

FORWARD TOGETHER

Empowering America's Citizen Sector for the Change We Need

Project website: www.jhu.edu/listeningpost/forward/

A Call to Action. As concerned leaders in the nonprofit, or citizen, sector, we have come together in this time of national crisis to renew our commitment to serve as partners in public service in addressing the challenges our nation faces. We invite our colleagues in the nonprofit sector, in organized philanthropy, in government, in the business world, and in academia, to join us in this effort so that together we can use the present crisis as an occasion to rededicate our nation to the principles of joint responsibility and concerted action that have long been the source of our strength.

Why Now? We issue this call now because of the magnitude of the problems that confront us, but also because of the opportunity the present moment offers to address them. The problems extend beyond a collapsing economy to include persistent poverty, disappearing jobs, strained families, failing schools, continuing environmental degradation, under-performing and overly costly health care, collapsing infrastructure, and many more.

Citizen Sector Capabilities. Serious though these problems are, however, we also feel confident about our nation's ability to solve them if we act together. This confidence arises in important part from our knowledge of the strength, commitment, and resilience of our nation's "citizen sector," our private, nonprofit organizations. From earliest time, these institutions have functioned as agents of change, incubators of innovation, and crucibles for some of our boldest experiments and highest ideals. Today as well they function as partners in public service sheltering the homeless, training the unemployed, educating our youth, building affordable housing, counseling families, delivering health care, giving voice to the powerless, enriching our lives with arts and culture, and serving uniquely as vehicles for citizen initiative in support of the common good. In the process, they contribute powerfully to our economy, employing 11 million paid workers--more than the construction industry (7.2 million), finance (5.2 million), transportation (5.1 million), real estate (2.1 million), and, with volunteers, more than all branches of manufacturing (14.4 million).

The Need. But America's citizen sector can no more solve the country's problems on its own than can government or business. Realizing this, our country has forged elaborate partnerships between government and the citizen sector in almost every policy sphere. But these partnerships were cobbled together in ad hoc fashion and are far from achieving their potential. What is more, our nonprofit organizations face a variety of other fiscal and operational strains. In this time of testing for our nation, when America needs its citizen sector more urgently than ever, we believe it is time to renew and reinforce America's compact with this crucial set of institutions.

This renewal process will involve work for all of us:

- **For citizens**, it will require greater commitment to service and community, to giving and volunteering;
- **For government at all levels**, it will require flexibility and new approaches, investment in nonprofit capacity, a nonprofit seat at the policy table, heightened responsiveness to citizen-sector innovations, and greater protection of the distinctive functions such as advocacy that make the citizen sector so vital;
- **For business**, it will require strengthened partnerships with citizen sector organizations and continued integration of socially responsible objectives into central business operations;
- **For organized philanthropy**, it will require greater commitment to leveraging, as opposed to preserving, assets, to fostering innovation, and to taking risks;
- **For nonprofit leaders and organizations**, it will require effective management, continuous innovation, recommitment to mission, broadened engagement of citizens, and attention to measurable results; and
- **For everyone**, it will require a recognition that no one set of institutions has all of the answers or all of the resources needed to address the problems we face, and that cooperative action by all of our institutions—government, business, and nonprofit—holds the real key to the progress we need.

Time to Act. The time for action is now and we call on our fellow citizens, and our partners in public service, to respond. The Action Agenda that follows identifies some of the concrete steps we feel are needed.

FORWARD TOGETHER: *The Action Agenda*

To improve our nation's ability to address the serious challenges our country faces, America needs to take fuller advantage of the important asset represented by its "citizen sector," our country's vast network of private, nonprofit organizations. Two sets of actions in particular are especially needed: first, a set of immediate actions designed to equip the citizen sector to engage fully in America's economic recovery; and second, a broader set of actions designed to enable the citizen sector to function more effectively as a partner in public service in addressing our country's enduring problems.

I. *The Immediate Agenda*

Equip the Citizen Sector to Engage Fully in America's Economic Recovery

America's nonprofit organizations have a crucial role to play in the immediate effort to help with our nation's economic recovery. In fact, as the Katrina recovery has shown, the road to recovery will ultimately pass directly through them. To help them with this task, steps such as these should be considered:

- 1) ***Take advantage of existing mechanisms (such as the Emergency Food and Shelter Program) to channel significantly expanded assistance to families in need through the existing network of nonprofit organizations offering food, clothing, and housing.*** To encourage citizen involvement in dealing with this crisis, any matching requirement attached to any of the existing mechanisms used to convey these funds could be met by mobilizing volunteers as well as money.
- 2) ***Enlist America's sizable network of nonprofit housing, community development finance, and related organizations to help solve the mortgage crisis by re-working problem loans.*** These organizations already manage billions of dollars of mortgage loans in low-income areas with delinquency rates far below those in the general sub-prime market.
- 3) ***Make "build-ready" nonprofit facilities for youth, the homeless, the aged, and community betterment through arts and education eligible for stimulus infrastructure investments.*** This would not only create jobs but produce needed community assets that could be used productively for decades.
- 4) ***Rally giving and volunteering for recovery assistance.*** Tax and other changes over the past eight years have steadily undermined the incentives to give and volunteer. To help mobilize private resources for recovery assistance, steps such as these should be considered: expand support for AmeriCorps and related service programs, allow non-itemizers to deduct their charitable contributions, incentivize foundations to exceed their required 5 percent payout rate to support recovery relief; and further extend provisions to allow retirees to make tax-exempt IRA withdrawals for charitable contributions.

II. *The Longer Term Agenda*

Renew America's Compact with the Citizen Sector

America's nonprofit organizations have been left to fend for themselves in the face of a variety of recent challenges: lack of public understanding, declining government support, inadequate growth of private giving, unequal access to investment capital, difficulties recruiting and retaining talented staff, and an imperfect capital market for scaling up promising innovations. To remedy these and related problems and allow our citizen sector to make the contributions to our national well-being of which it is capable, America needs to renew its compact with the citizen sector. This will involve a variety of steps.

- 1) ***Improve Government-Nonprofit Partnerships—at all levels.*** Nonprofit organizations have emerged as the crucial delivery system for much that government is attempting to do in the fields of health, environmental protection, social services, higher education, research, worker re-training, disaster assistance, international aid, and dozens more. Yet, the relationships between government and the nonprofit sector have evolved in ad hoc fashion, with too little attention to their operational inefficiencies or to their tendency to put valued characteristics of the citizen sector at risk.

An important first step to renewing our compact with the citizen sector and improving the performance of government's own programs must therefore be to rationalize and strengthen the critical partnership relationships between the citizen sector and government. This can be done by:

- Establishing a public-private Commission on Cross-Sector Partnerships for America's Progress;
- Empowering this Commission to articulate a set of Partnership Principles for a New America,
- Identifying changes needed to align existing programs with these principles and mechanisms to ensure these changes are made; and
- Creating a permanent institutional presence for the nonprofit sector at all governmental levels.

- 2) ***Invest in Citizen-Sector Capacity to Innovate and Perform.*** Given the crucial role that citizen-sector organizations have come to play in the delivery of government-funded services, government has acquired a huge stake in the efficiency, effectiveness, and capacity of its nonprofit partners. Given the formidable obstacles nonprofits face in attracting and retaining personnel, undertaking strategic planning, investing in staff development, scaling up innovations, and staying on the cutting edge of technological change, it is past time for government to acknowledge this stake by launching a ***Citizen Sector Capacity-Building Initiative***, ideally in cooperation with the country's charitable foundations. Key components of such an initiative could include the following:

- Staff development and technical assistance grants, student loan forgiveness, health benefit aid, and other measures to help nonprofit organizations attract quality workers and improve performance;
- Investment tax credits, loan guarantees, or other incentives to boost nonprofit access to private investment capital for new technology, facilities and strategic planning;
- A *Social Innovation Grant Program* to seed and grow innovative approaches to public problems;
- Improvements in federal data needed to track nonprofit performance and economic health.

- 3) ***Support New Models of Nonprofit Finance.*** Given the long-standing limits on private giving and the growing limits on government support, America's nonprofit organizations are also in need of new models of finance. Fortunately, such new models may already be emerging in the form of new mechanisms for attracting private capital into social ventures and new forms of business-nonprofit partnerships. To help promote these new models while sustaining and enhancing the existing streams of nonprofit revenue, a three-fold strategy is needed.

- Encourage private investment in citizen-sector initiatives thru tax and credit incentives, possible new social-venture legal arrangements, and incentives for leveraging foundation assets;
- Preserve and expand government's existing support for nonprofit organizations and establish a flexible funding mechanism to help scale up promising social innovations;
- Help push giving, volunteering, and service to new levels through such measures as a pilot charitable contribution tax credit, significant expansion of AmeriCorps and other service programs, augmented deductions for volunteer expenses, and full or partial restoration of the estate tax.

Conclusion

One hundred and seventy-three years after Alexis de Tocqueville reminded us that “nothing is more deserving of our attention” than America’s private, nonprofit organizations, our country faces an historic opportunity to bring our celebrated nonprofit institutions at last fully into the circle of national policy—not merely as alternatives to government action, but as full-fledged partners in public service working side-by-side with the public sector and with the business community to address our most serious public problems.

To grasp the enormous potentials this opportunity holds, however, changes are needed in the existing partnership arrangements and in the capabilities and resources of the citizen sector itself. The ideas presented here suggest a road-map toward this goal.

At the end of the day, America needs its citizen sector and cannot realize its aspirations, keep alive its central values, or tackle the problems it faces without them. But the citizen sector also needs America—to recognize the sector’s value, to understand its challenges, and to encourage and support its work through both public and private means. The task for us all today is to act on this knowledge.

Signatories

The individuals listed below have either participated in the development of this Declaration or reviewed the document and endorse its basic message.* Others interested in signing onto this Declaration can do so by visiting www.jhu.edu/listeningpost/forward/.

Kathy Andersen, CEO & Founder, Philanthropy Connect LLC, connecting philanthropic activities to causes around the globe
Kim Anderson, Associate Director, Humanities Montana, the statewide affiliate of the National Endowment for the Humanities
Shondella Andre, Director of Operations, Amario’s Art Academy for the Gifted & Talented, mentoring students from grades 3-12 on leadership and teamwork towards a professional career in the arts
Rudi Andrus, Executive Director, Mainspring Schools, nonprofit early education serving low-income children
John Anthony, National Director, Learning for Life, providing career and character education programs
Meri-K Appy, President, Home Safety Council, a national nonprofit dedicated to preventing home-related injuries
James Armstrong, Development Director, Fort Mason Center, a 13-acre National Historic District and center for culture, education and recreation
Pauline Arneberg, Principal, A&A Associates
Paul Arnpriester, National BDM, CDW Nonprofit, enabling nonprofits to use technology
Bruce Astrein, Executive Director, Libraries for the Future
Carl Augusto, President and CEO, American Foundation for the Blind
Kristin Bakula, Co-President, West Mont, providing vocational and residential services for individuals with developmental disabilities
Putnam Barber, General Editor, Action Without Borders/Idealist.org
Jeri Barr, CEO, The Center for Family Resources
Daniel F. Bassill, President and CEO, Cabrini Connections, Tutor/Mentor Connection
David Bastien, Founder, Musicians for a Cause, creating social awareness by teaming musicians with nonprofit organizations to write songs that bring life to the causes they support
Ian Bautista, President, United Neighborhood Centers of America
Kristina Beamish, Volunteer Center Director, United Way of the EUP
Chuck Bean, Executive Director, Nonprofit Roundtable of Greater Washington
Karen Beavor, CEO, Georgia Center for Nonprofits
Scott Bechtler-Levin, President, IdeaEncore Network, an online market place for nonprofits to share and find all types of information
Marie Beichert, President, American Association of Grant Professionals, NorCal Chapter
Ford W. Bell, President, American Association of Museums, a network of 3,000 nonprofit museums and 20,000 individual museum supporters throughout the U.S.

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Ed Belleba, President and CEO, Friends of Youth, helping teens and young adults overcome the challenges of homelessness and addictions to achieve emotional stability and self-sufficiency

Bill Bentley, President and CEO, Voices for America's Children

Marjorie Craig Benton, Co-Founder, Chicago Foundation for Women

Fran Berman, Board Member, Seacoast Interfaith Hospitality Network, a shelter for homeless families

Elyse Bertucci, Center Director, Greater Ishpeming Commission on Aging

Al Bevilacqua, Board Member, Beat the Streets Wrestling Inc., expanding wrestling for at-risk kids

Nancy Biberman, President, Women's Housing & Economic Development Corp, building green affordable housing, creating microenterprises, providing high quality early childhood education

Laurie Bishop, Executive Director, Manaia Youth Programs, providing personal development for teens and young adults

Molly W. Blancke, Executive Director, Lutheran Counseling Center of New York, a nonprofit faith-based counseling center with six sites in metropolitan and surrounding New York communities

Shannon Bondy, Executive Director, Belgrade Senior Center, providing social, health & wellness services to individuals aged 50 and over in the Gallatin Valley area of Montana

Diane Bowman, Executive Director, Espanola Valley Fiber Arts Center, a nonprofit community art center and artists incubator

Susan Bradshaw, VP Marketing/Member Services, Alliance of Nonprofits for Insurance

John Bridgeland, President and CEO of Civic Enterprises

Ken Briggs, CEO, Spokane Valley Partners, a community campus providing social services, including food and clothing banks, energy and housing assistance and seasonal programs

Sheila Brooks, Founder/CEO, SRB Communications, LLC, a full-service, award-winning media and communications agency with a post-production facility

Tim Brostrom, Director of Product Innovation, Fieldstone Alliance

John Brothers, Principal, Cuidiu Consulting, offering nonprofit and government consulting

Michael Brown, President, City Year

Paul Bryan, Grant Administrator, Central Indiana Addiction Recovery Project, a coalition of not-for-profit recovery homes and half-way houses

Tim Bryden, Executive Director, Project MOST, providing after-school children's resources

Whitney Burnett, Executive Director, National Foundation for Facial Reconstruction (NFFR)

Brett Bursey, Executive Director, South Carolina Progressive Network, a statewide social justice coalition of 61 organizations and individuals working for a more just and equitable South Carolina

Elaine Butler, Site Manager, Philip Foster Farm National Historic Site

Donna Butts, Executive Director, Generations United

Kyle Caldwell, CEO, Michigan Nonprofit Association, a network of more than 1,200 Michigan nonprofit organizations

Anne Hindery Camp, Chief Executive Officer, Nonprofit Association of the Midlands

Colin Campbell, President and CEO, Colonial Williamsburg Foundation

Daniel J. Cardinali, President, Communities in Schools, Inc.

Dwight E. Carraway, Executive Director, Myrtle Beach Haven, a homeless shelter for families with children

Julie E. Carter, Director of Operations, ChiariPeople of Montana, a resource for patients and families with brain and spinal cord malformations and injuries

Carolina Casares, American Cancer Society

Sue Castile, Executive Director, Diversity Kansas

Christine Charman, Executive Director, The Coalition, grassroots nonprofit for community action

Joan Chesler, Executive Director, The Corner Health Center, health care for low-income 12-21 year olds and their children

Meredeth Clark, COO, California Association of Nonprofits

Stephanie J. Clohesy, Founder, Clohesy Consulting, offering strategic guidance for planning and decisionmaking to foundations, donors and nonprofits engaged in social change

Kathy Cloninger, President and CEO, Girl Scouts of the USA

Danielle Clore, Director, Kentucky Nonprofit Leadership Initiative

Dennis Collins, Chair, Board of Trustees, Occidental College/ Past President, Irvine Foundation

Josh Collins, Founder and Executive Director, Student Volunteer Foundation

Jerome Colwell, Project Director, All For One

Amy Condit, Board Member, Los Angeles County Communication Action Board, overseeing community service block grant distribution to nonprofit organization recipients in Los Angeles County

Sharon Conoley, Executive Director, Crescent View / Lutheran Services for the Aging

Joyce Conyers, LGWDC

Ned Cooney, Vice Chair, Montana Nonprofit Association

Deborah L. Cooper, President, Nonprofit Services Center
Rena Coughlin, CEO, Nonprofit Center of Northeast Florida
Ann M. Courtney, Executive Director, Big Brothers Big Sisters of Butte-Silver Bow, Inc.
Frank L. Craighead, Executive Director, Craighead Environmental Research Institute
Ron Cretaro, Executive Director, Connecticut Association of Nonprofits
Linda Crompton, President and CEO, BoardSource, an educational, capacity-building organization for nonprofit boards
Richard A. Curtis, Executive Director, The Good Samaritan Group, providing senior housing and healthcare
Sylvia Danforth, Executive Director, DEAP
Terry Jones Davenport, President and CEO, Justice Academy USA, empowering youth and families to live successful lives
Robin Krohn David, Executive Director, Maritime & Seafood Industry Museum
Pamela Davis, President/CEO, Nonprofits' Insurance Alliance of California
Robert Davis, Housing Case Manager, C.A.R.E., Inc.
Debra DeBord, Executive Director, Human Services, Inc., a nonprofit community action agency
Tim Delaney, President and CEO, National Council of Nonprofits, a network of nonprofit associations representing nearly 20,000 organization members
Kathy Deserly, Director, Indian Child and Family Resource Center, providing child welfare training and technical assistance for tribal governments
LinMarie DiCianni, Recruitment Specialist, Youth in Action AmeriCorps, a multi-site AmeriCorps State program engaging 100 citizens in improving community
Cordula Dick-Muehlke, Executive Director, Alzheimer's Family Services Center, committed to improving quality of life for individuals affected by Alzheimer's disease
William M. Dietel, President, Pierson-Lovelace Foundation
A. J. Dietsch, Executive Director, Spellbinders, nurturing literacy, character and intergenerational community through the art of oral storytelling
Karen D'Or, Principal, Karen D'Or Consulting
John Dougherty, Executive Director, ROSMY, ensuring gay, lesbian, bisexual, transgender youth of Virginia an equal opportunity for success through the provision of support and advocacy
Tom Downey, Board Chair, Colorado Nonprofit Association
Marcie Duaine, Program Developer, Western Montana Mental Health Center/Child and Family Service Network
David Dubinsky, Executive Director, NISH, a national nonprofit creating jobs for individuals with severe disabilities
James M. Dubinsky, Director, Center for Student Engagement & Community Partnerships, Virginia Tech
Jayne Duehring, Director of Advancement, Barter Theatre
Paul Dusenbery, Executive Director, Space Science Institute
Patrick Duval, Director and Founder, Angelica Patient Assistance Program, Inc.
Dorcie Dvarishkis, Director of Planned Giving and Major Gifts, Community Medical Center Foundation, a nonprofit supporting a 151-bed community-owned acute healthcare facility
Nancy Easterling, Executive Director, Historic Sotterley, Inc., a national historic landmark seeking to preserve, research and interpret the diverse cultures and environments of southern Maryland
Colleen Ebinger, Director of Public Innovators, Root Cause, supporting a new wave of government leaders who identify and support the most effective and sustainable solutions to pressing social problems
Peter Edelman, Professor of Law, Georgetown Law Center
Bob Edgar, President and CEO, Common Cause
Gloria Edwards, Executive Director, Family Promise of Gallatin Valley, a nonprofit network of faith organizations working together to provide shelter and opportunities to homeless families
Robert Egger, Director, V3 Campaign, elevating the voice, value and votes of the nonprofit sector
Cindy L. Elson, Executive Director, Richland Opportunities, Inc., providing residential, vocational and transportation services to adults with developmental disabilities
Lill Erickson, Executive Director, Western Sustainability Exchange
Dee Anne Everson, Executive Director, United Way of Jackson County
Eli Feldman, CEO and President, Metropolitan Jewish Health System in NY, providing continuum of care to 20,000 individuals and their families in the NY area
John G. Fike, President, Philanthropy Solutions, LLC, a fundraising counsel to nonprofits
Rev. Nancy Firestone, President, Health, Education and Resources, Inc., helping people choose health and well-being as they live with toxic challenges in indoor and outdoor environment
James Firman, National Council on Aging
Sunny Fischer, Executive Director, The Richard H. Driehaus Foundation
Gloria Flora, Executive Director, Sustainable Obtainable Solutions
Annette Florczak, Director, nonprofitbuzz.org, a website with free resources for nonprofits

Noah Flower, Research Analyst, The Monitor Institute, a social-sector think tank and strategic consultancy
Monica Folk, Executive Director, South Texas Symphony Association
Susan Forte, President/ CEO, Houseaboutit, a nonprofit community and economic developer corp
Kim Fremont Fortunato, President, Operation Warm, Inc, a national nonprofit distributing new winter coats to children in need through strategic partnerships with donors and community partners
Norane Freistadt, Development Director, Montana Wilderness Association, working with communities to protect Montana's wilderness heritage, quiet beauty and outdoor traditions
Gwenevere Funderburk, Executive Director, To Save Our Young and Adults, Inc., improving lives and dedicated to serving the needs of the socially and economically handicapped
Joanne Furze, Executive Director, Anderson House, Inc., a halfway house for women who are in recovery from alcoholism and drug addiction
Thyme Gadson, State Director, CABT, a watchdog for legislation that aims to increase Big Truck weight and size, threatening our roads and bridges
Sylvia G. Garcia, President & CEO, AVANCE, Inc., a family support and education program
Joe Geiger, Executive Director, Pennsylvania Association of Nonprofit Organizations
Sandra Gibson, President and CEO, Association of Performing Arts Presenters
Gayle Gifford, Executive Director, Great Falls Community Food Bank
Sandy Gill, Northwest Nonprofit Resources
Hollis J. Gillespie, Executive Director, New Mexico Museum of Natural History and Science
Mary Gilluly, Executive Director, The Family Tree Center-Billings Exchange Clubs Child Abuse Prevention Center
Janis Glenn, President, Pathways, LLC, offering leadership coaching and consulting
Peter Goldberg, President & CEO, Alliance for Children and Families, a network of 370 private human service orgs serving more than 3.4 million children & families
Rosio Gonzalez, Executive Director, Catholic Charities of Idaho
Sue E. Goodin, CEO, Progressive Health Center
Chuck Gould, President and CEO, Volunteers of America
Florence L. Green, Vice President, IdeaEncore Network
Molly Greenman, President and CEO, Family & Children's Service, a nonprofit, multicultural family service organization
Rich Greif, National Executive Director, Everybody Wins! USA, a national children's literacy and mentoring organization
Mearle L. Griffith, President/CEO, United Methodist Association of Health and Welfare Ministries, 388 organizations serving more than 32 million persons yearly
Nichole Griffith, Executive Director, Victim-Witness Assistance Services
Ninad Gujar, Founder, Om Foundation
Jason Habbal, Systems Administrator, Japan Society of New York, North America's single major producer of high-quality content on Japan for an English-speaking audience
Mossik Hacobian, President, Urban Edge, a community development corporation
Joseph Haggerty, Chief Operating Officer, United Way of America
Debby Hampton, President & CEO, Oklahoma Center for Nonprofits
Katherine Hanley, Executive Director, Tempe Community Council
Mason B. Hardy, President, South Carolina Association of Nonprofit Organizations
Liz Heath, Executive Director, The Nonprofit Center, a regional nonprofit capacity building and management support organization
Anne Helmholz, Executive Director, Literacy Source, building literate communities, adult instruction leading to better skills, better jobs, competent parenting, and involved community membership
Margaret Hemphill, Administrator, Reformed Presbyterian Home
Cassandra L. Henry, President, Science Spectrum
Norman Henry, President, Builders of Hope CDC, developing quality affordable housing to stimulate the revitalization of West Dallas and develop a healthy and safe community
Dee Hensley-Maclean, Montana PTA
Melanie Lockwood Herman, Executive Director, Nonprofit Risk Management Center
Richard Herman, President, Wheat Ridge Ministries
Tyler Richards Hewes, Executive Director, San Diego Chamber Orchestra
Ginny Hildebrand, President and CEO, Association of Arizona Food Banks
Carla Hill, President/CEO, West Shore Symphony Orchestra
Janie Hodge, Founder and Executive Director, Paving the Way Foundation
Lynn Hoffmann, Executive Director, Idaho Nonprofit Center
Sheila Hogan, Executive Director, Career Training Institute
Jackie Holland, President/founder, Whosoever Will Outreach Ministry

Mary H. Hollie, Chief Executive Officer, Lawrence Hall Youth Services, a child welfare and educational institute

David J. Horazdovsky, President and CEO, The Evangelical Lutheran Good Samaritan Society, the largest U.S. not-for-profit provider of care and housing for the elderly

Roger Horchow, Philanthropist and Founder, The Horchow Collection

Robert L. Houck, Executive Director, Friends of the Children NY, providing full-time paid professionals to serve as long term mentors to New York City's most at-risk children

Haruko Hoyle, Gallery Officer, Japan Society

Tamara Hudgins, Executive Director CEO, Chisholm Trail Communities Foundationz

Michael A. Hudson, Museum Director, Museum of the American Printing House for the Blind

Barbara L. Hug, President, Iowa Genealogical Society

Michaelanne Hurst, Executive Director, Communities for Recovery, providing on-site volunteer peer support services to educate alcoholics and addicts about 12-step recovery programs

Bisi Ideraabdullah, Executive Director, IMANI HOUSE, Inc., a nonprofit offering after-school programs, employment assistance, adult literacy/ESOL, food support and information and referrals

Mary Ellen Jackson, Executive Director, New Hampshire Center for Nonprofits

Christine James-Brown, President and CEO, Child Welfare League of America

William R. Johnson, Vice President for Member Relations, Council for Health and Human Services Ministries, United Church of Christ

Darryl Jones, Chief Executive Officer, Maryland Association of Nonprofit Organizations

Rev. Laverne Joseph, President, Retirement Housing Foundation, provides services to more than 16,000 older adults, economically disadvantaged families & people with disabilities

Darla J. Joyner, Executive Director, Career Transitions, Inc.

Holly Kaleczyc, Executive Director, Friendship Center, providing shelter and support for victims of domestic and sexual violence

Sheryl A. Kaplan, Grants Consultant, S. Kaplan, Grants Consultant

Mary Cone Kasprzyk, Executive Director & Founder, Children's Museum of Fennville

Irv Katz, President and CEO, National Human Services Assembly

Donald N. Kaufman, Development Director, Spokane Valley Partners

Linda Keenan, Executive Director, Owosso Community Players

Ophie Keene, Foster Grandparent Program Director, Western Montana Area VI Agency on Aging

Jane Kendall, President, North Carolina Center for Nonprofits

Alan Khazei, President, Be the Change/ Service Nation

Michael Kisslinger, Program Coordinator, Catalyst

Sharon Knight, Interim President and CEO, Colorado Nonprofit Association

Stephanie Knisley, Community Outreach Liaison, Helena Public Schools

Jeanne Kojis, Executive Director, Nonprofit Network Southwest Washington, creating/strengthening an infrastructure of visible connections for local nonprofits

Marguerite Kondracke, President and CEO, America's Promise Alliance, a partnership of over 260 business, government and nonprofit organizations supporting youth education

Richard Koontz, Director, Larned A. Waterman Iowa Nonprofit Resource Center

Kerry Krebill, Founder/Artistic Director, Musikanten Montana

Rita Kucmierz, Executive Director, WHC Clinics for East Texas, a nonprofit clinic providing healthcare services for the uninsured and indigent

Diane Latiker, Founder/President, Kids Off The Block, Inc., services for youth through programs such as Tutoring/Mentoring, Music, Drama, Sports, Community Service, and Local/Out of Town Travel

David J. Law, Executive Director, Joy-Southfield Community Development Corporation, a nonprofit offering free health care for the uninsured, youth mentoring and affordable housing programs

Kathy Lear, Executive Director, Paris Gibson Square Museum of Art

Robert R. Leberman, President & CEO, Huther-Doyle Memorial Institute, Inc., providing addiction prevention education and outpatient treatment services in the Greater Rochester New York community

Danielle Moss Lee, President and CEO, Harlem Educational Activities Fund, a nonprofit college prep and college support organization

Najeane Lee, Government Affairs Manager, League of American Orchestras

Ann Lehman, Nonprofit Policy Consultant, Zimmerman Lehman, a firm working exclusively with nonprofit organizations on fundraising, policy and board development

Cynthia LeMonds, Chief Executive Officer, San Antonio Youth Centers

Reynold Levy, President, Lincoln Center for the Performing Arts

Cynthia Lewis-Williams, Director, Help the People Program HCA, a non-profit housing counseling agency

Valerie S. Lies, President and CEO, Donors Forum

Margaret M. Lioi, Chief Executive Officer, Chamber Music America
Rachel M. Lippoff, Chief Development Officer, Goodwill Industries of Southern NJ & Philadelphia
Kirsten E. Lodal, CEO and Co-Founder, National Student Partnerships, an organization in which college students volunteer in the fight to break the cycle of poverty in the United States
Charles Longworth, President Emeritus, Hampshire College
Paula Lucas, Executive Director, Just The Beginning Foundation, a multi-racial not-for-profit comprised of lawyers and judges dedicated to nurturing interest in the law among young persons from various ethnic backgrounds
Carol Lukas, President, Fieldstone Alliance, strengthening the performance of the nonprofit sector through publishing, consultation, training, and demonstration projects
Jennifer Lutey, Executive Director, WW IDEA, an education nonprofit
John Patrick Lydon, CEO, Auberle, serving 1,600 at-risk children and families in 10 SW PA counties
Marlene MacFarlane, Executive Director, Manlius Senior Center, serving the educational, social, recreational and physical needs of active older adults
Brian Magee, Executive Director, Montana Nonprofit Association
Gail Manza, Senior Fellow and Director of Institutes, MENTOR (National Mentoring Partnership)
Stephanie D. Mapelli, President, Leadership Eastside, a three-year regional community leader development program that creates catalysts for positive change
Ellen Martin, Executive Director, First Night Monterey, an arts organization producing year-round outreach to the community
Salli Martyniak, President, Forward Community Investments, a nonprofit loan fund for Wisconsin nonprofits
Lisa T. Maruyama, President and CEO, Hawai'i Alliance of Nonprofit Organizations
Lee Mason, Director, Nonprofit Speech Rights, OMB Watch, working to increase government transparency and accountability and protect and promote active citizen participation in our democracy
Tara Mason-Harris, Volunteer Coordinator/Special Projects Coordinator, Alzheimer's Association, Oklahoma and Arkansas Chapter
Don Mathis, President and CEO, Community Action Partnership, representing over 1,000 Community Action agencies serving more than 18 million poor people annually
Libby Maynard, Executive Director, The Ink People Center for the Arts, a community-based, artist-run cultural change organization
Patrice Maynard, Leader, Outreach and Development, Association of Waldorf Schools of North America, a membership association of independent Waldorf Schools
Joan Mazzonelli, Executive Director, Theatre Building Chicago, NFP
Jean McAuliffe, Eventful! Volunteers
Elizabeth J. McCormack, Chairman, Asian Cultural Council
Glenn McFarlane, CEO, Yellowstone Boys and Girls Ranch, providing mental health and social services to children and their families
Molly C. McGregor, President/CEO, Nonprofit Resource Center of Alabama
Sue H. McInnish, Executive Director, Alabama Civil Justice Foundation
Peggy McKee, President, Shenandoah Valley Discovery Museum
Matthew M. McKenna, President & CEO, Keep America Beautiful, Inc., a national, affiliate-based community improvement/environmental nonprofit with a network of over 1,000 grassroots orgs
Debbie McKeon, Executive Director, NorthSky Nonprofit Network
Ronald A. McKinley, Project Director, Fieldstone Alliance
Ray McLeod, Vice President Client Services & Communications, Center for Nonprofit Management
Joe McNalley, Artistic Director, The Hutchins Consort, music and education with New Violin Family
Megan McNamer, Administrative Director, Missoula Writing Collaborative, a writers-in-the-schools program serving 15 schools in western Montana
Cheryl McNulty, Site Manager, Geauga County Historical Society
Patrick McWhortor, President & CEO, Alliance of Arizona Nonprofits
Vince Meldrum, Partner, Crecer Strategies, a nonprofit consulting firm
Paul Mellon, Controller, Beginning with Books
Nancy Woodruff Ment, President and CEO, Andrus Children's Center
Alison Meyers, Executive Director, Cave Canem Foundation, a home for black poetry
Clara Miller, President and CEO, Nonprofit Finance Fund
Eileen L. Miller, Program Manager, Baltimore Birthing Project, a mentoring organization and resource center for improving birth outcomes for women of color
Larry Minnix, CEO, American Association of Homes and Services for the Aging, 5,700 nonprofit member organizations providing nursing, hospice, home health & related services
Leslie Modrow, Development Director, Parnly Billings Library Foundation
Jenelle Montoya, Resource Development Coordinator, Community Human Services, a private nonprofit providing mental health and substance abuse counseling and recovery needs

Carrie Moon-Dupree, Vice-President/ Director of Risk Management, Presbyterian Villages of Michigan
Michael D. Moore, CEO, United Presbyterian Home, providing affordable housing and health care to seniors
Marc H. Morial, President and CEO, National Urban League
Mario Morino, Co-Founder and Chairman, Venture Philanthropy Partners
Michael Malahy Morris, Research Professor in Public Policy, University of New Mexico
Judee Mussehl-Aziz, Executive Director, Befrienders, a nonprofit serving home-bound seniors
Roger L. Myers, President and Chief Executive Officer, Presbyterian Villages of Michigan
Connie Nelson, Program Director, Spokane Valley Partners
Roberta Nestaas, President/CEO, Lutheran Community Services Northwest
Rick Newby, Executive Director, Drumlummon Institute, a cultural/educational nonprofit publisher
Patricia L. Nickols, Chief Executive Officer, Community Action Partnership of San Bernardino County, providing support to the low-income in achieving self-sufficiency
Wendy S. Nicolai, Executive Director, Komen Montana
Darryl Norman, President, Friends of the Museum of the Plains Indian
Ruth Ann Norton, Executive Director, Coalition to End Childhood Lead Poisoning
Michelle Nunn, President and CEO of Points of Light Institute and Co-founder of HandsOn Network
Carlton A. Oakes, CEO, Spokane Masonic Center
Jennifer O'Brien-Rojo, Resource Development Director, Walnut Avenue Women's Center, providing support and services so women, children and families have the opportunity and skills to thrive
Brian O'Connell, Founding President and President Emeritus, Independent Sector
Mary O'Connor, Executive Director, F.A.C.E.S., providing counseling services for single parent families
Kathleen O'Neal, Executive Director, Habitat for Humanity MYV
Laurel O'Sullivan, Senior Director, Public Policy, Donors Forum
Patty Oertel, President, The Oertel Group, a consulting firm focused on maximizing the effectiveness of nonprofit organizations
Arnold Olsen, Executive Director, Montana Natural History Center
Larry Ottinger, President, Center for Lobbying in the Public Interest, an organization that promotes, supports and protects nonprofit advocacy and lobbying
Todd Owens, Principal, Dewey & Kaye, a consulting firm working in the charitable sector
Robert Palombo, Board Member, Interfaith Community Outreach, Inc., a nonprofit helping the working poor
Diane Parnes, Executive Director, Sobrato Family Foundation
Danya Pastuszek, MBA Candidate, May 2009, New York University
JoAnne Patteson, Executive Director, CASA (Citizens Against Spouse Abuse)
W. Barnett Pearce, Professor Emeritus, Fielding Graduate University
Brenda Peluso, Director of Public Policy, Maine Association of Nonprofits
Simon Perazza, Director of Constituent Relations, ArtServe Michigan, a statewide independent nonprofit working for and on behalf of Michigan's arts and cultural sector
Craig E. Phipps, Outreach/Volunteer Coordinator, Casa Esperanza, a community service organization
George Pillsbury, Senior Policy Director, Nonprofit Voter Engagement Network, helping nonprofit sector engage its constituencies in voting and democracy
Robert Pinhero, Board Member, Texas Association of Nonprofit Organizations
Regina Podhorin, President, The Leadership Group, offering capacity building for nonprofits
Sandy Porteus, Executive Director, Family Services of Greater Waterbury, a 100-year-old nonprofit serving children, adolescents, and adults
Katherine M. Poupert, Board Member, Thea Bowman House, Inc., an inner city day care and afterschool center for the working poor
C. Tyree Powell, Co-Founder, USAHomeRaffle.com
Jon Pratt, Executive Director, Minnesota Council of Nonprofits
Kris Prendergast, President & CEO, Social Enterprise Alliance, the only member organization in North America to serve as advocate, hub of information and education, and builder of a growing community of social enterprises
David Prensky, Nonprofit Management Program, The College of New Jersey
Katheryn A. Preston, Executive Director, Georgia Coalition to End Homelessness, a statewide network committed to building a collaborative response to the needs of homeless persons
Sandy Priestler, Executive Director, LifeSpark Cancer Resources
Stephen Proctor, Chair, Presbyterian Association of Homes and Services for the Aging
Sally Prouty, President and CEO, The Corps Network, a member association representing Service and Conservation Corps nationally
Ruth Purcel-Jones, President, Leadership Ventures, nonprofit capacity building and management support organization
Christie Weininger Raber, Director, Wood County Historical Center & Museum
Dianne Ramsey, Executive Director, Community Kitchen of Myrtle Beach, South Carolina

Rev. Canon Phillip J. Rapp, CEO, Episcopal Community Service in America, an independent network of health & social service providers affiliated with the Episcopal Church

Jane Ratzlaff, Executive Director, Glacier National Park Fund

Margie Rauen, Administrator, The Gateway/Gateway Gardens of Retirement Housing Foundation

Debbie Reed, President and CEO, Chaddock, providing a full range of services for children with attachment disorders and trauma issues

Dan Rexroth, President/CEO, John Knox Village, providing housing and home care to seniors

Daniel Risch, CEO, Lincoln Lutheran of Racine, WI

Brad Robinson, Member Services Director, Montana Nonprofit Association

Jane Robinson, Non Violence trainer, Institute For Community Leadership

Rick J. Robinson, Executive Director, The Healing Tree, Inc., a faith-based nonprofit providing youth leadership development and family and community-based service

Cole Rodrigues, President, USA Come Together, fulfilling needs of the people locally and nationally while utilizing technology

Richard Rose, Producing Artistic Director, Barter Theatre, the state theatre of Virginia

Jesse Rosen, President and CEO, League of American Orchestras

Paul E. Ruesink, Student, Graduate Certificate Program in Nonprofit Management and Leadership, Lawrence Technological University

Laura Sacchi, Executive Director and Founder, Morningstar Learning Center Inc., an early education and childcare service provider

Andrea Saccoccia, Executive Director, Project Mend-A-House, providing free home repair and modification services for seniors, disabled and low-income residents

Penelope Sachs, Vice President, Evanston Symphony Orchestra

Shirley Sagawa, Founder, sagawa/jospin

Lester M. Salamon, Director, Center for Civil Society Studies and Nonprofit Listening Post Project, Johns Hopkins University

Susan Saler, Executive Director, Minding Your Mind Foundation, mental health awareness and prevention for adolescents, families and educators

Stephen L. Salyer, President and Chief Executive Officer, Salzburg Global Seminar

Nels D. Sanddal, President and CEO, Critical Illness and Trauma Foundation, supporting the development of rural emergency medical care

Molly K. Sasse, Executive Director, Chattanooga Symphony and Opera Association

Doug Sauer, CEO, New York Council of Nonprofits

Sharon Sauer, Fund Development Manager, Today's Resident Services, educating stakeholders such that they might receive the triple bottom line benefit for affordable housing

Nick Sauvie, Executive Director, ROSE Community Development, a neighborhood revitalization organization

Patricia Savage, President/CEO, Allegheny Lutheran Social Ministries

Dana Campbell Saylor, Chief Executive Officer, YWCA Maricopa County

Dana Schaar, Executive Director, North Dakota Association of Nonprofit Organizations

Bill Scheurer, Project Coordinator, Peace Garden Project

Paul Schmitz, CEO, Public Allies

Scott Schnapp, Executive Director, Maine Association of Nonprofits

Jon Scholl, President, American Farmland Trust

Jill Schumann, President and CEO, Lutheran Services in America, 300 health/human services organizations, serving 1 in 50 people in 50 states and the Caribbean

Marc A. Scorca, President and CEO, OPERA America

Joseph C. Scott, Executive Director, Ecumenical Senior Center, a community-based, private nonprofit providing programs and services to predominantly low-income and minority elders

Maureen Scott, Grants and Foundations Manager, KCTS Television

Vernita Scott-Flanton, CEO, Jade7Inc

Travis Seifman, Intern, Japan Society

Traci Sell, Clinical Director, Scottish Rite Clinic

Kim Sharkey, The Heuga Center for Multiple Sclerosis

Vally Sharpe, Director of Marketing and PR, Rainbow Village, Inc., a transitional housing program for homeless families with children

F. Jay Shetler, President and CEO, Glencroft, a faith-based continuing care retirement community

Benjamin R. Shute, Jr., Secretary and Program Director: Democratic Practice (U.S.), Rockefeller Brothers Fund

Bryan W. Sickbert, President and CEO, Council for Health and Human Service Ministries, United Church of Christ

Stefanie Siegel, President and Founder, Bailey's Cafe Inc., an intergenerational arts and service organization

Barry Silverberg, President & CEO, Texas Association of Nonprofit Organizations

Joan Simpson, Director, Volunteer Services, Crozer-Chester Medical Center

Rachel N. Sing, Executive Director, McCullum Youth Court, offering youth offenders a second chance through restorative justice, peer accountability, and empowering opportunities

Erin Skene-Pratt, Public Policy Director, Michigan Nonprofit Association

Edward Skloot, Director and Professor, Center for Strategic Philanthropy and Civil Society, Duke University

Tom Slemmer, President and CEO, National Church Residences, providing affordable housing, health care, & assisted living to seniors throughout the U.S. & Puerto Rico

Katie Smith Sloan, Executive Vice President, American Association of Homes and Services for the Aging

Norma Small, Volunteer, National Wrestling Hall of Fame

Daria Fanelli Smith, Executive Director, James H. Napier Foundation & Community Foundation of Central Connecticut

Lee Roy Smith, Executive Director, National Wrestling Hall of Fame & Museum

Lisa Smith, Administrator, Judith Karman Hospice

Krista Solomon, Executive Director, HELP Committee and Boys & Girls Club of the Hi-Line

Lisa Specter-Dunaway, CEO, CHIP of VA

David Stack, Vice President, National Museum of Forest Service History

Sarah Standiford, Executive Director, Maine Women's Lobby

Donald Stewart, Visiting Professor, University of Chicago

Sharon L. Stewart, Principal, Philanthropic Strategies, offering nonprofit management consulting

Rick Stiffney, President and CEO, Mennonite Health Services Alliance, serving thousands of families & individuals across the country through 75 nonprofit organizations

Michael Stoller, Executive Director, Human Services Council of NYC

Dorothy Stoneman, President, Youthbuild U.S.A.

JoAnn Stormer, Interim Director, Wisconsin Nonprofits Association

Kala M. Stroup, President, American Humanics, preparing the next generation of nonprofit leaders

Russy D. Sumariwalla, President, Global Philanthropy & Nonprofits

Mark R. Swann, Executive Director, Preble Street

Kim Syman, Managing Partner, New Profit Inc.

Joe Szakos, Executive Director, Virginia Organizing Project

Christina Tabaczka, Director of Finance & Administration, Michigan Theater Foundation

Richard Anthony Tagle, CEO, Higher Achievement, a rigorous year-round academic enrichment program serving motivated yet underserved middle school students

Marissa Theisen, President and CEO, Arizona Grantmakers Forum, a membership organization for grantmakers committed to increasing, enhancing and improving philanthropy in Arizona

Nancy Thomas, Director, The Democracy Imperative, University of New Hampshire, a resource for advancing deliberative democracy in and through higher education

Harvey Tillipman, CEO, Association of Jewish Aging Services, representing 155 Jewish sponsored nursing homes, housing, & outreach services for the elderly

Stefan Toepler, Associate Professor of Nonprofit Studies, George Mason University

Michael F. Travis, Senior Development Associate, JF&CS, a leading provider of comprehensive human services to the elderly, individuals with developmental disabilities and families at risk

Debby Tucker, Executive Director, National Center on Domestic and Sexual Violence

Brima Michael Turay, Chief operations Officer, Triumphant Alliance Community Resource Center, a community-based nonprofit catering to the needs of African refugee immigrants in Arizona

Alan D. Valentine, President & CEO, Nashville Symphony Association

Daryl Vanella, President and CEO, Whaley Children's Center, providing residential treatment for severely abused and neglected children

Daniel Varner, Chief Executive Officer, Think Detroit Police Athletic League, Inc., building character in young people through athletic, academic and leadership development programs

Diane Kaplan Vinokur, Associate Professor, University of Michigan, School of Social Work

Sala Udin, President and CEO, Coro Center for Civic Leadership Pittsburgh

Lora S. Urbanelli, Director, Montclair Art Museum

Kenneth Wade, President, NeighborWorks America

Victoria Wagner, President and Chief Executive Officer, National Network for Youth, comprised of nonprofits and youth advocates championing the needs of runaway and homeless youth

Jane Wales, Vice President, The Aspen Institute/ Founding President, Global Philanthropy Forum

Nancy J. Walker, Executive Director, Services for the Elderly
Marina Washburn, Executive Director, Dana Adobe Nipomo Amigos, dedicated to the restoration and preservation of Rancho Nipomo, a Rancho Era Historic Park
Becky Webber, Executive Director, Big Brothers Big Sisters of Yellowstone County, Inc.
Michael Weekes, President/CEO, Massachusetts Council of Human Service Providers
MK Wegmann, President and CEO, the National Performance Network
Lary Wells, C.O.O., Michigan League for Human Services, a policy organization with focus on poor families in Michigan and the systems that are supposed to be available to help them
Bill White, Development Director, Byzantine Latino Quarter Foundation, improving the quality of life in the Byzantine Latino Quarter of Los Angeles through community development activities
Doug White, Author, *Charity on Trial*
Michael White, Founder, Seven Still Waters, serving children involved in violence or who are "at risk" to violence by involving them in programs focused on music, education, and other talents
John E. Whitfield, President, Alabama Association of Community Development Corporations, supporting the capacity building efforts of small to medium size CDCs in the state of Alabama
Cynthia Whitmire, Deputy Director, Roots Of Mankind Corp, Community Housing Development Organization and Housing Counseling Agency
Valerie Whyman, Executive Director, Williamsport Symphony Orchestra
Agnes McCarrier Wilcox, Artistic Director, Prison Performing Arts, offering incarcerated children and adults opportunities to participate in the performing arts
Aaron Wilder, Development Fellow, Thunderbird School of Global Management
Elisabeth Williams-Omilami, Executive Director, Hosea Feed The Hungry and Homeless, providing for basic needs of the working poor and homeless
Jennifer Williams, Executive Director, Ohio Association of Nonprofit Organizations
Deborah Barfield Williamson, Executive Director, Virginia Network of Nonprofit Organizations
Taylor L. Willingham, Civic Entrepreneur, Austin-Pacific Consulting, Texas Forums
Sara Roscoe Wilson, Executive Director, Nonprofit Management Solutions, services and resources for nonprofit organizations and the individuals who manage and lead them
Suzanne Gibson Wise, President and CEO, Lutheran Family Services in the Carolinas
Andrew Wolk, Founder and CEO, Root Cause, advancing enduring solutions to social and economic problems by supporting social innovators and educating social impact investors
William R. Wood, Executive Director, Alberta Bair Theater
Leanne Woodland, Associate Director, Intermountain, a nationally recognized Montana nonprofit specializing in nurturing, therapeutic environments for children under severe emotional distress
Susan Work, President, Holy Family Ministries, providing education and development for urban youth
Courtney Workman, Executive Director, Rebuilding Together Howard County, providing free home repairs for low-income, elderly and disabled homeowners
Kim Yarlott, Director, HANDS, Inc., providing before and afterschool childcare
Tessa Young, Database Administrator, Japan Society
Joseph Zefran, President, Joyful Spirits Consulting Company, fund development consultants to nonprofit social work organizations
Amanda C. Zinn, President & CEO, eCubed, a nonprofit capacity building consultant