

# *STATE OF PHILANTHROPY 2006*

Creating Dialogue for Tomorrow's Movements



**national committee for  
responsive philanthropy**

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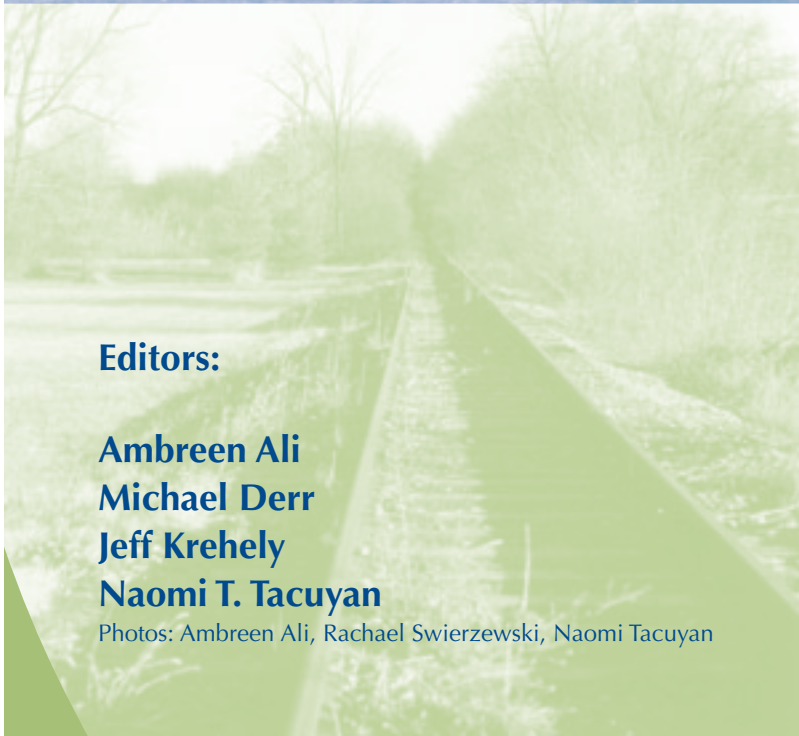
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# **STATE OF PHILANTHROPY 2006**

**Creating Dialogue for Tomorrow's Movements**



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The National Committee for Responsive Philanthropy is an independent nonprofit organization founded in 1976 by nonprofit leaders across the nation who recognized that traditional philanthropy was falling short of addressing critical public needs. NCRP's founders encouraged foundations to provide resources and opportunities to help equalize the uneven playing field that decades of economic inequality and pervasive discrimination had created. Today NCRP conducts research on and advocates for philanthropic policies and practices that are responsive to public needs. To obtain more information about NCRP or to make a donation, please visit [www.ncrp.org](http://www.ncrp.org) or call 202.387.9177.

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# Creating Dialogue for Tomorrow's Movements

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*Jeff Krehely and Naomi Tacuyan, NCRP*

**T**he Senate Finance Committee's recent attempt to bring more accountability and transparency to nonprofit organizations and foundations has been a point of contention—some would even say obsession—of the nonprofit sector for over two years. Fortunately or unfortunately, depending on your point of view, the Senate Finance Committee's various hearings, roundtable discussions, and other debates about these issues have produced essentially no changes in how the nation's charities and foundations are regulated.

Readers who are familiar with the National Committee for Responsive Philanthropy's policy positions know that the organization's board, staff, and supporters, would mostly be in the "unfortunately" camp. Countless media stories of financial improprieties and other questionable uses of charitable dollars, as well as a general lack of regard for the public's trust among the nation's charities and foundations demonstrate to us a dire need to reform how the federal and state governments regulate these organizations.

As of this writing, most legislation related to nonprofit and foundation oversight has been scrapped in various Senate bills. Most likely, these issues will not be resurrected in the waning months of the current session of Congress. It is also unlikely that the Congress being sworn in after the upcoming elections will make nonprofit and foundation accountability a priority.

And as important as it is to have conversations about accountability and regulation, this recent dialogue—especially the part that relates to grantmaking foundations—has been dominated by a very procedural sense of nonprofit and foundation roles and responsibilities. There has been scant discussion of the day-to-day, real world impact that foundations can and should have on their grantee organizations, and the individuals and communities these grantees serve and represent.

This lack of discussion about substantive foundation accountability is troubling for many reasons. Most importantly, the current conversations about procedural accountability do not address the realities nonprofits and people and communities in need experience everyday in this country.

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These conversations also do not take into account the federal government’s nearly total abandonment of ethical and responsible behavior toward almost everyone in society, except the most wealthy among us.

As past NCRP research has shown, the current political landscape has been shaped in no small part by consistent foundation funding for organizing and policy advocacy on the right. What hurts—or helps, depending on your politics—matters is a political left (and even mainstream) that is not by any means underfunded, but is not strategically funded, creating a disjointed infrastructure of organizations that is unable to speak with a common voice or message.

For the progressive organizations, institutions, and people within the nonprofit and philanthropic sector, now is the time to regroup. Activists, direct service providers, practitioners, advocates, grantmakers, researchers, leaders—we all need to work together and redefine our movements, our beliefs, our boundaries, and our goals. It is no longer about figuring out the best way to advance the interest of a particular constituency or issue area; it definitely should not only be about how to push back and react to the assault from the right.

It is time to think of a unified progressive movement that will strengthen our nation and take it back from the hands of people who speak of compassion but act primarily with cynicism and selfishness. To build a movement that will endure, we first need to have several challenging and even uncomfortable conversations—conversations about money, power, control, and sacrifice.

By addressing the realities of the nonprofit and philanthropic sector in *State of Philanthropy 2006*, we hope to get these conversations started. Most of all, we seek to push grantmakers past their traditional, firmly-held boundaries—to push all of us to get back to the roots of philanthropy, to strive to help the underserved, and to advance a progressive vision of the common good.

In the lead chapter of *State of Philanthropy 2006*, David Jones, NCRP board chair, and David Campbell of SUNY Binghamton, address what has been lacking in recent debates about foundations, and lay out a clear direction for where these debates need to go if these institutions want to remain relevant and vibrant players in society. This sets the tone for the subsequent chapters, from the phenomenon of the growth of 501(c)s as a way to avoid election laws, to the impact of federal budget policy on local communities, to cultivating leadership for the progressive women’s movement, and more.

We hope that we’ve provided a means for the progressive nonprofit and foundation community to begin a dialogue about its future, and the values and perspectives that will help create this future. These conversations will help us grow stronger and tackle the many challenges that stand between today and a more civil and progressive tomorrow.

# A New Agenda for the Progressive Women's Movement

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*Kiran Ahuja*  
National Asian Pacific American Women's Forum

**A**s a young leader and a woman of color in the women's and reproductive rights movement, I was asked by the National Committee on Responsive Philanthropy to comment on the state of the progressive women's movement. Given my unique role as one of few young national leaders, and women of color leaders heading a national women of color organization, I hope I can offer helpful advice on how we can build a more vibrant and inclusive women's movement: a movement with adequate resources for our work, especially advocacy by and for underrepresented women in the movement (women of color, immigrant women, young women, queers, and disabled women); that is embraced by the larger progressive movement and not sidelined; that develops a strong commitment to building new and young leadership; that is committed to social justice feminism; and that harnesses the energy and excitement of the March for Women's Lives.<sup>1</sup>

For the past three years, I have been the executive director of the National Asian Pacific American Women's Forum (NAPAWF). Founded in 1996 by 157 Asian Pacific American (APA) female activists, NAPAWF is the only national, multi-issue advocacy organization for APA women and girls. Our staff is small, all under the age of 35, and all new to the women's movement. Our membership and chapters are growing, with women mostly under the age of 30, and new to the women's movement as well. Our mission is to elevate the voices of APA women and girls and develop young and new leadership within and outside our organization. Because we seek to include APA women in the movement, we believe our work and that of our allies are crucial to the progressive women's movement.<sup>2</sup>

## Valuing and Developing Young and Diverse Leadership

In meetings I attend, seasoned women leaders often emphasize how many years they have been "in the movement." As a rite of passage or precursor to an important statement or opinion, time served has become

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a badge of honor in the movement. Indeed, as a young leader I understand that length of time stands for depth of conviction, expertise, commitment and hopefully even wisdom.

At 35, I cannot claim to be a young leader. I am positive my more youthful sisters would balk at the idea of a 35-year-old being called young, but that is a statement alone about the progressive women's movement: The movement and our ideas are maturing. That I am one of the youngest leaders in the national women's movement is telling and highlights a serious challenge for the movement—where and when do we make room for new, young and diverse leaders, and when do we see that the inclusion of them determines the success of our movement?

Developing young and diverse leadership remains one of the foremost challenges for the progressive women's movement. A recent report by the Center for the Advancement of Women, Progress and Perils: A New Agenda for Women, noted that few women belong to women's organizations and that minority women—specifically African American (63 percent) and Hispanics (68 percent)] had a stronger desire for a women's movement than Caucasian women (41 percent).<sup>3</sup> These statistics highlight the awkward juxtaposition of a sputtering women's movement and a growing, potent constituency who crave a movement that puts them at the center.

The lack of diverse leadership in the movement lies partly with the absence of strong and well-resourced women of color organizations. Though NAPAWF was founded in 1996, following the United Nation's World Conference on Women in 1995 in Beijing, we functioned basically as an all-volunteer organization until 2003. As the number of women of color program officers and leadership increase at foundations and as foundations see the merit of supporting women of color organizations, the rise of women of color and young women of color leadership will be increasingly evident.

Indeed, with the rise of women of color organizations, an interesting phenomenon is taking place. Several of the newer organizations are led by young women, including NAPAWF, National Latina Institute for Reproductive Health, Refugee Women's Network and Sisters on the Rise. In NAPAWF's case, though our founding sisters are now in their 40s and 50s, they consciously stepped back and created space that allowed for young leadership within the national office and among our chapters' leadership. Because APA women were simply fighting for space and voice within the women's movement, there was little fighting among ourselves for position, power, and recognition. The founding sisters guide with a light hand, stepping in when their influence and experience are needed and making themselves available as friends and mentors, but most importantly, deferring leadership to younger NAPAWF sisters. Policy and advocacy initiatives at the NAPAWF chapter level inform and influence our national policy agenda.

But starting new organizations should not be the only way to build young and diverse leadership. We have to look within our organizations to see how and whether we are genuinely cultivating leadership. What training do young people in our organizations receive? Are they allowed to present and speak for the organization? Are they given substantive work and meaningful mentorship? And now the more difficult question: Does an executive director or top leadership have a succession plan to allow for new and young leadership? There are mantras in the movement that ask, where are all the young people, and how do we sustain a movement without "fresh blood?" My question is, where are all the young and new leaders?

Young people relate to leaders from their generation and their background and if we want to engage young and diverse women, than we need to have their faces in leadership positions. All too often organizations become identified by the executive director and not the contributions of the organization or members. A movement loses

*The founding sisters guide with a light hand, stepping in when their influence and experience are needed and making themselves available as friends and mentors, but most importantly, deferring leadership to younger NAPAWF sisters.*

steam if leaders become entrenched in their organizations and their positions, and if an organization becomes synonymous with the same leaders for long periods of time.

Organizations and leaders are taking other approaches to develop young and diverse leadership beyond their own organizations. The Young Women's Collaborative (YWC)—composed of organizations run by young leaders—has created a unique leadership development program.<sup>4</sup> Young leaders from ages 18 to 35 are provided with skills and issues trainings, support to develop or maintain regional campaigns, a broad framework to engage in reproductive rights/health/justice issues, and a diverse community of leaders from which to learn and share. The first cohort of leaders is from the Southwest, and YWC hopes to expand the leadership program to other regions of the country.<sup>5</sup> Because the March for Women's Lives proved that broadening the language around reproductive choice/rights can engage hundreds of thousands of young people and people of color, the Young Women's Collaborative promotes a vision of reproductive justice (a broad, comprehensive framework) with a commitment to leadership development and movement-building strategies.

## **Defining a Bold and Visionary Agenda**

On every front we feel under attack as women's organizations scramble to maintain the gains we achieved in prior decades. Republicans seek to erode this country's social safety net with attacks on Medicaid, Temporary Assistance for Needy Families (TANF), and Social Security. Our lawmakers pass tax cuts for the wealthy, starve the government of resources, expand our military budget to justify cuts to essential programs for the poor; they provide lukewarm support for the historic Violence Against Women Act, which has always garnered tremendous bi-partisan support, and engage in downright deceit and unethical political maneuvering to keep Plan B off pharmacy shelves. And the conservative forces make immigrants their enemies by passing a bill that would criminalize undocumented immigrants and anyone who assists them.

A number of progressive advocates and leaders have realized that rather than working in a climate hostile to core progressive values, and rather than fighting for piecemeal victories in Washington, D.C., that hardly improve the lives of our communities, we must step back and set forth a bold and visionary agenda to effect the kind of positive change we believe is necessary to uplift every individual in this country. In *Losing Well*, Rachel Gragg and Deepak Bhargava of the Center for Community Change encourage progressives to give up the futile fight in Washington (at this point in our political history), take a chance that there will be major losses before tide-changing victories, and spend time articulating a world we envision rather than one we oppose, so our fight is universal, bold, inspiring, and principled. Our renewed vision would give us direction, strength and purpose; make us proactive versus reactive, and galvanize our constituencies.

We also realize that in order to galvanize our constituents we must set forth a renewed vision for the progressive movement. As *Losing Well* prescribes, we must set forth a bold vision for the movement and be relentless in our efforts to achieve it. We desire universal health care; humane immigration policies that move toward family unification and permanent residency, safety, fair treatment of migrants and an honest assessment of the benefits immigrants bring to our country; better work/family laws and policies; fair and decent living wages; a social safety net for the economically impoverished; protected rights and fair treatment of gays; and progressive environmental laws that foresee harms of over-consumption and place high value and priority on the earth and its inhabitants not the companies that run it. And we want women to be healthy, valued and free to make decisions that impact their bodies and lives. For the women's movement, it is about reclaiming the value in valuing women.

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Some national women's and reproductive rights organizations are looking beyond the fruitless policy struggles in Washington, D.C, and are realizing the value of victories outside Washington, D.C. They have chosen to prioritize efforts around galvanizing their constituency to prepare for future battles. Indeed, these organizations realize the importance of not only building their base within the women's movement, but expanding it; that our ultimate power as a movement is based on our ability to reach new and emerging communities and inspiring them with a bold, progressive vision. Though these organizations continue to engage with policymakers, they are equally committed to training a new generation of advocates.

As well, there are numerous statewide and local coalitions and organizations in the women's movement that are under-resourced but are critical, long-term investments for the progressive movement. We should not continue to disproportionately support national women's and reproductive rights organizations at the expense of building infrastructure in various states around the country. There are committed women leaders across the country who work on shoestring budgets but accomplish a great deal. Imagine if they had more than one or two staff to build their base, to better influence policymakers, and to preserve or increase protections and opportunities for women and girls.

## A New Women's Movement

Developing young and new leadership, articulating a bold vision for a new women's movement, and prioritizing movement building strategies, were key issues in a series of meetings by the New Women's Movement (NWM) Initiative. Barbara Phillips, former program officer at the Ford Foundation, Faye Wattleton, president of the Center for the Advancement of Women (Center), Sara Gould, President of the Ms. Foundation, Katherine Acey, president of the Astraea Foundation, and Monique Mehta, executive director of the Third Wave Foundation, brought women leaders together from around the country for three retreats to gauge where we are in the movement, what our challenges are, and how we should do things differently and better. The Center's *Progress and Perils* served as the impetus: It reported that women are less engaged in women's issues and that reproductive health/abortion is not a top priority issue for women. The report led us to ask the following questions: What is the state of the progressive women's movement? Why are women not engaged in the issues we as leaders care about? Are we ignoring issues important to them? Do we need different strategies to engage them and revitalize our work?

Like most movements in this country, major foundations have sustained the organizations and leaders that followed. The women's movement is no different. Over the years, as organizations receive significant funding, the landscape changes. We care about the work, but we care more about the sustainability of our organizations. The NWM meetings were designed to challenge women leaders to think about the state of the movement, not their organization, and to think creatively about the best strategies, collaborations, and issues to galvanize women and men around the country.

The meetings also pose very real and crucial challenges to funders. First, women's funding takes up a small slice of the philanthropic pie, and in most cases, this has already been carved out for more established, national women's organizations. Does investing in only these organizations sustain a healthy movement? What about organizations (new voices) that represent communities of color, immigrants, indigenous women, and regions and communities outside major urban centers? During these meetings, women leaders discussed their challenges with current funding strategies: support for programs rather than organizations; the need for grants geared toward sustainability; and the hope of funding new and local organizations. The NWM meetings also challenged funders to think about the work itself and what strategies

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As important as it may be to show projected outcomes, we know that building relationships in emerging communities takes time, and that tangible results are not always readily apparent.*

will revitalize a new women's movement. It became apparent that without movement building strategies to connect to those most oppressed and impoverished, our movement will sputter out again.

The NWM meetings took place over two years, with more than 60 progressive leaders and funders (the third and final retreat was held in March 2006). We unpacked some of the history of the women's movement and the scars that went along with it—the lack of inclusion of women of color, indigenous women, lesbians, and young women. We challenged ourselves to think differently about what issues should be core issues of the women's movement such as health, education, security and religion. We noted that values have shifted from an emphasis on individual liberation in the 1970s to a decade where women focus on their families as well. We also talked strategy, particularly the importance of movement building, collaborations and renewed resources for the movement. Finally, these series of meetings culminated in a profound realization that our movement has shifted from a movement based solely on women's equality to a movement grounded in social justice—a term we coined “social justice feminism.” Now, a small group of individuals from the NWM Initiative will synthesize all of the great ideas and hard work of these women leaders to begin to articulate our bold vision for a new women's movement and how we plan to support it, each other, and new and young voices in the movement.

## **Our Challenge**

We face challenging times, but it is an opportune moment in history to reevaluate our work, our movement, our values, and how we choose to work with one another. The NWM meetings forced us to look not only at the state of the movement but to look inward to the kinds of values and principles that developed within our organizations, and whether those values build or burden the movement.

Similar to our work with funders within the NWM Initiative, I ask foundations that fund women's and reproductive rights organizations to seriously consider whether their support truly sustains organizations for the long haul and whether their support reaches new voices and communities. As important as it may be to show projected outcomes, we know that building relationships in emerging communities takes time, and that tangible results are not always readily apparent. Does your funding prioritize movement building strategies and expanding the base of participation within the women's movement? It is natural for foundations to feel comfortable supporting older and more seasoned leaders and organizations, but to build a stronger, sustainable movement, foundations have to be willing to take chances on smaller organizations. To counter the growth of the conservative right, we have to rethink our strategy regarding the imbalance of funding for national organizations versus local/state organizations. Finally, there is still a need for national women of color organizations. Do we see their voices on the national level?

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If we can move outside our organizations and foundations to think critically about how to resurrect the progressive women's movement, we will be able reap tremendous benefits for years to come. I realize that it is a fearful process to be critical of our movement, to make fundamental changes to our organizations, and to re-direct resources, but we must if our goal is to change the tides of events and policies that have devastated communities across this country. I often remind myself when I worry about funding for NAPAWF that it is not about me, it is not about the organization, it is about my community and so many other communities who struggle everyday.

### End Notes

1. On April 25, 2004, the March for Women's Lives became the largest March in the history of Washington, DC. Organized by national women leaders, including several women of color leaders, the March name was changed from the March for Freedom of Choice to the March for Women's Lives to suggest a shift in thinking in the women's movement: that to be more inclusive of women and allies who have often felt removed from the national women's movement, the movement must embrace the multitude of health and social justice issues that impact women and their families.
2. We have faced similar challenges as other young organizations in building our infrastructure and programs. In addition, we face a more difficult challenge of dispelling the model minority myth of the APA community, that similar to other minority communities, there are unique challenges and needs in our community. Only recently, our community received its largest grant ever to a single organization committed to social justice. Asian Americans and Pacific Islanders in Philanthropy heads the National Gender and Equity Campaign, a campaign to build the capacity, infrastructure and skills of community based APA organizations. They are supported by the Ford Foundation and seek to leverage the Ford grant to raise an unprecedented amount of philanthropic capital in our community's history.
3. APA women were polled in the general survey, but a sample was not large enough to make statistical interpretations of the group.
4. NAPAWF is a part of the Young Women's Collaborative, as are Choice USA, the Third Wave Foundation, and the National Latina Institute for Reproductive Health. The YWC was a specific strategy developed following the March for Women's Lives.
5. The Southwest was chosen as our first region because of the tremendous growth among minority communities, particularly the Latino community, the rising wave of anti-immigrant sentiment and increased border security, and a region of the country often overlooked by the women's movement that can provide valuable lessons regarding tactics of the conservative right and creative mobilizing efforts among the immigrant and Native American communities.

*It is a fearful process to be critical of our movement, to make fundamental changes to our organizations, and to re-direct resources, but we must if our goal is to change the tides of events and policies that have devastated communities across this country.*

# Biographies

**Kiran Ahuja** is the executive director of the National Asian Pacific American Women's Forum (NAPAWF), the only national, multi-issue advocacy organization for Asian Pacific American women and girls. Kiran has been involved in NAPAWF since 1999 as a chapter leader and local and national board member. In addition, she is an adjunct faculty member at American University, Washington College of Law. She practiced as a civil rights lawyer with the U.S. Department of Justice, Civil Rights Division where she worked on desegregation, bilingual, race and national origin discrimination issues in education-related civil rights cases. She holds a B.A. from Spelman College and a jurist degree from the University of Georgia School of Law, where she was president of the student-led public interest law organization.

**David Campbell** is assistant professor in the Public Administration Department at Binghamton University, New York. Prior to that, he spent 15 years with nonprofits in Boston, Cleveland, and New York City. David, who holds a doctorate from Case Western Reserve University and a master's degree from Yale University, did his undergraduate work at Bates College. He has taught at Columbia University and The New School. David is interested in how nonprofit organizations affect social change, how they are accountable to the community at large, and how they can make effective use of resources. He lives outside Ithaca, New York.

**Lois Gibbs**, founder and executive director of the Center for Health, Environment and Justice (CHEJ), has been at the forefront of the environmental movement for over two decades. In 1978, Lois, a housewife with two young children, became concerned about chemical waste in her neighborhood in Niagara Falls, New York. Lois organized her neighbors and formed the Love Canal Homeowners Association. Her efforts led to the creation of the U.S. Environmental Protection Agency's "Superfund," which cleans up toxic sites throughout the U.S. Lois formed the Citizens Clearinghouse for Hazardous Waste in 1980 (now CHEJ). CHEJ is a grassroots environmental crisis center that has provided assistance and training to over 8,000 community groups around the nation. Among the many awards

she has received are the 1990 Goldman Environmental Prize, 1998 Heinz Award, and the 1999 John Gardner Leadership Award from the Independent Sector.

**Michael F. Jacobson** is executive director of the Center for Science in the Public Interest (CSPI), the organization he co-founded in 1971. CSPI was the driving force behind such consumer protections as warning notices on alcoholic beverage labels, the landmark Nutrition and Labeling Education Act, which requires nutrition information on most food labels, and the removal of sugary soft drinks from schools. In addition to his scholarly work in the *New England Journal of Medicine* and the *Journal of Molecular Biology*, among others, Michael has co-authored *Restaurant Confidential* (2002), *What Are We Feeding Our Kids?* (1994), and *Nutrition Scoreboard* (1975). He holds a Ph.D. in Microbiology from the Massachusetts Institute of Technology.

**David R. Jones** currently serves as the board chair of the National Committee for Responsive Philanthropy. David has been president and chief executive officer of the Community Service Society of New York since 1986. Prior to joining CSS, he served as executive director of the New York City Youth Bureau, and from 1979 to 1983, as special advisor to Mayor Koch. David was a member of the transition committee of New York's mayor-elect Michael Bloomberg. He received a B.A. from Wesleyan University and a J.D. from the Yale Law School. He clerked for Judge Constance Baker Motley of the Federal District Court for the Southern District of New York and was a member of the law firm of Cravath, Swaine & Moore, where he specialized in corporate antitrust cases and contract litigation.

**Jamie Katz** is an assistant attorney general and chief of the Public Charities Division of the Massachusetts Office of the Attorney General. He directs the division that oversees fundraising on behalf of charities, reviews matters concerning the governance of charities, and that handles probate issues involving charities. Jamie has over 20 years of experience representing parties in civil litigation and has served as a mediator and arbitrator in numerous cases. He is a graduate of Harvard University

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and the University of Virginia Law School. Among other positions, he has previously been a partner in a Boston law firm and an attorney for the U.S. Environmental Protection Agency. In addition, Jamie is the author of two published mystery novels, *A Summer for Dying* and *Dead Low Tide*, and writes non-fiction essays and commentaries.

**Ed Lazere** became the executive director of DCFPI in November 2001. He had served as the project's policy director since January 2001. Prior to that, he had been a policy analyst for 12 years at the Center on Budget and Policy Priorities. Most recently, Ed was a member of the Center's State Low Income Initiatives Project where he focused on state spending choices under the TANF block grant and on other issues related to welfare reform implementation. Ed also worked for several years with the Center's State Fiscal Project, which focuses on the impact of state-level tax and budget policies on low- and moderate-income families and individuals, and he also has worked on issues related to affordable housing. Ed holds a Master of Public Policy from the University of Maryland.

**Taylor Lincoln** is research director of Public Citizen's Congress Watch. He previously was senior researcher for Congress Watch, where he produced groundbreaking projects on electioneering activities of 501(c) non-profit groups and on officials who travel through the "revolving door" between government and the K Street lobbying world. Before joining Public Citizen, Taylor worked as a reporter for three Washington, D.C., area newspapers: the *Federal Paper*, the *Potomac Tech Journal* and the *Montgomery Journal*. He holds a master's degree in journalism from the University of Maryland and a bachelor's degree in English from the University of Michigan.

**Maria Mottola** is the executive director of the New York Foundation where she served as a program officer from 1994 to 2002. Prior to joining the Foundation, she was executive director of the City Wide Task Force on Housing Court, a housing advocacy organization that promotes the reform of New York City's Housing Court. As the Task Force's founding director, Maria managed the group's transition from a volunteer activist campaign to a fully staffed and funded organization. Maria was also

the director of Neighborhood Programs and a community organizer at Lenox Hill Neighborhood House on the Eastside of Manhattan. She has taught community organizing at New York University School of Social Work and has been an adjunct professor at the Hunter College Graduate School of Urban Affairs and Planning since 1996. She is a Co-Chair of the Neighborhood Funders Group. Maria received her undergraduate degree at the University of Toronto and holds a Master of Social Work from Fordham University.

**George Penick** became the first director of the RAND Gulf States Policy Institute in March 2006. Before then, he served as president of the Foundation for the Mid South since its creation in 1990, which supports education, economic development, and children's programs in Arkansas, Louisiana, and Mississippi. George has also served as the first executive director of the Jessie Ball duPont Fund in Jacksonville, FL, and as associate director of the Mary Reynolds Babcock Foundation in Winston-Salem, NC. He currently serves on the boards of the Foundation Center, the Carpathian Foundation, the Community Foundation of Greater Jackson, and the Hope Community Credit Union. George graduated from Davidson College. He received a Master of Public Administration from the John F. Kennedy School of Government at Harvard University, and a master's degree and a doctorate in education administration from the Harvard Graduate School of Education.

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**Kevin Ryan** is a program officer at the New York Foundation. He manages a portfolio of active grants for community organizing and advocacy organizations. Kevin also oversees the Foundation's Technical Assistance Program, including workshops, small grants and individual technical assistance requests. Prior to this, Kevin was the executive director of Community Training and Resource Center, a housing preservation organization. He provided leadership to a staff of seasoned organizers working to improve housing conditions for low-income New York City renters. Kevin is a graduate of the University of Michigan at Ann Arbor and received a master's in Urban Planning from the New York University Robert F. Wagner Graduate School of Public Service.

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**Jeff Krehely** is the deputy director of the National Committee for Responsive Philanthropy, where he manages research projects on social justice philanthropy, conservative philanthropy and foundation accountability, and conducts analyses on nonprofit public policy proposals. Prior to joining NCRP, he was special assistant to the president of The Atlantic Philanthropies, where he assisted with strategic planning and program development. Before that he was a research associate at the Urban Institute's Center on Nonprofits and Philanthropy, where he conducted research on nonprofit advocacy and philanthropic effectiveness. Jeff has a B.A. in English from King's College (Pennsylvania) and a Master of Public Policy from Georgetown University.

**Naomi T. Tacuyan** is currently communications director for the National Committee for Responsive Philanthropy. During her time at NCRP, she has been instrumental in redefining NCRP's image in print and web, editing and producing NCRP's reports, and publishing the quarterly *Responsive Philanthropy* and the biennial *State of Philanthropy*. Prior to NCRP, Naomi worked at the National Coalition for Asian Pacific American Community Development, where she assisted in operations and in running CAPACD's annual conference. She has been active with the D.C. chapter of the National Asian Pacific American Women's Forum, as well as with the national advocacy activities of the National Network for Veterans Equity. Naomi received her B.A. in Journalism and Mass Communications at New York University. She will be leaving NCRP to pursue a Master of Public Policy at the University of California Los Angeles.

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