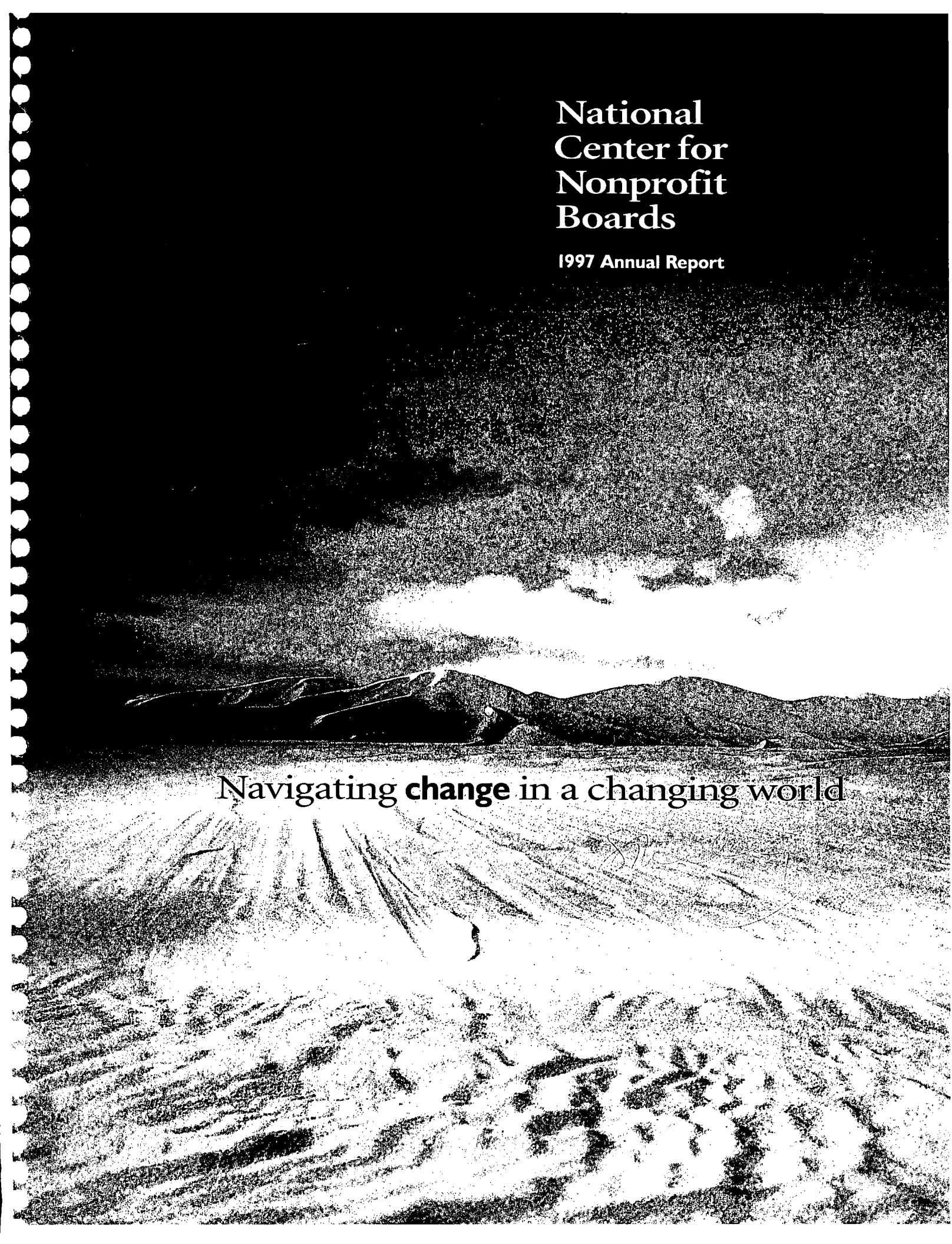




National Center for Nonprofit Boards

1997 Annual Report

Navigating **change** in a changing world

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Navigating **change** in a changing world

THE DESIRE TO UNDERSTAND THE WORLD AND THE DESIRE
TO REFORM IT ARE THE TWO GREAT ENGINES OF PROGRESS
WITHOUT WHICH HUMAN SOCIETY WOULD STAND STILL OR
retrogress. —BERTRAND RUSSELL

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Letter

from the Board Chair & President and CEO

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This past decade has been a time of **transformations**. In every arena, from politics to economics to technology, rules have been broken, barriers shattered, and conventional wisdom turned on its head.

Remarkable political changes have altered the United States and the world. Technology that did not exist ten years ago is part of daily life.

These changes have had a dramatic effect on America's nonprofit organizations. Political shifts have sparked debate about the relationship between government and nonprofits, and about the role of nonprofits in building a civil society. Technology holds the promise of universal access to information and community life. A booming economy has created new donors and opportunities for giving, while raising questions about the widening gap between rich and poor.

In the ten years since the National Center for Nonprofit Boards (NCNB) was founded, the governing

boards of America's nonprofit organizations have undergone changes as well—some dramatic, others more subtle. High profile scandals have focused attention on ethics and accountability. Concerns about liability, competition for resources and talent, increasing diversity and globalism, and changing trends in work and leisure have affected the way boards do business. The demarcation between nonprofit and for-profit is increasingly blurred, challenging popular perceptions about stewardship, compensation, and competition.

Against this backdrop of change, the National Center for Nonprofit Boards has become the leading source for strengthening the governance of nonprofit organizations. By creating a body of resources easily available to those who serve on and work with boards, NCNB has

drawn attention to the importance of governance and has been an advocate for effective boards. Through publications, membership, workshops, and consulting services, NCNB has served more than 50,000 organizations and made impressive strides toward long-term sustainability. But much more remains to be done.

In 1997, our board and staff began a strategic planning process to provide a blueprint for NCNB's next phase of development. As a result, we have come to realize that in order to achieve our ambitious mission—improving the effectiveness of nonprofit organizations by strengthening their governance—we will need to make significant strategic shifts.

In short, if we are to be successful in navigating change in our changing world and strengthening

the nonprofit sector in a meaningful way, NCNB must change. The strategies of our first ten years were the right ones, and our accomplishments were significant. But to continue our effectiveness and broaden our reach, we must embrace change and re-examine our fundamental operating principles and assumptions. In addition to reporting our activities in 1997, this publication offers a preview of how we plan to change and the areas on which we



WILLIAM M. DIETEL



JUDITH O'CONNOR

practices and to approach their work in new and different ways. In the media, in public policy debates,

Organizational Capital.

Finally, we must build the organizational capacity to implement our bold vision

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LIFE IS CHANGE. GROWTH IS OPTIONAL. Choose best. —KAREN KAISE CLARK

will focus as we enter our second decade. Our plans for the future are built around four strategic areas:

Intellectual Capital.

By serving as a convener, catalyst, and clearinghouse, NCNB will strive to encourage the development of new knowledge about boards—and to synthesize and share what we've learned in our first decade. Recognizing that no single model is appropriate for every organization, we will identify benchmarks, best practices, alternative models, and meaningful research that can help boards become more effective. We will move beyond conventional wisdom to become an incubator and disseminator of new ideas and innovation in governance.

Leadership and Advocacy.

NCNB will take a leadership role in encouraging boards to adopt best and promising

and within the nonprofit community, we will be a strong advocate for the value of boards and excellence in governance. We will also try to raise the bar—to set a higher standard for performance and accountability.

Products and Services.

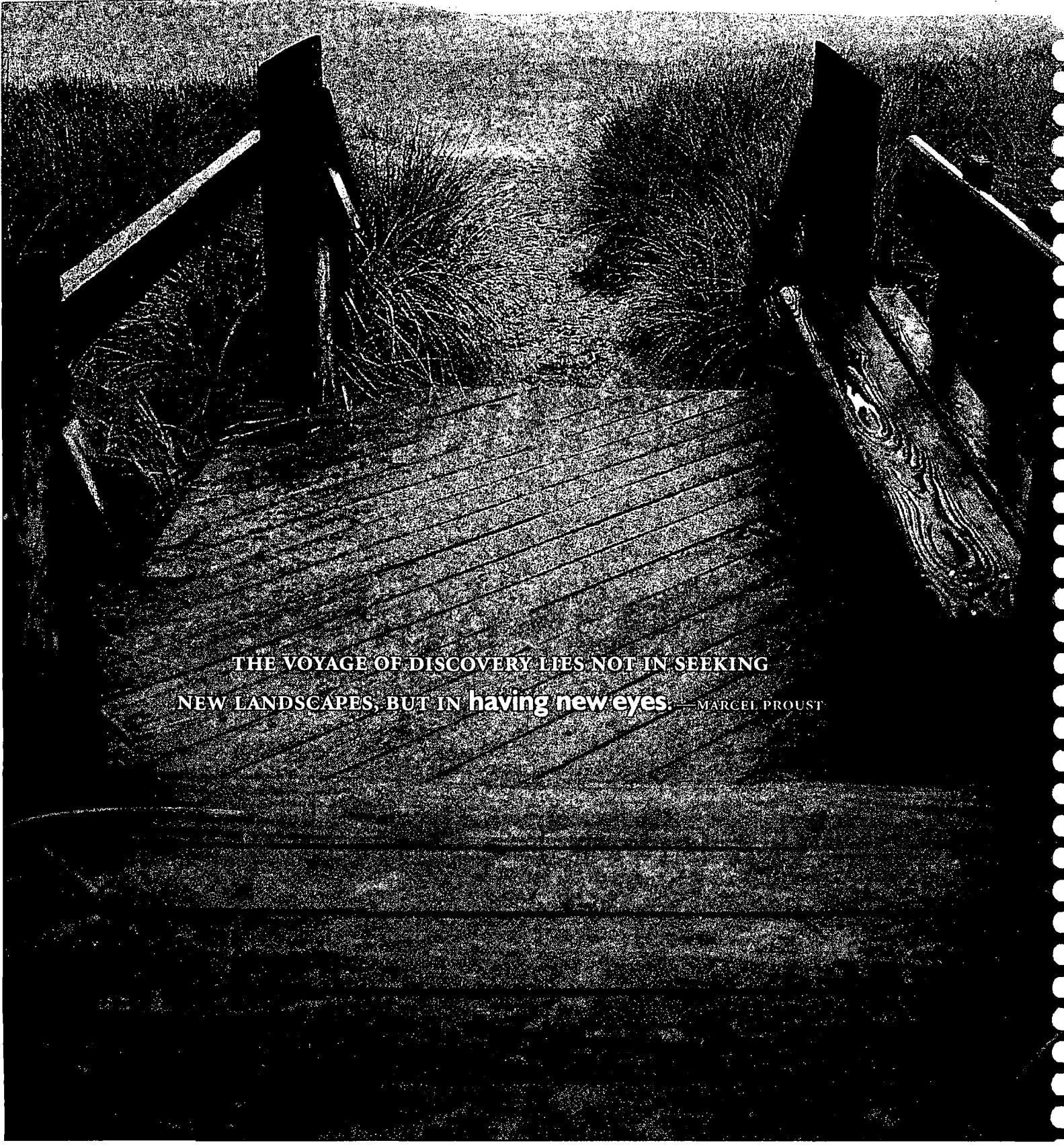
NCNB will disseminate information about effective governance through products and services that reflect the diverse needs of the sector. We will broaden our reach through alliances, collaboration, and partnerships—and increase the impact of our resources through adaptation and customization and by building the capacity of nonprofit management delivery channels. We will learn more about the needs of our market and the impact of our programs and services on the organizations we serve.

of NCNB's future. Our board must be a model of commitment, effectiveness, and good practice. Our staff must be capable, versatile, and highly productive. We must use every tool at our disposal—technology, communication systems, and specialized knowledge—to leverage our capacity.

The past year has been a time of reflection, celebration, and achievement. Our vision for the future has captured the imagination and excitement of the board, the staff, and others who have been involved in the process. The path before us is clear and inviting. We invite you to join us as we begin the journey.

William M. Dietel
William M. Dietel, Chairman of the Board

Judith O'Connor
Judith O'Connor, President and CEO



THE VOYAGE OF DISCOVERY LIES NOT IN SEEKING
NEW LANDSCAPES, BUT IN **having new eyes.** — MARCEL PROUST

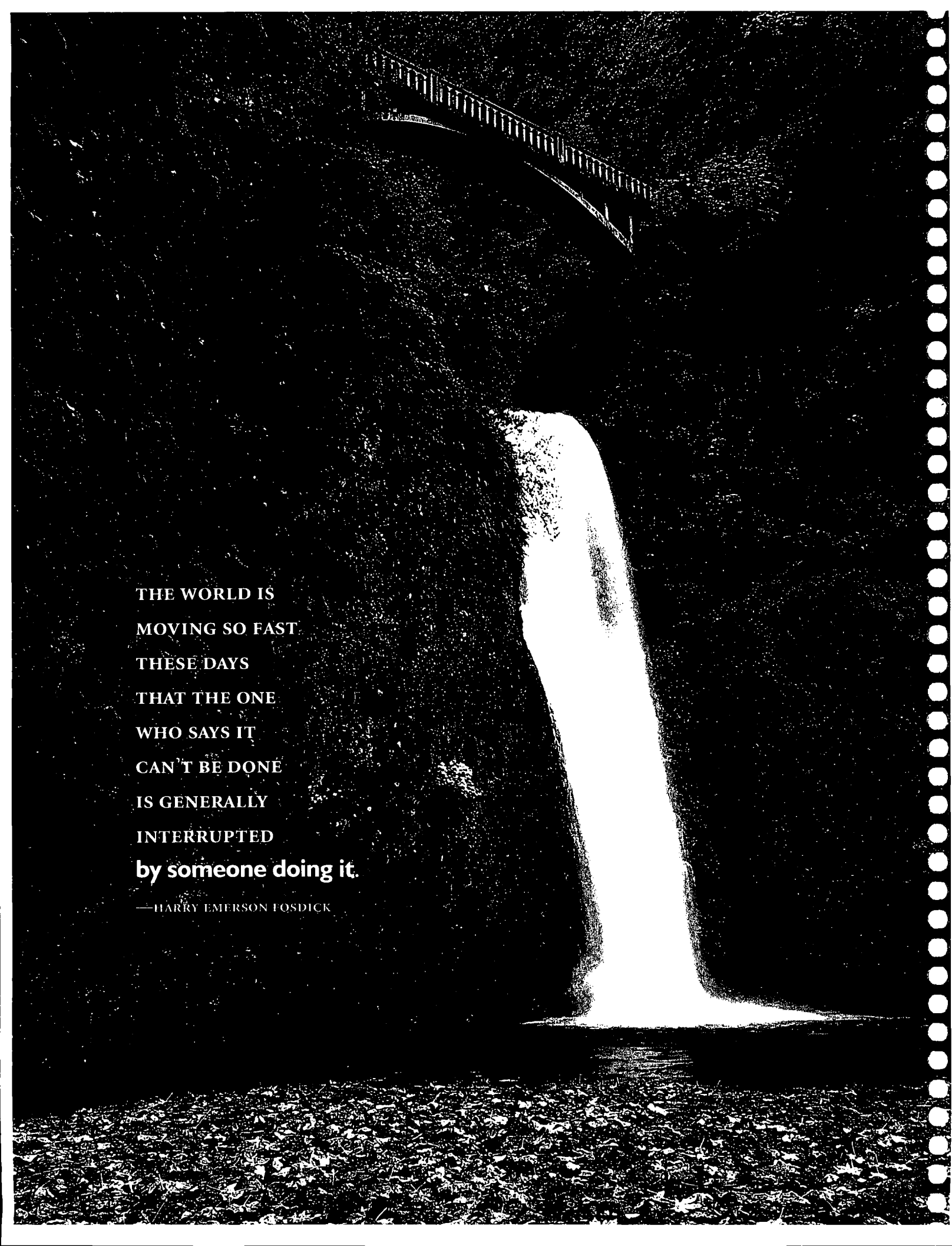
Introduction

Society is enhanced by a vital nonprofit sector. Nonprofits educate young and old; encourage collective action and protect freedom; recognize, create, and preserve beauty; and improve individuals' physical, emotional, and spiritual well-being. However, nonprofit organizations cannot achieve their full potential without the leadership of accountable, well-equipped, and capable boards.

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For the past ten years, the National Center for Nonprofit Boards (NCNB) has worked to help nonprofit boards **adapt to change** and successfully lead the organizations they serve. In 1997, and continuing into 1998 under the leadership of a new chief executive and a committed and active board, NCNB has gone through a process of self-appraisal. We have evaluated our operating principles and made strategic shifts to capitalize on **a changing environment** to better serve nonprofit organizations and their boards.

This report is not simply a ritual recitation of workshops conducted, booklets published, and money received and spent. This document is an affirmation of NCNB's past and a preview of its future, organized around three key concepts that drive our efforts—information and technology, knowledge and solutions, and leadership and collaboration.



THE WORLD IS
MOVING SO FAST
THESE DAYS
THAT THE ONE
WHO SAYS IT
CAN'T BE DONE
IS GENERALLY
INTERRUPTED
by someone doing it.

—HARRY EMERSON FOSDICK

Information Technology

Over the past decade, new technologies have **revolutionized** the ways in which leaders of nonprofit organizations exchange and review information, conduct meetings, make decisions, and communicate with the public.

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Massive amounts of information are now available at the click of a mouse. Communication is instantaneous. Amid the current proliferation of information and interactivity, the need for NCNB as a source of information has never been greater. New technologies have enabled NCNB to make information and assistance accessible to those who need it. In 1997, NCNB continued to use technology to broaden access to information about effective governance. These efforts include:

Online Presence. More than 5,000 individuals visit NCNB's website each month. We regularly seek new ways to improve the amount, quality, and accessibility of information on the site to best serve our members and customers. Among the improvements made to

www.ncnb.org in 1997 are:

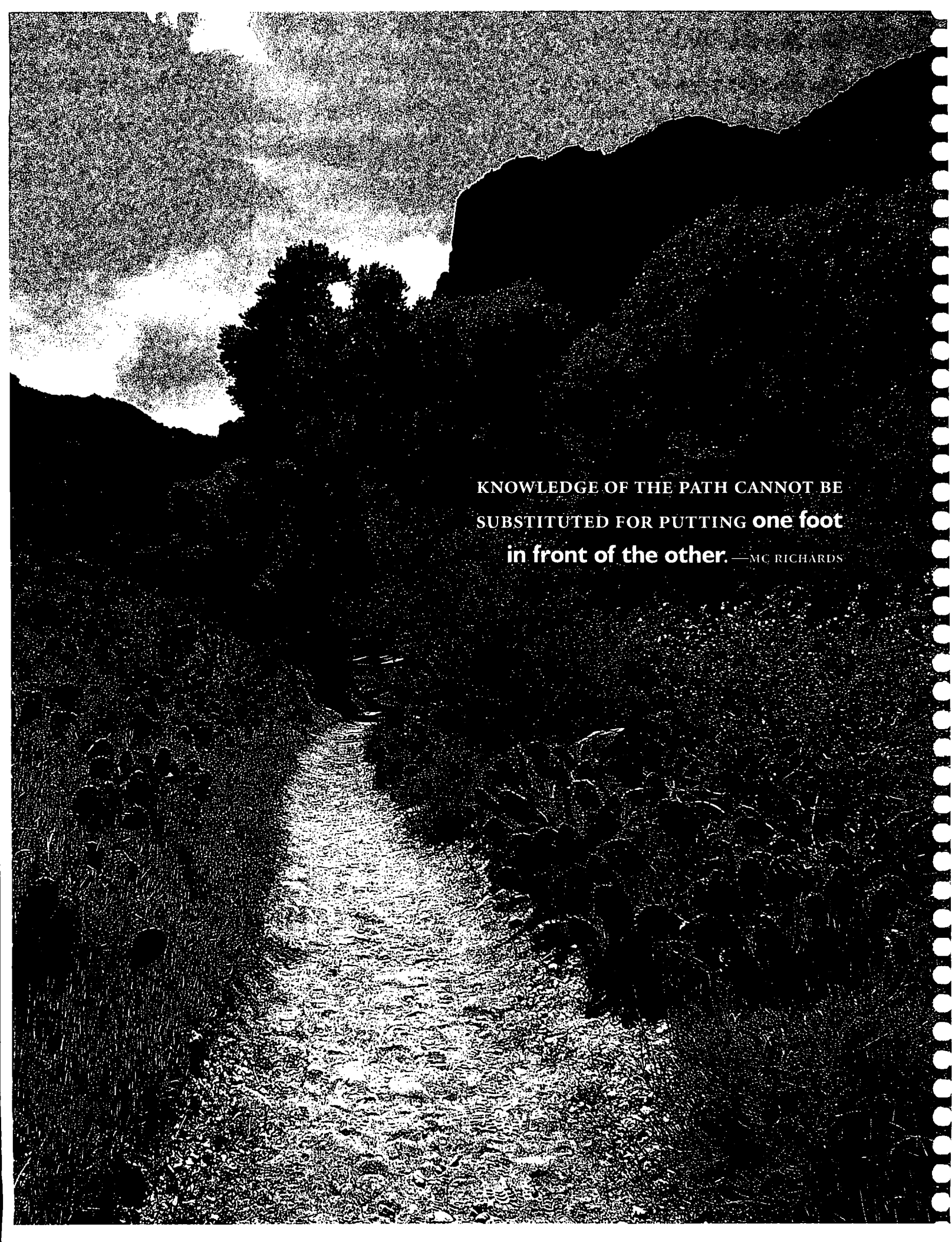
- Adding more answers to frequently asked questions;
- Posting the informational booklet *What You Should Know About Nonprofits* and full text of our periodical, *Board Member*; and
- Supplying easy online access to our Board Information Center. Visitors can e-mail questions and receive responses within 48 hours.

Satellite Broadcasts.

Through satellite broadcast technology, we've been able to reach thousands of people in hundreds of communities nationwide in a single day. In 1997, we conducted two interactive workshops via satellite, in which more than 3,500 participants from across the U.S. and Canada joined a panel of experts to discuss how to improve board performance and how board members can become more effective fund-raisers.

Other Initiatives. Technology also has helped NCNB ensure responsive customer service and reach new audiences, including:

- Providing a distance learning opportunity to trustees of Michigan community foundations through a series of six telephone workshops to address the technical assistance needs of start-up community foundations;
- Launching a fax-on-demand system, a toll-free service that enables NCNB members, customers, and other interested individuals to access information about NCNB's programs and services and answers to frequently-asked governance questions; and
- Creating Boardtalk, a dedicated Internet listserv to allow NCNB members to share ideas and network online.



KNOWLEDGE OF THE PATH CANNOT BE
SUBSTITUTED FOR PUTTING **one foot**
in front of the other. —MC RICHARDS

Knowledge Solutions

Thousands of board members and executives depend on NCNB for access to knowledge and solutions to help them meet the challenges of governing nonprofit organizations in a rapidly **changing** environment.

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NCNB is committed to translating a decade of knowledge into a better understanding of problems and potential solutions for common board dilemmas, enabling us to serve as an incubator and clearing-house for new ideas and innovation in governance. In 1997, NCNB continued to build its knowledge base.

Board Development. Our workshops and training programs continue to provide a means of interacting with and reaching nonprofit leaders.

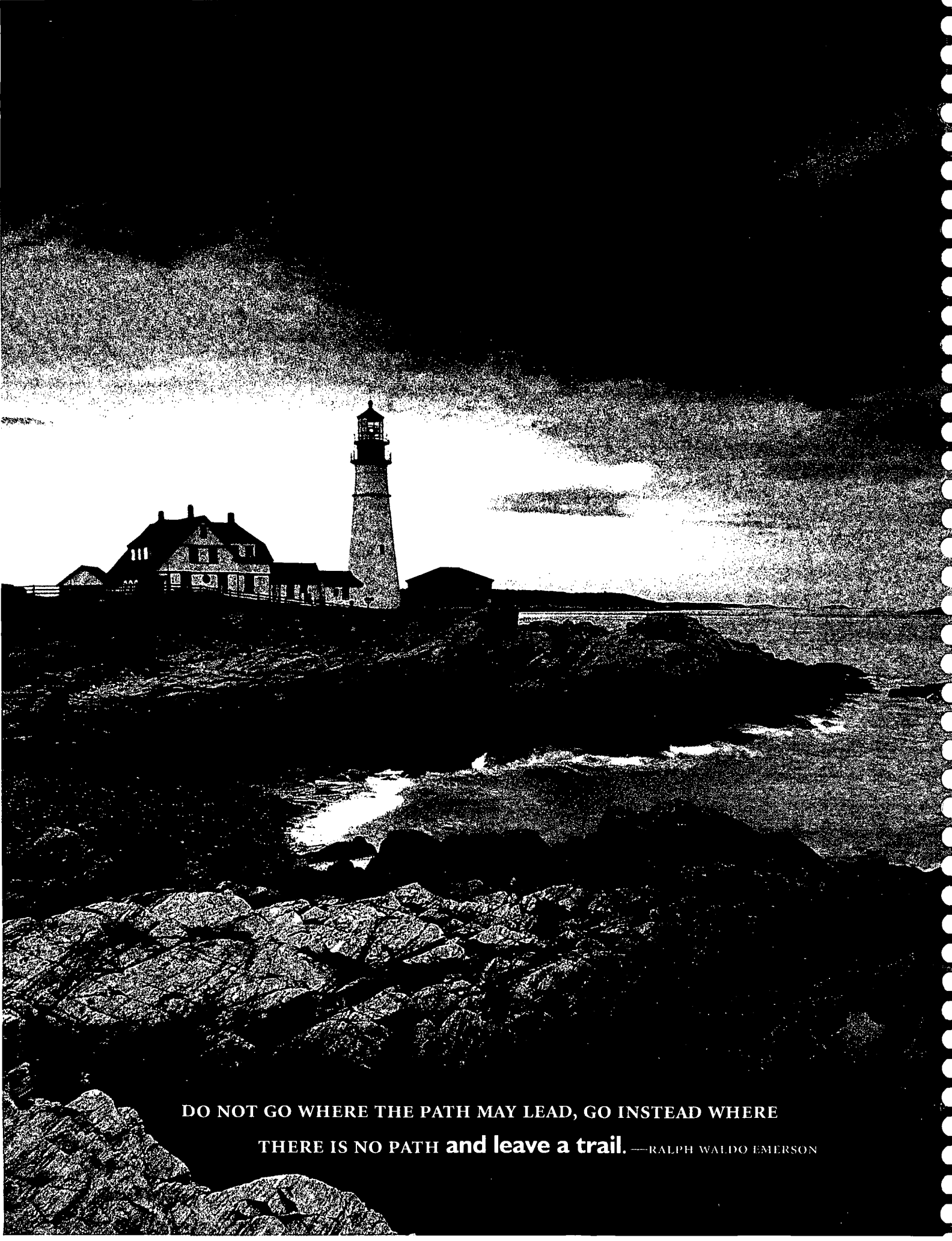
■ Programs for Practitioners, a series of training courses on designing and conducting effective board development programs, helps further develop the pool of capable governance consultants and trainers worldwide.

■ Our series of live, interactive satellite television broadcasts brings board training to communities that might not otherwise have access to such resources. We conducted two satellite broadcasts in 1997, reaching hundreds of communities and thousands of participants.

■ Our staff and network of board development associates designed 115 tailored education and board development programs this year—including 19 programs conducted abroad—to meet the specific needs of nonprofit organizations.

■ Leading governance practitioners and researchers gathered for the fifth annual National Leadership Forum attended by nearly 600 board members and staff leaders from around the globe. The meeting, organized around the theme “Measure for Measure: How Boards Add Value,”

explored the many ways boards enhance the capacity and effectiveness of nonprofit organizations. Highlights included a lively and candid discussion with NAACP chairman Myrlie Evers-Williams and two other NAACP board members, which provided insight into how the largest, oldest civil rights organization in the nation managed a remarkable board-led turnaround; a two-part session with researchers Richard Chait, Tom Holland, and Barbara Taylor to discuss their research on the “new work of the board;” and a speech by World Bank President James Wolfensohn, who emphasized the importance of nongovernmental organizations in the development of civil societies around the world.



DO NOT GO WHERE THE PATH MAY LEAD, GO INSTEAD WHERE
THERE IS NO PATH **and leave a trail.** —RALPH WALDO EMERSON

■ NCNB is a global resource for developing a strong and vital civil society in key regions of the world. In our work overseas, which has both education and publishing components, NCNB trains local board development practitioners using translated and adapted NCNB materials and is building a new body of knowledge about nonprofit governance internationally.

Board Information Center.

NCNB continued to provide free information and advice on governance issues to more than 2,500 people annually through the Board Information Center. We answer questions regarding board structure, chief executive compensation, and many other issues.

and legal obligations. NCNB released 14 new resources in 1997, including:

Booklets

- The Legal Obligations of Nonprofit Boards: A Guidebook for Board Members
- Creating and Using Investment Policies: A Guide for Nonprofit Boards
- Lobbying, Advocacy, and Nonprofit Boards
- History Matters: Lessons from the New York Historical Society's Board Room
- What You Should Know About Nonprofits
- The Planning Committee: Shaping Your Organization's Future
- A History of Nonprofit Boards in the United States
- Beyond Collaboration: Strategic Restructuring of Nonprofit Organizations

NCNB's publishing program has reached thousands of people and organizations around the globe. Yet meager budgets and limitless demands on resources prevented many organizations from investing in board development materials. To make resources more accessible to small and grassroots organizations, NCNB began offering a 40 percent discount off of the regular publication price (50 percent for members) to organizations with budgets of less than \$250,000 per year. Since the program's inception in July 1997, more than 800 organizations have taken advantage of the discount, providing nearly \$37,000 in savings.

expanding from eight to twelve pages and increasing in frequency from eight to ten times per year. Annual dues for individual members are \$68. Substantial discounts are available when several individuals from the same organization join at the same time.

Gathering Information.

In 1997, NCNB released a revised edition of *Snapshot of America's Nonprofit Boards*, NCNB's survey about the composition, policies and practices of boards. NCNB conducts this survey and disseminates the results to create a baseline for board policies, composition and practices. We hope that a greater understanding of the work that boards do and the challenges they

THE WISE DO NOT EXPECT TO FIND LIFE WORTH LIVING. THEY EXPECT TO make it that way.—ANONYMOUS

Publishing. One of the most effective ways that NCNB helps nonprofit leaders understand board responsibilities and strengthen board performance is through our publishing program. NCNB offers approximately 100 books, booklets, videos, audiotapes and other resources that cover a variety of governance issues, including fund-raising, lobbying, strategic planning,

- A Snapshot of America's Nonprofit Boards: Results of the NCNB Nonprofit Governance Survey

Special Editions of *Board Member*

- The Power of Mergers: Finding New Energy Through Mission-Based Restructuring
- Crisis or Opportunity: Executive Leadership Transitions
- Making Ends Meet

Video

- Blueprint For Success: A Guide to Strategic Planning for Nonprofit Board Members

Membership. By the end of 1997, more than 8,000 individuals and organizations from a wide variety of mission areas, budget sizes, and geographical locations were members of NCNB. Membership dues provide financial support for NCNB and its work, including the publication of *Board Member*, a periodical that identifies emerging issues, highlights good governance practices and provides a forum for the thoughts and opinions of influential volunteer and staff leaders. In an attempt to better serve our members, *Board Member* underwent a makeover this year,

face will enable individual boards to evaluate where they fit in the governance spectrum and help NCNB to better frame our products and services to support boards and the organizations they serve.

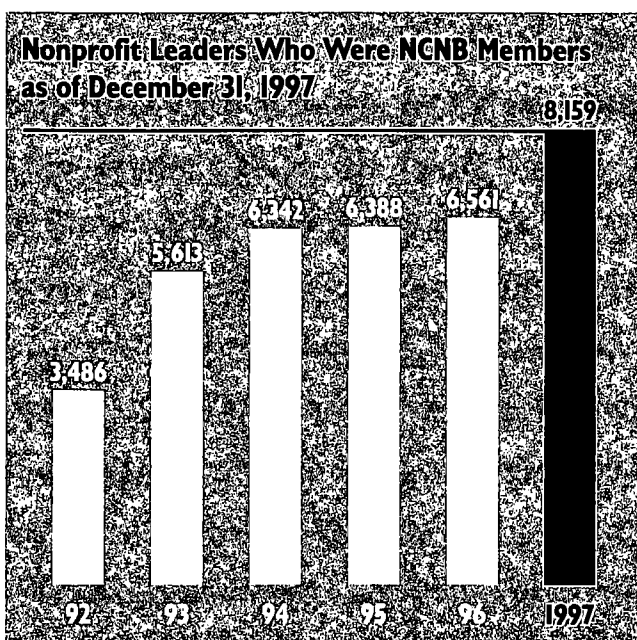
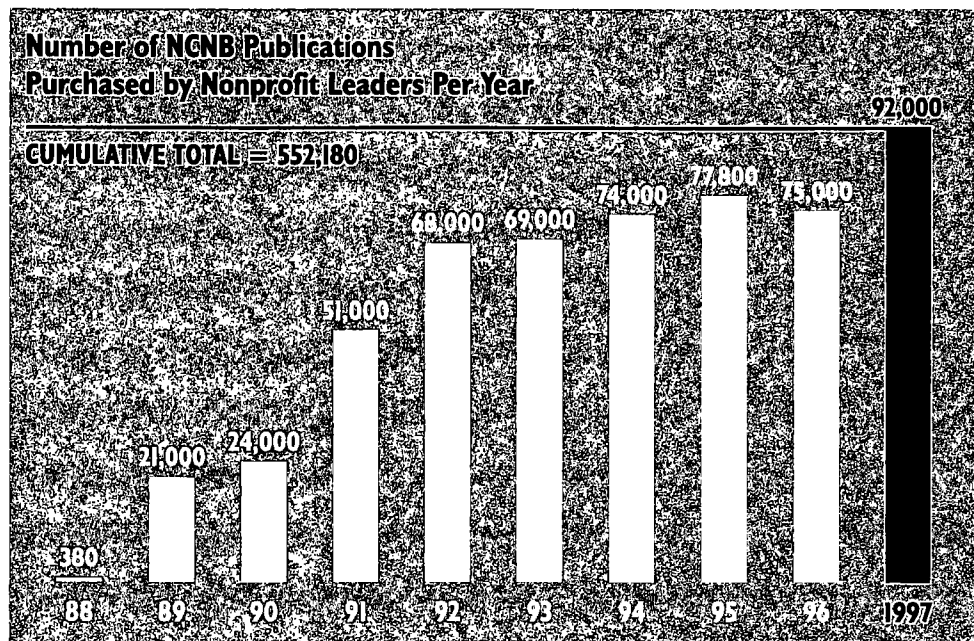
Turning Knowledge Into New Solutions.

As we work with partner organizations, develop new products and services, and conduct one-on-one training, we

PERIODS OF TRANQUILITY ARE SELDOM PROLIFIC OF CREATIVE ACHIEVEMENT.
MANKIND HAS TO BE **stirred up**.—ALFRED NORTH WHITEHEAD

use each experience as an opportunity to shape alternative methods and new solutions.

■ Indian Health Services (IHS) engaged NCNB to conduct eight regional workshops for 32 urban Indian health centers. IHS is a federal agency that supports health centers that serve Native Americans. Indian health center board members are drawn from the communities served. For the majority of them, this is their first board assignment. This board development project not only pro-



vided much-needed training for participants, but also a rich learning experience for NCNB. We were able to observe and understand the intersection of our resources and expertise and the experiences of board members and organizations that are often difficult to reach and serve.

■ The United Way of America asked NCNB to conduct seven board self-assessments—six for local United Ways and one for United Way International. Working with multiple affiliates of

the same national organization helped to identify some common problems and challenges, but also reconfirmed that no one solution will work for all boards—each board is distinct, despite similar experiences. The project also enabled us to evaluate and hone our self-assessment method, while providing valuable information and consultation to the United Ways.

Leadership Collaboration

NCNB has been a leader in advancing the public's understanding and the sector's appreciation for the importance of effective governance. Yet in order to accomplish meaningful **change** in our communities, nonprofits must work together.

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NCNB is well-positioned to capitalize on cooperative opportunities with other nonprofits, businesses, and government agencies, to set a higher standard for nonprofit accountability, and promote excellence in governance.

Shaping Public Understanding. NCNB has shaped the discourse on nonprofit governance, served as an advocate for change, and identified sector-wide issues of importance to boards. When a few high-profile scandals have raised awareness about board accountability, NCNB has helped clarify the issues for the public by serving as a resource for reporters. We've stepped up our efforts to educate members of the media by publishing opinion pieces in newspapers such as New York's *News-*

day, the *Honolulu Advertiser*, and the *Pittsburgh Post-Gazette* so that they may be more informed as they report on the nonprofit sector and the role of governing boards. NCNB published a brief booklet, *What You Should Know About Nonprofits*, in conjunction with INDEPENDENT SECTOR to answer basic questions about nonprofits for members of the media and policy makers. The booklet was widely distributed and is available on NCNB's website at www.ncnb.org.

Ensuring Board Leadership. NCNB's board continues to be active, engaged, and highly participatory. The board instigated a comprehensive strategic planning process in 1997, beginning by conducting a self-assessment and culminating in a weekend strategic planning retreat. The board also continues to be thoughtful and deliberate

about its composition and structure. In 1997, Lorie Slutsky, president of the New York Community Trust, joined the board.

Maximizing Results Through Collaboration.

Many of NCNB's activities serve to advance the public's understanding of and the sector's appreciation for the importance of effective governance. But we've not been alone in this effort. Knowledge about nonprofit governance has grown as a result of the aggregate efforts of academic centers and researchers, national and regional nonprofit organizations, consultants, foundations and corporate giving programs, and many others. To be successful, we rely on strategic collaborations to leverage NCNB's

IF I HAVE SEEN FARTHER THAN OTHERS, IT IS BECAUSE I WAS STANDING ON THE shoulders of giants. —ISAAC NEWTON

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resources to meet the needs of the sector.

NCNB has worked in partnership both with organizations in the nonprofit sector and the universe of organizations (both for-profit and nonprofit) that provide support and services to nonprofits. NCNB has teamed up to pursue common agendas with nonprofit organizations such as:

- Harvard University's Hauser Center for Nonprofit Institutions, to investigate alternative governance structures;

- YMCA of the USA, to produce versions of NCNB publications tailored specifically for YMCA boards;
- The Mexican Center for Philanthropy, to adapt and translate five NCNB booklets into Spanish, bringing the total number of non-English publications to 18; and

- The Civil Society Development Foundation in Romania and the Slovak

Academic Information Agency in Slovakia, to conduct surveys on nonprofit organizations in these countries to assess the local governance needs.

Recognizing that the boundaries between nonprofit, for-profit and governmental sectors continue to blur, NCNB has increased its efforts to partner with government agencies and corporations by:

- Conducting workshops for senior managers of Honda of North America on the value of and responsibilities involved with nonprofit board service;
- Serving on the United States Agency for International Development (USAID) Advisory Committee on Voluntary Foreign Aid.
- Working with corporations such as Pfizer and MCI to construct programs and services appropriate to those companies that encourage civic involvement among their employees.
- Conducting a program on board responsibilities for current and former employees of Microsoft.

Regional Partnerships.

In state-specific governance projects in Indiana and California, NCNB is working with local partners to increase the number and quality of consulting services, training programs, and other board development activities available to nonprofit organizations throughout these states. Sponsored by the Lilly Endowment in Indiana and the James Irvine Foundation in California, and in collaboration with local community foundations, management support organizations, volunteer centers, United Ways, and academic centers, NCNB has launched a public education and information campaign to focus attention on the role of boards, highlight good

practice, introduce governance resources, and develop a cadre of local board development trainers.

Partnerships with Grant-makers. By underwriting new initiatives, providing much-needed general operating support, enabling NCNB to expand operations, improve materials, and reach more organizations, NCNB's foundation and corporate funders act as partners in NCNB's effort to increase the capacity for effective nonprofit governance throughout the world.

Although much of NCNB's income comes from publication sales, membership, and education programs, foundation and corporate support provides venture capital to develop new opportunities and allows us to subsidize services to nonprofits without the resources to participate in NCNB's programs.

WHATEVER YOU CAN DO OR DREAM YOU CAN, BEGIN IT. BOLDNESS HAS GENIUS,
POWER, AND MAGIC IN IT. **Begin it now.**—GOETHE

1997 Foundation and Corporate Funders

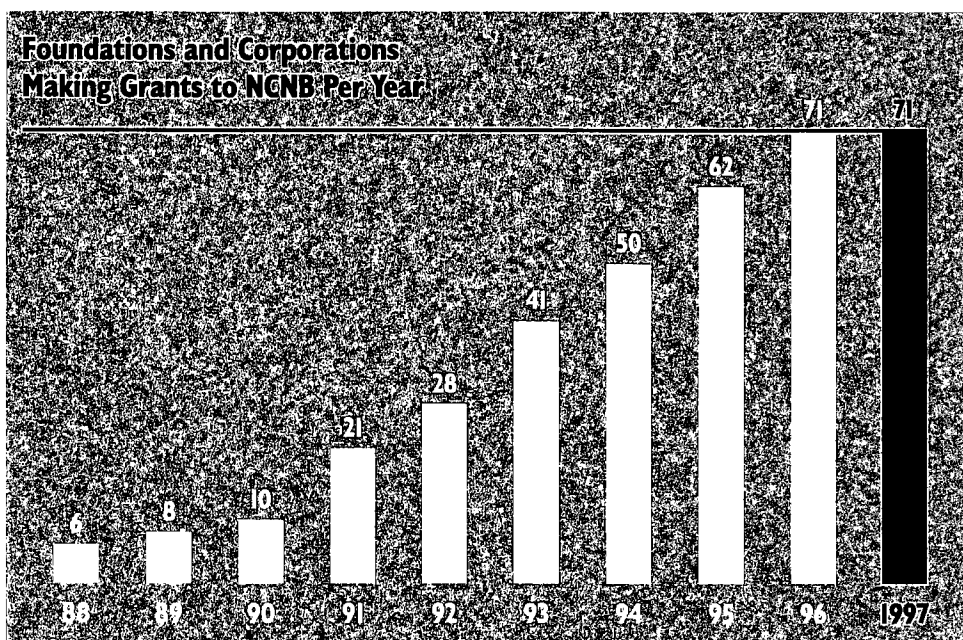
Anonymous
Abbott Laboratories Fund
Alcoa Foundation
American Express Foundation
AT&T Foundation
BankAmerica Foundation
BankAtlantic Foundation
The Boston Foundation
The Morris and Gwendolyn Cafritz Foundation
The Greater Cedar Rapids Foundation
Chase Manhattan Bank
Chevron Corporation
Chrysler Corporation Fund
CIGNA Foundation
Citicorp Foundation
Coca-Cola Foundation
Coors Brewing Company
Corning Incorporated Foundation
Edwin W. and Catherine M. Davis Foundation
John Deere Foundation
Delta Air Lines, Inc.
Duluth-Superior Area Community Foundation
Fidelity Investments
Fidelity Investments Charitable Gift Fund
Ford Motor Company Fund
Frank Russell Company
GE Fund
General Mills Foundation
German Marshall Fund of the United States

GTE Foundation
Hearst Foundations, Inc.
Hilton Head Island Foundation, Inc.
Hoffmann-La Roche, Inc.
Household International, Inc.
The James Irvine Foundation
Jackson Community Foundation
Johnson and Johnson Family of Companies
J.C. Penney Company, Inc.
W.K. Kellogg Foundation
Levi Strauss Foundation
Liberty Mutual Group
Eli Lilly & Co.
Lilly Endowment, Inc.

Lockheed Martin Corporation
Matsushita Electric Corporation of America
Mattel Foundation
Robert R. McCormick Tribune Foundation
MCI Foundation
Andrew W. Mellon Foundation
Merck Company Foundation
Metropolitan Life Foundation
Mobil Foundation
Charles Stewart Mott Foundation
New York Foundation
Northrop Grumman Corporation

The David and Lucile Packard Foundation
Pfizer, Inc.
PPG Industries Foundation, Inc.
Rockefeller Brothers Fund
Sara Lee Corporation
Sears Roebuck Foundation
Sprint Foundation
The St. Paul Companies, Inc.
Texaco Foundation
The Travelers Foundation
UPS Foundation, Inc.
Waste Management, Inc.
Westinghouse Foundation
The Whitehead Foundation
Robert W. Woodruff Foundation, Inc.
Xerox Foundation

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Financial Statements

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For the fifth straight year, NCNB derived the majority of its revenue from earned income, primarily from publications sales, membership dues, and fees from conferences, workshops, and board development programs. Grant support, however, is still important, primarily to finance **new initiatives** that require venture capital and to expand current programs that help fulfill NCNB's mission but may not produce earned income.

Statement of Financial Position

for the years ending December 31

ASSETS	1997	1996
<i>Current assets:</i>		
Cash and cash equivalents	\$2,027,582	\$1,935,971
Grants receivable	870,750	1,045,750
Other receivables	155,580	63,140
Publication inventory	94,348	81,138
Prepaid expenses	43,564	68,929
TOTAL CURRENT ASSETS	\$3,191,824	\$3,194,928
<i>Property and equipment, at cost:</i>		
Furniture and equipment	528,536	375,709
Leasehold improvements	5,350	5,350
Accumulated depreciation	(353,474)	(272,940)
NET PROPERTY AND EQUIPMENT	\$180,412	\$108,119
<i>Other assets:</i>		
Grant receivable, long-term	97,712	467,253
Deposits	18,842	18,842
TOTAL OTHER ASSETS	\$116,554	\$486,095
Total Assets	\$3,488,790	\$3,789,142
LIABILITIES	1997	1996
<i>Current liabilities:</i>		
Accounts payable	\$114,080	\$161,790
Payroll taxes payable	6,727	6,415
Accrued annual leave	46,977	31,077
Deferred membership dues	186,157	157,774
Deferred board development fees	29,600	5,547
TOTAL CURRENT LIABILITIES	\$383,541	\$362,603
<i>Other liabilities:</i>		
Security deposits	3,132	5,085
TOTAL OTHER LIABILITIES	\$3,132	\$5,085
Total Liabilities	\$386,673	\$367,688
NET ASSETS	1997	1996
<i>Unrestricted:</i>		
General	\$250,000	\$150,000
Reserve fund	683,494	493,410
New opportunities fund	592,299	402,210
TOTAL UNRESTRICTED	\$1,525,793	\$1,045,626
TEMPORARILY RESTRICTED	\$1,576,324	\$2,375,828
Total Net Assets	\$3,102,117	\$3,421,454
Total Liabilities and Net Assets	\$3,488,790	\$3,789,142

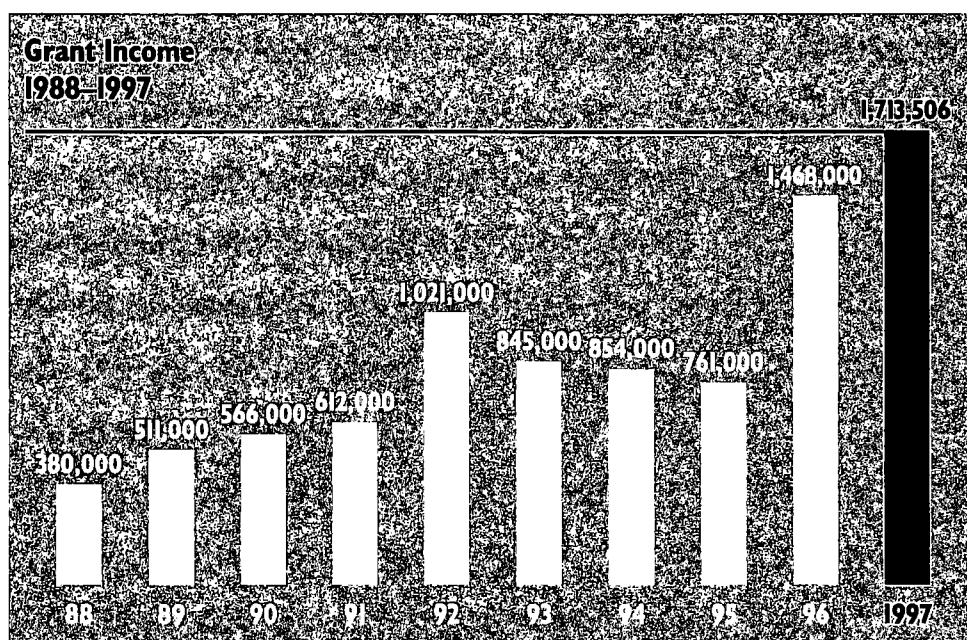
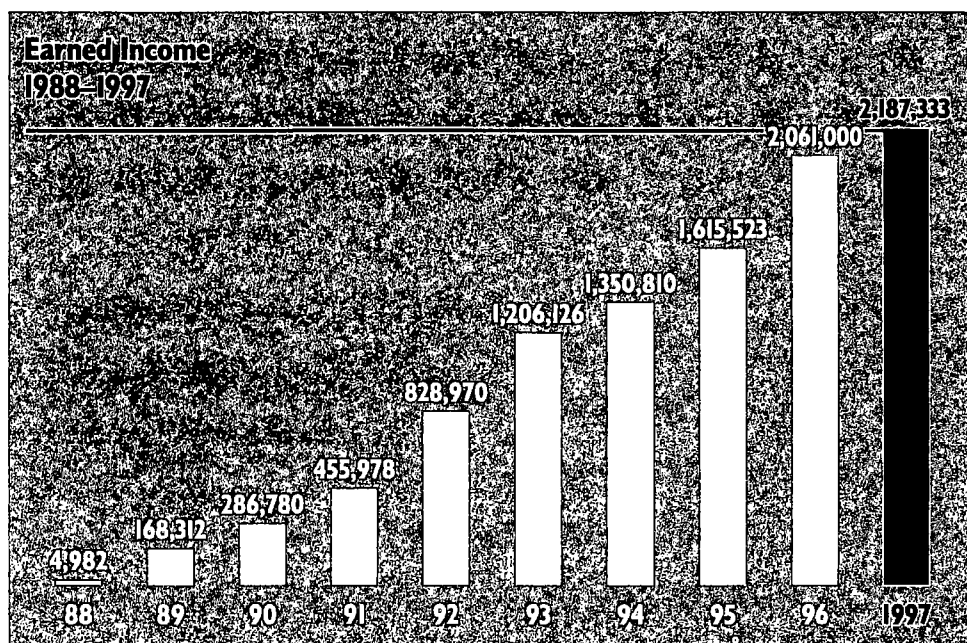
Statement of Activities

for the years ending December 31

REVENUE	1997	1996
<i>Earned income:</i>		
Membership dues	\$400,902	\$344,525
Publications sales and royalties	1,155,474	1,049,773
Workshops and conferences	259,992	178,575
Board development fees	263,951	316,254
List rental income	32,843	19,806
Interest and other income	74,171	62,641
TOTAL EARNED INCOME	\$2,187,333	\$1,971,574
TOTAL GRANTS	\$1,713,506	\$1,468,204
Total Revenue	\$3,900,839	\$3,439,778
EXPENSES	1997	1996
<i>Organization expenses:</i>		
Personnel	\$1,664,340	\$1,515,518
Publications	784,712	725,902
Rent	171,437	178,268
Equipment and supplies	68,954	64,656
Telephone	61,236	38,464
Travel and meetings	317,231	251,289
Books, dues, and subscriptions	20,191	15,725
Postage and shipping	111,069	70,668
Design and printing	272,115	182,527
Insurance	18,308	18,737
Program evaluation	6,000	9,030
Mailing service	29,209	15,174
Depreciation	80,535	60,621
Other expenses	100,259	57,106
Total Expenses	\$3,705,596	\$3,203,685
Excess (or deficiency) of revenue over expenses	\$195,243	\$236,093
Realized and unrealized gains on cash equivalents	\$284,924	\$63,868
Cumulative effect on prior year of change in accounting principle	N/A	\$25,655
Change in Net Assets	\$480,167	\$325,616
Unrestricted net assets January 1	\$1,045,626	\$720,010
Unrestricted net assets December 31	\$1,525,793	\$1,045,626
Note: these statements reflect 1996 and 1997 operating activities. NGNB's audited financial statements are available upon request.		

IF YOU FOCUS ON RESULTS, YOU WILL NEVER CHANGE. IF YOU FOCUS ON
CHANGE, **you will get results.** —JACK DIXON

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Board of Directors



WILLIAM M. DIETEL



EDWARD H. ABLE JR.



ELLIS F. BULLOCK JR.



GENEVA B. JOHNSON



JAMES A. BAXTER



PHYLLIS J. CAMPBELL



JAMES E. CANALES JR.



ROBERT L. GALE



DAVID M. LASCELL



HERBERT L. LUCAS



JANE T. RUSSELL



LORIE A. SLUTSKY

William M. Dietel

(chairman) has provided many years of professional and voluntary service to the nonprofit sector. From 1975 to 1987 he was president of the Rockefeller Brothers Fund, and he now consults with a number of foundations and nonprofit organizations. Mr. Dietel's broad nonprofit governance experience includes service with the Pierson-Lovelace Foundation (president), Idyllwild School of Music and the Arts (trustee), the Brain Mapping Medical Research Organization (president), and the American Farmland Trust (trustee).

Edward H. Able Jr.

(vice chairman and chair-elect) is president and CEO of the American Association of Museums. Mr. Able has been professionally active as a nonprofit association executive since 1971, and was named to the American Society of Association Executives' (ASAE's) 1987 Class of Fellows. He is also the recipient of ASAE's Key Award, the highest award for performance and contribution as an association executive. Mr. Able's nonprofit board experience includes service with ASAE, the National Humanities Alliance, the National Cultural Alliance, and the Greater Washington Society of Association Executives.

Ellis F. Bullock Jr.

(secretary) is vice president for development for Citizens' Scholarship Foundation of America (Dollars for Scholars). He is the former vice president of public affairs at Jostens, Inc. in Minneapolis, Minnesota, and executive director of the Jostens Foundation. Mr. Bullock has had extensive experience serving on the boards of a wide variety of organizations both locally and nationally, including Metropolitan State University Foundation (former chair), Executive Leadership Council, United Way of Greater Minneapolis, National Association for Community Leadership, Leadership USA, the Courage Center of Minnesota, the Ordway Music Theatre, and the Minnesota State Arts Board.

Geneva B. Johnson

(treasurer) is retired president and CEO of Family Service America, an international nonprofit association strengthening family life through services, education, and advocacy. Her numerous honors and awards include being named one of the five best managers in the American social service field in 1990 by *Business Week* magazine, and being selected as one of the top 12 nonprofit executive women in America by *Savvy* magazine in 1985. She has served on the boards of Mount Mary College (chair), Froedtert Memorial Lutheran Hospital, the Medical College of Wisconsin, the Milwaukee

Foundation, Berea College, the Milwaukee Art Museum, and the Peter F. Drucker Foundation for Nonprofit Management.

James A. Baxter

is president of Baxter Associates, a management consulting firm that provides services in strategic planning, restructuring, financing, and management. Ms. Baxter has also served as vice president and principal of Regency Group, an investment banking firm, and as vice president of corporate finance of the First Boston Corporation. Ms. Baxter serves on the board of directors of several financial institutions and corporations including Banta Corporation, the Putnam Funds, Avondale Financial Corp., ASHTA Chemicals, and B3 Systems. Ms. Baxter's nonprofit board experience includes service with the Good Shepherd Hospital (chair), Mount Holyoke College (chairman emeritus), the Emma Willard School (honorary trustee), the Institute for Voluntary Organizations (former trustee), and the Financial Women's Association of New York (former membership chair).

Phyllis J. Campbell

is president of U.S. Bank, Washington, one of the state's leading financial institutions. Involved in many civic and political activities, Ms. Campbell serves as chair of the 1998

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LIFE IS COMPLETE: IF YOU'RE ALIVE, it isn't. —RICHARD BACH**

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United Way Campaign for Seattle-King County. She serves as vice chair of the boards of the Seattle Foundation and the Washington Roundtable. In addition, Ms. Campbell is a member of the board of regents of Washington State University, the SAFECO Corporation, and Puget Sound Energy.

James E. Canales Jr. is chief administrative officer of The James Irvine Foundation in California. Mr. Canales is responsible for the Foundation's grantmaking to strengthen the management and governance of nonprofit organizations. Mr. Canales serves as chair of the board of directors for the Larkin Street Youth Center, and on the boards of the Stanford Alumni Association and the San Francisco Day School. He formerly served on the boards of Summerbridge National and the National Association for Community Leadership. Mr. Canales is also a member of Hispanics in Philanthropy and on the steering committee for Grantmakers for Effective Organizations.

Robert L. Gale is president emeritus of the Association of Governing Boards of Universities and Colleges (AGB). During Mr. Gale's tenure as president (1974 to 1992), AGB more than tripled its membership to serve more than 30,000 individuals representing 1,600 institutions of higher education. Mr. Gale's nonprofit board experience includes service to more than 40 organizations, including Carleton College, CARE, the National Peace Corps Association, the National Peace Garden Foundation, the University of Pretoria Fund (South Africa), the Common Fund, the National Executive Service Corps, the Council for the

Advancement of Citizenship, the Washington Urban League, the United Negro College Fund (D.C.), the Council for the Advancement and Support of Education, and the Capital Press Club. He has also served as a member of the Commission on Higher Education Issues, the Fine Arts Committee to the 13th Olympic Winter Games, and the advisory board of Harvard University's National Institute on the Management of Lifelong Education.

David M. Lascell is a partner in the law firm of Hallenbeck, Lascell, Norris & Heller, LLP, in Rochester, New York. He is the founding chair of the board of NCNB and the past chair of the board of trustees of Wells College. He has also served as a director of the American Council on Education and a trustee of Rochester Area Colleges, a consortium of public and private institutions. His membership on the board of directors of the Association of Governing Boards of Universities and Colleges lasted 11 years and included two terms as its chair. He is also a trustee of the Common Fund, Grove City College, and the Rochester Philharmonic Orchestra.

Herbert L. Lucas is head of his family investment business. He joined the Carnation Company in 1963 and subsequently became president of Carnation International and a member of Carnation's board of directors from 1972 to 1982. Mr. Lucas serves on the board of directors of several financial institutions, corporations, and nonprofit institutions in the fields of education, the arts and humanities, archaeology, and third-world economic and environmental development. He is a trustee of the J. Paul

Getty Trust, the Music Center Operating Company of Los Angeles, American School of Classical Studies of Athens, and Winrock International.

Jane T. Russell is corporate and community relations director of the Frank Russell Company, one of the world's leading investment management and consulting firms, located in Tacoma, Washington. Ms. Russell is currently board co-chair of the International Glass Museum and a board member of KCTS/Channel 9 Television and the University of Washington Tacoma Campus advisory board. She is a member of the national advisory committee for the Community Care Network, and a member of the board of visitors of the Stanford University Institute for International Studies. Ms. Russell is past chair of the finance committee for Pacific Lutheran University's board of regents, past chair of St. Joseph Hospital and Medical Center, past chair of Charles Wright Academy, and past president of the Junior League of Tacoma.

Lorie A. Slutsky is the president and CEO of the New York Community Trust, a grantmaker with assets of more than \$1.8 billion. Ms. Slutsky's nonprofit board experience includes service with Colgate University (trustee), the Foundation Center (vice chairman), the Lila Wallace Fund for the Metropolitan Museum of Art (trustee), the DeWitt Wallace Fund for Memorial Sloan Kettering (trustee), and the United Way of New York City (trustee). She is a former member of the board of Hispanics in Philanthropy and of the Council on Foundations, where she served as chairman from 1992 to 1994.

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