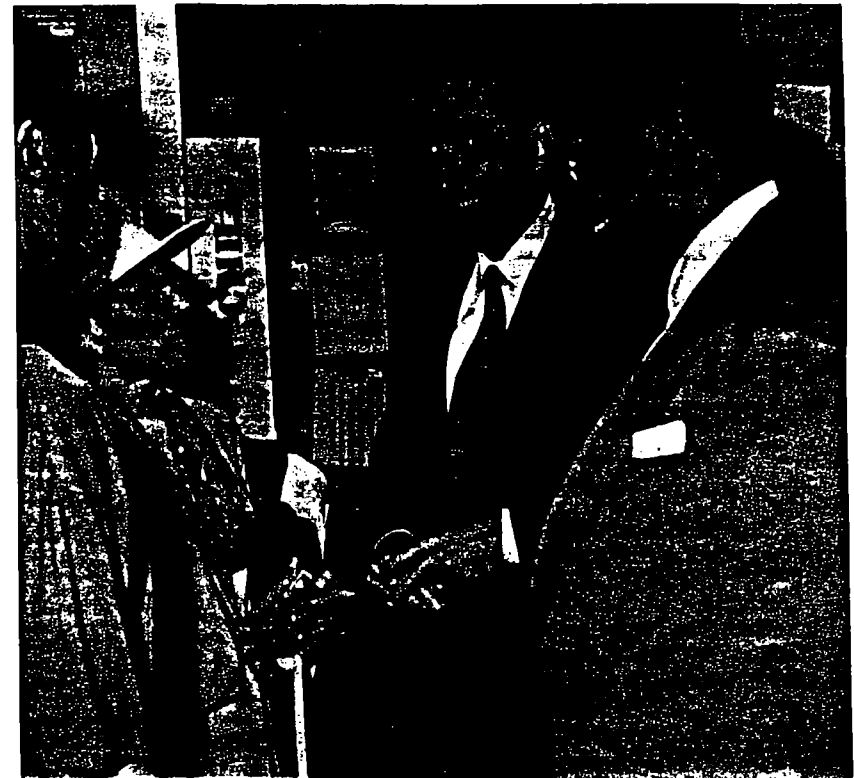
Mr. Latimer is familiar with the philanthropic world: As Mayor, he led a major downtown redevelopment project financed in part by the McKnight Foundation in Minneapolis. His wife, Nancy, is a senior program officer there.

'Potential for Collaboration'

Secretary Cisneros said that several foundation efforts nationwide offer "the potential for collaboration."

Among the models he cited: the Cleveland Foundation Commission on Poverty, which issued a report in March calling for a neighborhood-by-neighborhood approach to community development that takes full advantage of strong leaders and institutions, such as libraries, as the centerpiece of reform.

The commission's findings formed the "intellectual basis" for a new federal program, the \$300-million Urban Revitalization Demonstration Program, according to Sen. Barbara Mikulski, the Maryland Democrat who



tract.

Says California's Mr. Kardon: "It's a terrible miss."

Non-profits "have to deal with the government day in and day out as outsiders, and would've had a perspective," adds Pablo Eisenberg, president of the Center for Community Change, which works with grassroots groups nationwide. "Nobody asked any of us."

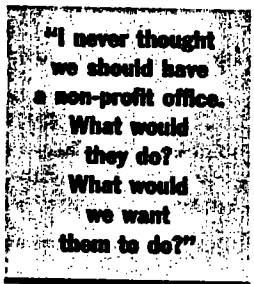
Doug Sauer, who heads the Council of Community Services, which represents more than 300 non-profits in upstate New York, says the government "should look at totally revamping the contractual relationships with community-based non-profits, and the extent to which that relationship actually hinders the social-policy outcomes they're looking for."

This month's report was only "the first step in a long, difficult process," says Elaine Kamarck, Vice-President Gore's senior policy adviser, and was intended to "get our own house in order" before looking at government's external relationships. Reports to be released over the next several months, including those focused on state and local governments and major federal departments, will have greater implications for non-profits, she says.

In the report on state and local governments, for example, non-profits would benefit from proposals that would ease restrictions on how federal dollars earmarked for certain categories of services may be used, Ms. Kamarck says. That would make it easier for cities and states to finance services that non-profit groups, rather than the federal government, see as local priorities. In addition, the report on the federal Department of Health and Human Services will include ideas for "streamlining contracts and procedures," she says.

Presidential recognition. Several organizations have had no success in getting the President to use his bully pulpit to underscore the importance of non-profits in carrying out the nation's business. They

locations, which represents more than two dozen statewide coalitions; and the Union Institute, a Cincinnati university that runs a public-policy center in Washington



that arranged last week's White House meeting.

Non-profits have sent several proposals to the White House seeking:

▶ A high-level liaison to non-profits (as exists for state and local government).

▶ A White House conference on non-profits.

▶ An executive order (which non-profit leaders have drafted and given to the White House) requiring all departments to involve non-profits in the planning, implementation, and monitoring of federal programs.

Ms. Verveer says the President is unlikely to fulfill any of those wishes anytime soon, and she herself is doubtful that the answer to non-profits' concerns lies in an executive proclamation. Even some non-profit leaders are skeptical about the suggestions.

"I never thought we should have a non-profit office," says Gerald Kaufman, a consultant to non-profit groups and co-chair of the National Council of Nonprofit Associations. "What would they do? What would we want them to do?"

He has the same questions about a White House conference: "I think we need to do a lot more thinking on our side, and we haven't done that."

Housing Secretary Says Foundations Will Be Key to Government's Work

Continued from Page 31

will enable the Cuyahoga Metropolitan Housing Authority to rehabilitate 500 units in two housing developments. In a departure from HUD's typical bricks-and-mortar approach, \$10-million of the grant is earmarked for community-service projects that involve residents in activities such as job training, literacy programs, and day care.

The two housing developments, located in neighborhoods that the commission has picked to test its redevelopment ideas, received the maximum allowable grant "because the Cleveland Foundation is a partner with us in that effort," Secretary Cisneros said.

The poverty commission was financed by \$1-million in grants over

whose board Secretary Cisneros served until joining the Administration. This year it received \$1.5-million from HUD to implement the recommendations, and the Cleveland Foundation has pledged to match that amount.

Mr. Minter says he did not have to push the commission's recommendations on HUD, as he discovered when he received an unsolicited phone call from Mr. Latimer.

Says Mr. Minter: "It's the first time in my experience at the Cleveland Foundation—18 years—that someone has picked up the telephone at his level to say, 'I've looked at the report and recommendations, and I think there's something significant here, and I'll tell you why, and this is the kind of

to a more serious and substantive role for non-profits in shaping public policy.

"Non-profits need to challenge the President and say, Look, if you want to give us more responsibility, there needs to be more access, more inclusion in macro-policy questions, and more resources," says Mr. Ayres of World Hunger Year.

Limits on tax deductions. In spite of heavy lobbying by Independent Sector and other groups, President Clinton proposed in his federal budget blueprint that no changes be made in a law that discounts total tax deductions—those for home-mortgage interest payments, state and local taxes, and charitable gifts, among others—by an amount equal to 3 per cent of family income over \$108,250.

Independent Sector had asked that the charitable deduction be removed from the equation, but Mr. O'Connell says that the White House "wouldn't even entertain" the request, even though the group presented a proposal to make up for any lost revenue.

An official at the Department of the Treasury, who asked not to be named, said the existing law had generally had no effect on charitable giving, and that the Administration saw "no overwhelming policy

like mortgage interest and medical premiums."

Lobbying and advocacy by non-profits. Some non-profit leaders sense a nervousness at the White House about their attempts to influence policy.

The first alarms sounded with the President's budget, which contained a provision, carried over from the Bush Administration, that would have prohibited non-profits from sending out advocacy mailings at subsidized postal rates. (It was thrown out by Congress.) In meetings with non-profit leaders, senior Administration officials said the provision was an oversight, but Independent Sector officials said they were not so sure.

"They were informed of this immediately," says Bob Smucker, the group's senior vice-president for government relations. "They had three months to take action."

In addition, as it was facing a Republican filibuster on its national-service bill, the Administration agreed to an amendment that would have barred any group that spent more than 20 per cent of its annual budget on influencing public policy from participating in the new service program. After intense pressure from non-profit groups, the provision was killed. A top Administration official said the

Charity lobbyists also criticize the Administration for not pressuring lawmakers to change a provision in a lobbying-disclosure bill that would create an additional set of reporting and record-keeping requirements for non-profits that lobby.

'Not an Appropriate Activity'

Mr. O'Connell argues that those examples "suggest very clearly that this Administration believes that advocacy by voluntary organizations is not an appropriate activity."

Ms. Verveer, the White House aide, says that is not so. "I think a lot of it has to do with just not recognizing that these are important issues that need to be addressed," she says. "And I do think maybe some of us need to be better educated."

Some non-profit officials argue, however, that a "non-profit policy" cannot be expected to top the Clinton agenda, and that non-profits are largely to blame if they feel ignored.

Says Mr. Kaufman: "We aren't really getting together and forming coalitions, and saying, 'This is what we want out of the federal government'."

"I can't blame them for not responding if we aren't pushing."

AWARDS

The following awards have been presented for work in philanthropy, fund raising, volunteerism, and non-profit management:

Arts. The National Assembly of Local Arts Agencies (Washington) has presented the 1993 Selma Roberts Ottum Award, which honors an individual who has made a meaningful contribution to local arts leadership, to Molly LaBerge, founder and executive director of COMPAS (Community Programs in the Arts) (St. Paul).

Associations. The American Society of Association Executives (Washington) has presented its 1993 International Achievement Awards. The winners in the Top International Programs category are the Packaging Machinery Manufacturers Institute (Washington) and the International Facility Management Association (Houston); the winner in the Trade, Understanding, and Humanitarianism category is the National Telephone Cooperative Association (Washington); and the winner in the Effective International Management category is the Golf Course Superintendents Association (Lawrence, Kan.).

Community service. The Akron Community Foundation (Ohio) has presented its 1993 Bert A. Poksy Humanitarian Award to William P. Kannel, judge of the Summit County Juvenile Court (Akron), and to the late William S. Parry, former president of Akron Welding and Spring Company.

The Sonoma County Community Foundation (Santa Rosa, Cal.) has presented its humanitarian award to Jean Forsyth Schultz, wife of Charles M. Schultz, creator of the "Peanuts" comic strip, for her service as a member of various boards and her work to establish the Volunteer Wheels program for the Volunteer Center and the Doula Project for at-risk mothers. The foundation has named the award after Mrs. Schultz.

Corporate community service. The Points of Light Foundation (Washington) has named the recipients of its first Awards for Excellence in Corporate Community Service. The winners:

agencies as the Volunteer Center of the Texas Gulf Coast, and Tama Electric Company (Fla.) for its employee-volunteer programs, including donations of supplies and labor for Hurricane Andrew clean-up efforts.

For medium-sized companies, Adams and Reese (New Orleans), a law firm that supports a program in which employees work with children, the elderly, and disabled and homeless people, and the Security Benefit Group of Companies (Topeka, Kan.) for its programs related to volunteer recognition, children, community development, and youth development.

For small companies, Farmers Bank & Trust Company (Henderson, Ky.) for its volunteer programs, which include annual events for senior citizens and employee participation in tutoring programs.

The foundation also recognized four companies for their support of employee volunteerism: Allstate Insurance Company (Northbrook, Ill.), Coopers & Lybrand (New York), Ford Motor Company (Dearborn, Mich.), and USAA (San Antonio).

Direct marketing. The Direct Marketing Association (Washington) has presented its 1993 DMA Professional Fund Raising Achievement Award to Carol Enters, founder of Carol Enters List Company (Fairfax, Va.), and its 1993 DMA Non-Profit Organization of the Year Award to Father Flanagan's Boys' Home (Boys Town, Neb.).

Jewish federations. The Council of Jewish Federations (New York) has presented its 1993 CJF Gold Awards for Excellence in Public Relations to the United Jewish Federation of Greater Pittsburgh for its special brochure and poster and to the Jewish Federation of Greater Toronto for its newsletter and an invitation. Special recognition was also given to the Greater Miami Jewish Federation for its special public-relations program to rebuild local communities devastated by Hurricane Andrew.

Volunteerism. Volunteers of America (Metairie, La.) has named Robert D. Haas, chairman and chief executive officer of Levi Strauss & Company (San Francisco),

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MEMO

11-12⁰⁰ 19th

go out on 18th →
back on 19th

TO: Susan Stroud
FROM: Brian O'Connell
DATE: September 29, 1993
SUBJECT: Invitation for Eli Segal to Speak at Our Annual Meeting, Tuesday, October 19, in San Francisco

This is a follow up to our conversation about our Annual Meeting. The overall meeting is scheduled October 17-19 in San Francisco. As I mentioned, Raul Yzaguirre has been working with the White House to try to arrange the participation of the President, Vice President, or First Lady. He has been working with Alexis Herman and her assistant, Suzanna Valdez. While those negotiations were taking place, I did not want to seem to interfere or undermine them by extending an invitation to others in the White House for that same slot.

It's been my hope that in the absence of one of those three participating that we could use the time, one of the principal plenary slots at the meeting, to have Eli talk about the Act and the new Corporation. What I propose to you is that we try to get Eli to fill that slot, and then if one of the three does in fact accept, we would have that person provide some general remarks and then have Eli deal with the specifics of national and community service.

The timing for Eli's briefing could not be better. The meeting will involve the national leaders of philanthropic and voluntary organizations, most of whom will be keenly interested in the Act and Corporation and Eli's view of them. It would give him a chance to speak to a group that has enormous potential for helping to initiate and implement his plans.

We would, of course, cover costs including transportation and work with you to make the most of this occasion.



- 2 -

As an indication of our interest and what I know is the interest of our Members, I'm enclosing the cover page of our Memo to Members going out tomorrow in which I report on the Act and Corporation and indicate "these developments represent major opportunities for many IS Members." When the memo goes out, I'm enclosing the seven-page summary of the Act prepared by the Commission.

If there's any additional information you need, by all means, let me know.

When we talked, I mentioned that I had just come out of a search committee interview for the executive directorship of the new international organization, CIVICUS: World Alliance for Citizen Participation, and when I returned I did have a chance to mention to Jim Joseph the nature of the welcome interruption. Jim said that even though the next couple of weeks would be pretty frantic for Eli that he would encourage him to take advantage of the timeliness of this opportunity to reach so many key people all at once.

I'll obviously be eager to hear how it goes. Thanks for your help.

Enclosure



INDEPENDENT
SECTOR



MEMO TO MEMBERS

OCTOBER 1, 1993

1. GOOD NEWS ON ADVOCY RIGHTS & POSTAL RATES

Senator Stevens was finally persuaded not to submit his proposed amendment to postal rates legislation which would have prohibited the use of nonprofit mail rates to solicit funds for advocacy efforts by voluntary organizations. This is the fourth serious advocacy issue raised by the administration or Congress this year which, fortunately through your efforts, we successfully turned aside. It's a reminder of the basic job still to be accomplished to get key government leaders to understand that advocacy is a legitimate function of philanthropic and voluntary organizations.

On an important related issue, there will only be a modest increase in nonprofit postal rates over the next several years, at least compared to what had been proposed. The new law allows an annual increase of about 4% through 1998 for third class mail and about 2% annually for second class.

2. DETAILS ON THE NEW NATIONAL AND COMMUNITY SERVICE TRUST ACT

Congress has passed, and the President has signed the National and Community Service Trust Act which establishes the major new Corporation for National and Community Service, which among other things consolidates the ACTION agency and the Commission on National and Community Service and establishes the general concept and name of "Americorps." These developments represent major opportunities for many IS Members. Enclosed is a summary.

3. CURRENT ISSUE OF STATE TAX TRENDS

Enclosed is the latest issue of State Tax Trends including a report that "hidden taxes" impose a significant burden on nonprofits.

