



Speaker Biographies

Fred Ali is president and CEO of the Weingart Foundation, which makes grants exclusively in Southern California. He has over 35 years of senior management experience with nonprofit organizations, educational institutions and government. Before joining the Weingart Foundation, he was Executive Director of Covenant House in Los Angeles and Vice Chancellor of the University of Alaska, Anchorage. Ali serves as board chairman of Southern California Grantmakers and the Board of Advisors at the Center on Philanthropy and Public Policy at the University of Southern California. He received his bachelor's from Santa Clara University and his master's in education from the University of Michigan.

Diana Aviv is president and CEO of Independent Sector, the national leadership forum for America's nonprofits, foundations and corporate giving programs. Aviv is a leading speaker on key issues for the sector, such as the financial state of nonprofits, public policies affecting charities and foundations, the role of civil society and engagement in democracy. She has testified several times before Congress and has been featured in media outlets such as *The New York Times*, *The Washington Post*, *The Wall Street Journal*, NPR and MSNBC.com. Aviv served as executive director of the Panel on the Nonprofit Sector, convened by Independent Sector at the encouragement of the leadership of the Senate Finance Committee. In December 2010, President Obama appointed her to the White House Council for Community Solutions.

William "Bill" Bacon leads evaluation at The Duke Endowment, which has an annual grantmaking budget of approximately \$130 million, focused entirely on North and South Carolina. He joined the Endowment in 2009, after five years as a program officer at The David and Lucile Packard Foundation. Previously, he worked as an evaluator in the fields of mental health, youth development and teen pregnancy prevention. He holds a doctorate in psychology from Johns Hopkins University.

Gigi Barsoum is the founder and principal of Barsoum Policy Consulting. Her practice focuses on the development and evaluation of advocacy strategies and programs for foundations and nonprofits. She has a particular interest in the role of networks, alliances, advocacy infrastructure and movements in advancing policy and social change. Prior to this she was a program manager at The California Endowment where she managed a cross-cutting portfolio of policy advocacy grants. She has over fifteen years of public policy experience at the local, state and federal levels in government and philanthropy. She holds a doctorate in health policy and management from Johns Hopkins School of Public Health and is based in Los Angeles.

Jessica Bearman loves working with philanthropic and other mission-based organizations, providing facilitation, planning and program R&D to help them become more effective and responsive to the communities they serve. She facilitates GEO's year-long Place-Based Evaluation Community of Practice. Bearman is the author of *Drowning in Paperwork, Distracted from Purpose*, a study of grantmakers' application and reporting practices, as well as many supporting materials and workshops on this topic. As a consultant, and in her prior role as deputy director of the New Ventures in Philanthropy, she has written and spoken widely about new and established philanthropy and is the author of several studies on giving circles and shared giving. Bearman has a master's in organization development from American University/National Training Laboratory. She lives in Idaho with her husband and two wild boys.

Tanya Beer is associate director of the Center for Evaluation Innovation, which seeks to build the field of evaluation in areas where traditional program evaluation approaches are not always a good fit, such as advocacy evaluation, systems change and communications evaluation. Beer has a broad range of evaluation experience in the philanthropic, nonprofit and public sectors. Prior to joining the Center, she was assistant director of research, evaluation and strategic learning at The Colorado Trust, a private foundation focused on improving the health and well-being of all Coloradans. There she developed and

managed evaluations, facilitated the application of evaluation and research data to decision making and supported knowledge sharing and learning within the foundation and with external audiences. Beer holds a master's in public administration and international relations from Syracuse University and a bachelor's in English and communication studies from Drake University in Iowa.

William C. Bell is president and CEO of Casey Family Programs. Dr. Bell has more than 30 years of experience in the human services field. Prior to becoming president and CEO, he served as the foundation's executive vice president for child and family services. Prior to joining Casey, he served two-and-a-half years as commissioner of the New York City Administration for Children's Services (ACS). From 1996 to 2001, Dr. Bell was deputy commissioner of ACS's Division of Child Protection. Before that, he was deputy commissioner of field services and contract agency case management for the New York City Human Resources Administration. In the early 1990s, Dr. Bell was associate executive director for Miracle Makers, the largest minority-owned, not-for-profit child and family services organization in New York. Dr. Bell earned his Ph.D. in Social Welfare and his master's of social work at Hunter College School of Social Work. He received a bachelor's in biology and behavioral science from Delta State University.

Bess Bendet serves as director of Blue Shield Against Violence at Blue Shield of California Foundation. She leads the foundation's work to end domestic violence through strategic initiatives, grantmaking and collaboration with leaders in the field. This includes the foundation's Strong Field Project, a four-year effort launched in 2010 aimed at building a strong, coordinated network of domestic violence service providers in California. With twenty years of nonprofit and foundation experience, Bendet brings to Blue Shield of California Foundation expertise in designing and leading innovative programs and organizations. Bendet previously served as the founding executive director of Three Guineas Fund, a public foundation investing in education and economic opportunity for women and girls. Prior to this, she managed teacher education programs at the Exploratorium, led gender equality programs at Girls Incorporated of Alameda County, and led organizational development and strategic planning for Tides, a national social justice organization based in San Francisco.

John Berdes is president and CEO of Craft3, formerly known as Enterprise Cascadia. Prior to joining the ShoreBank Enterprise Cascadia team in 1995, Berdes held two different positions with the Local Initiatives Support Corporation, first as program director for Puget Sound operations, and subsequently as senior program director for Field Strategies. Before that time, Berdes was founding executive director of Capitol Hill Housing, a community development corporation serving a central city neighborhood of Seattle, Wash. Berdes is a graduate of Oberlin College and resides in Astoria, OR.

Peter Berliner is the managing director of the PRI Makers Network, a national association of foundations making program-related investments to achieve philanthropic goals. Berliner was previously the program director at the Paul G. Allen Family Foundation and the executive director of the Children's Alliance, a policy advocacy organization. He has served on numerous boards and commissions including Washington State's Early Learning Advisory Council, Thrive by Five-Washington and 501Commons. He is also a past president of the board of Philanthropy Northwest, a regional association of grantmakers. Berliner earned a master's in public administration from the University of Puget Sound and a master's in teaching from Oberlin College.

Becky Hayes Boober is a program officer who focuses on patient and family-centered care initiatives for the Maine Health Access Foundation. She oversees the foundation's \$10 million Integration Initiative investment in integrated behavioral/mental health and primary care with 43 grants, at over 100 sites and with over 150 partnering organizations. Prior to joining the foundation in 2008, Dr. Boober retired from the State of Maine with over twenty years in public policy and administrative leadership, working in the Commissioners' Offices of three state departments (Education, Health and Human Services and Corrections).

Jeff Bradach is co-founder and managing partner of The Bridgespan Group. In this role he guides the development of the organization, its knowledge strategy and the Bridgestar initiative, which seeks to increase the flow of talented leaders into and within the nonprofit sector. In this role, Bradach works personally on a variety of nonprofit client and foundation engagements, focusing on issues of strategy

and scale. He also writes, teaches and speaks extensively on topics relating to nonprofit strategy, business planning and philanthropy. He is the author of "Going to Scale: The Challenge of Replicating Social Programs," (*Stanford Social Innovation Review*, Spring 2003) and the co-author, with Bridgespan partner William Foster, of "Should Nonprofits Seek Profits?" (*Harvard Business Review*, February 2005). He co-authored with Bridgespan colleagues Tom Tierney and Nan Stone, "Delivering on the Promise of Nonprofits," (*Harvard Business Review*, December 2008) and most recently published the article, "Scaling Impact" (*Stanford Social Innovation Review*, Summer 2010).

Diane Brigham has over thirty years of experience in art education, beginning her career as a public school art teacher. Since 2002, Brigham has served as executive director of Ryman Arts where she has raised its profile as the leading training program for teen artists, strengthened the organization's fundraising capacity and recently launched The Big Draw LA, a regional initiative to celebrate the value of drawing with over 60 public activities. Previously, Brigham was head of education at the J. Paul Getty Museum. Prior to moving to California, she was assistant curator of education at the Philadelphia Museum of Art. Brigham has served on the board of directors of National Art Education Association and Museum Educators of Southern California. She earned her master's of education and bachelor's of science from Kutztown University in Pennsylvania and has completed the Stanford Graduate School of Business Executive Program for Leaders in the Arts.

Jennifer Bright is a founding principal of Social Market Strategies, a consultancy that works with the charitable sector. She has spent over twenty years working with local, regional, national and international nonprofits. Since 2004, she has worked as a strategic planning consultant and interim executive, helping nonprofits and grantmakers synthesize their experience and data in order to clarify vision and develop concrete action plans. Jennifer has a master's of public administration from the Evans School of Public Affairs at the University of Washington and a bachelor's in French from the University of Illinois.

Stephany Bryan serves as program officer and consumer and family liaison for the Hogg Foundation for Mental Health. She represents the perspectives of consumers of mental health services and their families in the Hogg Foundation's strategic planning, grantmaking, programs and policy activities. As both a mental health consumer and mother of a child with mental health needs, Bryan's personal knowledge of mental health services, crisis and recovery extend beyond the academic and political spheres. Bryan has spent sixteen years advocating for improvements to federal, state and local mental health policies and services. She also has served as a leader, mentor and adviser to consumers, family members, government agencies, policy makers and advocacy groups in Texas and nationally. Bryan previously worked with the National Federation of Families for Children's Mental Health and the American Institutes for Research advising states implementing care systems for youth with mental health needs and their families.

Sonya Champion brings a 26 year career in fundraising to the field of philanthropy through her work as principal of The Collins Group, a regional fundraising consulting firm. Along with her husband Tom Champion, she co-founded the Champion Foundation in 2005, which focuses on permanently preserving wilderness, ending homelessness through advocacy and systemic change and strengthening the capacity of the nonprofit sector. She is co-chairing, along with the Bill & Melinda Gates Foundation, the launch of the Northwest affiliate of Funders Together, a national network of foundations supporting strategic grantmaking and advocacy to end homelessness. In addition, she co-founded Philanthropy Northwest's Capacity Building Learning Circle, a network of 70+ northwest foundations committed to strengthening the nonprofit sector. Champion received the 2009 lifetime achievement award from the Northwest Development Officer's Association for her leadership in fundraising excellence; and her and her husband were recently honored as Outstanding Philanthropists at AFP's National Philanthropy Day.

Phillip Chung is assistant director for research, evaluation and strategic learning at The Colorado Trust. In this role, Chung manages the development and implementation of evaluation initiatives, designs approaches to assess the progress and results of grant strategies and oversees internal and external strategies to foster systematic opportunities for learning. Previously, he was an evaluation consultant with the University of Colorado Denver Health and Behavioral Sciences Department where he focused on issues of health access and public health insurance. He also has worked at The Wallace Foundation

where he monitored multiple national grant programs focused on improving education leadership practices and policies. Chung received his bachelor's in history and urban studies from Colorado College and a master's of science in social work from Columbia University.

Julia Coffman founded the Center for Evaluation Innovation. She has close to 20 years of experience as an evaluator, and now specializes in the evaluation of advocacy, public policy and systems change efforts. For 15 years Coffman worked with the Harvard Family Research Project (HFRP), a research and evaluation organization at the Harvard Graduate School of Education. Julia led HFRP's evaluation work for over a decade, which included evaluating foundation and nonprofit initiatives and publishing *The Evaluation Exchange*, a nationally renowned periodical on emerging evaluation strategies and issues. She frequently writes and speaks about evaluation. She is the founder and former co-chair of the American Evaluation Association's Advocacy and Policy Change Topical Interest Group. Coffman received her graduate degree in justice studies from Arizona State University and her undergraduate degree in psychology from the University of Illinois at Urbana-Champaign.

Marie Colombo is senior program officer for knowledge management at The Skillman Foundation and is responsible for aligning the Foundation's grantmaking practices and evaluation policy with an organizational culture focused on real-time learning and accountability. Prior to coming to the Foundation in 2005, Colombo directed the Evaluation Research unit at Wayne State University's Center for Urban Studies in Detroit. Her 25 year research career includes a wide range of program evaluations, with a focus on school-based initiatives and education reform.

Paul Connolly is senior partner and chief client services officer at TCC Group, a 34 year-old consulting firm that provides strategy, evaluation and capacity-building services to funders and nonprofits. Before joining the firm, he was associate director of Nonprofit Finance Fund. He is the author of "Navigating the Organizational Lifecycle: A Capacity Building Guide for Nonprofit Leaders" and co-author of "Strengthening Nonprofit Performance: A Funders' Guide to Capacity Building." He is on the board of directors of the Nathaniel Wharton Fund and the San Francisco Advisory Committee of The Foundation Center and has served on the boards of a community health center, a local community board and an artists' credit union. Connolly received his master's in public and private management from Yale School of Management and a bachelor's, with honors, from Harvard University.

Keavy Cook joined the Ford Family Foundation in March 2008 after three years as the field coordinator for the University of Oregon's Resource Assistance for Rural Environments (RARE) program. RARE is a service-learning program which places graduate students in rural towns for 11 month volunteer placements with community building organizations. A RARE alum herself, Cook received her master's in community and regional planning from the University of Oregon with a concentration in not-for-profit management. As a graduate student, she received a two-year fellowship to coordinate the University's International Cultural Service Program which awards scholarships to international students in exchange for cultural-sharing service. Prior to relocating to Oregon, Cook worked as a consultant and full time grant writer for a Boston-based nonprofit focused on youth and community development through sustainable agriculture.

Liz Darling is a highly accomplished public service leader with a background in public policy and social service delivery at the local, state and federal levels. In 2009, she became president and CEO of OneStar Foundation. Previously, Darling was chief operating officer of the Corporation for National and Community Service (CNCS) in Washington, D.C., where she provided oversight and management of all CNCS' national programs. Her experience includes the role of deputy secretary for the Maryland Department of Human Resources, the state's social service agency. Darling was the founding director of the Center for Faith-Based and Community Initiatives at the U.S. Department of Health and Human Services in 2001. A graduate of Baylor University with a bachelor's of science in English/education, she is also certified in Nonprofit Leadership and Management. She has served on numerous state and local boards and is currently chair of Camp Fire USA National Board of Trustees.

Marilyn Darling is a founding partner of Fourth Quadrant Partners, formerly Signet Research & Consulting, and a founding member of the Society for Organizational Learning. She works with

foundations and nonprofits, identifying learning priorities and developing learning agendas and supports peer learning and communities of practice using the tools of Emergent Learning. She and her partners have conducted in-depth research into the best practice use of Before- and After-Action Reviews by the organization that created them over 30 years ago. In 2010, Darling completed a research report, "A Compass in the Woods: Learning through Grantmaking to Improve Impact."

Nancy Devine joined The Wallace Foundation in 2001 as director of communities and currently leads three major efforts to engage children in high quality learning activities outside of the traditional school day. These include an initiative to encourage cities across the country to build sustainable systems that support after school programs; an initiative to address lost learning over the summer when children are out of school; and strategies to engage children in more time for learning during the school year. Devine has over 25 years of experience working to revitalize communities. Prior to joining Wallace, she was senior vice president of programs and nonprofit investment with the Upper Manhattan Empowerment Zone, where she led the creation and implementation of major initiatives to strengthen the arts and culture industry and build the capacity of nonprofits. She has also held senior positions in the New York City and State governments.

Barbara Dingfield is a partner of The Giving Practice, a consulting service of Philanthropy Northwest. Prior to joining Philanthropy Northwest she was director of community affairs at Microsoft from 1994 to 1999, where she developed Microsoft's national and international philanthropic programs. Prior to this, Dingfield spent seven years with the City of Seattle and 14 years as executive vice president of Wright Runstad & Co., a real estate development company. She serves on the boards of Building Changes and Partners for Our Children and on the Governance Committee of the YMCA. Dingfield has a bachelor's from Swarthmore College and a master's in economics from Columbia University.

Susan Wolf Ditkoff is a partner at The Bridgespan Group. In addition to advising individuals and foundations on effective philanthropy, Ditkoff has co-authored "When You've Made Enough to Make a Difference" and "Galvanizing Philanthropy", articles in the *Harvard Business Review*. She writes a Philanthropy blog, GiveSmart.org, and has co-authored numerous op-eds and case studies. Ditkoff is a graduate of Yale College and Harvard Business School. She serves on the Harvard Business School Alumni Board of Directors and is an elected official of the Brookline, Mass. school board. Previously, she helped start a \$500-million subsidiary of Merck & Co., worked in for-profit consulting for financial institutions and nonprofit consulting in microfinance with McKinsey.

Jane Donahue joined Deaconess Foundation as vice president in December 2004. She has over 15 years of experience in youth development and nonprofit management including managing programs for Henry Street Settlement and Prep for Prep in New York City, and serving as a consultant for organizations such as The Riverside Church, Public/Private Ventures and Bank Street College of Education. In St. Louis, she was a founder of College Summit-St. Louis. Donahue currently co-chairs the St. Louis Regional College Access Pipeline Project; serves as chair of the region's grantmaking association, Gateway Center for Giving; and served on the Mayor's Afterschool for All by 2010 Taskforce. Donahue holds a bachelor's in American studies from Wesleyan University and received her master's from Harvard Divinity School.

Meghan Duffy is the manager of special initiatives at Grantmakers for Effective Organizations. In this role, she currently oversees the implementation of the Scaling What Works initiative as well as other organizational priorities. Prior to joining GEO, Duffy served as director of special projects for San Diego Grantmakers, a regional association of funders. During her six years with SDG, she managed a variety of projects, including conferences, communications and organizational technology. Duffy has over 13 years of experience in the philanthropic/nonprofit sector. She has served on the San Diego HIV Funding Collaborative Allocations Committee and the San Diego Human Dignity Foundation Grants Committee. Before moving to California, she was development director at the Mautner Project, a national nonprofit LGBT health organization. She has also worked in fundraising and outreach for the Victory Fund and the Feminist Majority Foundation, and as a consultant specializing in writing and research for several other community organizations.

George "Jock" Edwards serves as president and director of Sherwood Trust, a private foundation dedicated to building the capacity and will to achieve within the community of the Walla Walla Valley in appreciation of Donald and Virginia Sherwood. Edwards spent his career working in the mortgage banking and appraisal industries before becoming president and director of Sherwood Trust in 1997. Edwards received a bachelor's from Whitman College. After serving in the U.S. Navy, he received a master's of business administration from the University of California at Berkeley.

Laura Efurd is vice president and chief strategy and innovation officer at ZeroDivide. She is responsible for all of the foundation's programmatic work including grants, initiatives and policy development and implementation. Efurd has over 15 years of legislative and public policy experience. In the Clinton Administration she served as deputy assistant to the President and deputy director of the White House Office of Public Liaison. She coordinated the Administration's legislative activities around employment and training issues as associate director of legislative affairs for the U.S. Department of Labor. Efurd was also legislative director to the late Congresswoman Patsy T. Mink of Hawaii. She is a recipient of the Women's Information Network Young Women of Achievement Award and a 2002 Asian Pacific American Women's Leadership Institute Fellow. She serves on the Board of Trustees for the Patsy Takemoto Mink Foundation for Low-Income Women & Children.

Brian Eule is the special projects officer to the president at The David and Lucile Packard Foundation. Previously he served as a communications officer for the foundation. Prior to that, he worked in communications for the William and Flora Hewlett Foundation and, before that, for a national program office of the Robert Wood Johnson Foundation, as well as writing for several newspapers. A journalist and author, his publications include the book *Match Day: One Day and One Dramatic Year in the Lives of Three New Doctors*. He holds a bachelor's from Stanford University and a master's from Columbia University.

Lynn Fick-Cooper has more than 20 years of experience in leadership roles in a variety of organizations and is currently the deputy director and lead faculty for the Robert Wood Johnson Foundation's Ladder to Leadership: Developing the Next Generation of Community Health Leaders Program at the Center for Creative Leadership (CCL). In this role she oversees the implementation of the 16 month program's curriculum in eight different communities across the U.S. Fick-Cooper also serves as a designer and lead training faculty for the Foundation's Executive Nurse Fellows Program, a three-year national program for executive nurses conducted by CCL. She also works with a number of other programs at CCL and specializes in working with nonprofit leaders. Prior to her full-time faculty role at CCL, she served as the chief development officer for seven years. She has also led the marketing and public relations departments for a number of organizations.

Lynda Frost serves as the director of planning and programs at the Hogg Foundation for Mental Health, where she oversees major initiatives and grants programs, leads strategic and operational planning and manages program staff. She joined the foundation as associate director in 2003. Dr. Frost is an experienced administrator and attorney with legal expertise in human rights, juvenile justice, criminal law and mediation. She also holds an appointment as a clinical associate professor of educational policy and planning at The University of Texas at Austin. She previously taught at the University of Iowa, the University of Richmond, the University of Virginia and American University in Cairo, Egypt. Dr. Frost has a law degree and a doctorate in educational administration from the University of Iowa, a master's in international education from Lesley University and a bachelor's in English and American studies from Amherst College.

Katherine Fulton is president of Monitor Institute and a partner at the Monitor Group. With more than 30 years of experience as a leader, strategist, editor, writer, speaker and advisor, Fulton is focused on how philanthropy and social investing must adapt to a rapidly evolving context or risk growing irrelevant. She has advised many of this generation's leading philanthropists and foundations, given dozens of major speeches about the future of philanthropy and co-authored several noted publications, including *What's Next for Philanthropy*, *Investing for Social and Environmental Impact* and *Looking Out for the Future: An Orientation for 21st Century Philanthropists*.

Sallie Petrucci George is a program officer in the Robert Wood Johnson Foundation's health care group, overseeing a grant portfolio of over \$80 million. As a member of the Human Capital Portfolio, she works to support coordinated and focused efforts to improve the quality, diversity and readiness of the health and health care workforce to improve the health and health care delivery in the United States. Her main interest areas include leadership development, improving advancement and career opportunities for frontline workers, promoting diversity and inclusion within health and health care professions and health policy. Prior to joining the Human Capital Portfolio, she worked with the Foundation's Tobacco Team to stimulate state and local policy to prevent tobacco use. Before joining the Foundation in July 1996, she worked in investor relations at the Liposome Company and in public relations at Coleman & Pellet, Inc., a private communications firm.

Christopher "Kit" Gillem has worked at the M. J. Murdock Charitable Trust since 1998. His nonprofit portfolio includes arts and culture, environmental and nonprofit support organizations in Alaska, Idaho, Montana, Oregon and Washington. He has served on the Philanthropy Northwest board for 10 years and was president from 2008 – 2009. He has been a presenter at the Council on Foundations annual convening and other regional conferences. He is a regular trainer and facilitator for regional grantmakers and numerous nonprofit support organizations. Prior to working at the Trust, he spent twenty years in the nonprofit sector as executive director and program manager of conservation and science education organizations. He lives with his wife, artist Deborah Horrell, in Portland, Ore.

Andy Goodman is a nationally recognized author, speaker and consultant in the field of public interest communications. Along with the book, *Storytelling as Best Practice*, he is author of *Why Bad Ads Happen to Good Causes* and *Why Bad Presentations Happen to Good Causes*. He also publishes a monthly journal, *free-range thinking*, to share best practices in the field. He has been invited to speak at Harvard's Kennedy School of Government, the Woodrow Wilson School of Public Affairs at Princeton, Stanford University's Graduate School of Business as well as at major foundation and nonprofit conferences.

Thyonne Gordon is an accomplished professional with a background in human and organizational development who has worked for over two decades bringing innovative and productive transitional programs to nonprofit and for-profit organizations. Gordon currently serves as the executive director at CoachArt, providing "living wishes" to chronically ill youth. CoachArt challenges professionals to mentor chronically ill children and their siblings in the arts and athletics. Gordon consults nationally in nonprofit management, working with a variety of organizations, including the HollyRod Foundation and Coalition for At-Risk Youth. Acknowledged with awards and accolades for her work with youth, Gordon promotes the idea that individuals and organizations should "bloom where you're planted." When she is not working to change lives for the better, she focuses on her passions of writing short stories and producing events. Gordon serves on the board of directors of Pacific Graduate Institute, Reach Back LA and Project MuszEd.

David Greco is the vice president of the Nonprofit Finance Fund (NFF) bringing more than 20 years of experience in building nonprofit programs and earned income ventures. He currently leads NFF's efforts in the Western and Midwest regions to support nonprofits and funders in creating a healthy and durable nonprofit sector. Previously, Greco served as vice president of the Youth Leadership Institute, bringing youth and adults together to create more just and sustainable communities, as well as the corporate and foundation relations manager for the National Wildlife Federation and director of programs for the Horatio Alger Association, working with economically disadvantaged youth. He is the author of "Nonprofit Financial Management" featured in *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*, edited by Darian Heyman. Greco earned his master's in political science from Villanova University and a bachelor's of science in history and politics from Drexel University.

Ann Goggins Gregory leads The Bridgespan Group's efforts to reflect on insights emerging from strategy consulting and plays a pivotal role in identifying opportunities for external knowledge sharing. Gregory is the co-author of "Nonprofit Starvation Cycle" (*Stanford Social Innovation Review*, Fall 2009) and "How Governments Can Spur High Charity Performance," (*The Chronicle of Philanthropy*, December 2009). Gregory has helped lead Bridgespan's national research on how nonprofits are managing in tough times. Prior to joining Bridgespan, she worked as a consultant at Deloitte Consulting and has also

consulted to several large youth development organizations, including Public Allies and YouthBuild USA. Gregory earned her bachelor's in international relations and German with honors from the University of South Carolina Honors College. She holds a master's of public administration from Harvard's Kennedy School of Government and a master's of business administration from Northwestern University's Kellogg School of Management.

Efrain Gutierrez is an associate with the Strategic Learning and Evaluation Center (SLEC) at FSG. Gutierrez works on evaluation and strategic planning projects with a variety of major foundations and nonprofits including the W.K. Kellogg Foundation, the Bill & Melinda Gates Foundation and the International Gay and Lesbian Human Rights Commission. Prior to joining FSG, he conducted field research and evaluation in Central America for the Seattle International Foundation. He grew up in Capilla de Guadalupe Jalisco, Mexico and holds a master's of public administration from the Evans School of Public Affairs, where he graduated with the Daniel J. Evans Leadership Award. Gutierrez is passionate about the role evaluation can play in helping the philanthropic sector be more strategic. Through his work at FSG he has seen the impact of evaluations that produce findings and insights that help social program leaders make more informed choices in real time.

Darell Hammond grew up with seven brothers and sisters at Mooseheart, a group home outside of Chicago. The Mooseheart community instilled in him the power of volunteerism and helping those less fortunate. His journey eventually led him to co-found KaBOOM! in 1995 and to begin a lifelong commitment to give all children the opportunity to play. KaBOOM! has raised over \$100 million to build over 1,500 playgrounds, skate parks, sports fields and ice rinks and improved thousands of others across America in just 12 years.

Sidney Hargro is the executive director of the Community Foundation of South Jersey, one of the newest community foundations in the U.S. and the first one to serve the southern eight counties of New Jersey. In less than two years, the Foundation grew from \$473,000 to over \$6.5 million in assets. Hargro moved to the Foundation in 2009 from The Columbus Foundation, one of the nation's leading community foundations. He also previously served as a philanthropic adviser to the Siemer Family Foundation, Paul G. Duke Foundation and Central Benefits Healthcare Foundation. Hargro serves on the governing boards and advisory committees of numerous organizations, including Creating the Future, Grantmakers for Effective Organizations and the Council on Foundations' Community Foundation Leadership Team. He is co-chair of the Camden Funders Affinity Group and a member of the Public Policy Committee of the Council of New Jersey Grantmakers.

Charles "Chuck" Harris joined The Edna McConnell Clark Foundation in September 2011 as portfolio manager and director of capital aggregation. In this role, Harris oversees and guides the Foundation's capital aggregation activities and manages relationships with various grantees. Before joining the Foundation, Harris co-founded and served for five years as executive partner of SeaChange Capital Partners, a financial intermediary designed to enhance the flows of capital to outstanding nonprofits serving children and youth in low-income communities in the U.S. Harris has spoken broadly on the role of capital formation in advancing social change. He is a graduate of Harvard College and holds a master's in finance from MIT's Sloan School of Management.

Mae Hong opened the Chicago office of Rockefeller Philanthropy Advisors in 2009. She is responsible for building RPA's presence in serving individual donors, foundations and corporations throughout the Midwest. She has 15 years of nonprofit and philanthropy experience and previously served as program director at the Field Foundation of Illinois, where she oversaw internal operations and management and grantmaking across six funding areas. Her funding expertise includes children, youth and families; poverty alleviation; women and girls' issues and advocacy. Hong was the previous chair of the board of Chicago Foundation for Women. Other board service includes the executive committee of Donors Forum and the Project on Civic Reflection. She also serves on the governance committee and the committee on diversity and inclusiveness of the Council on Foundations. She holds a master's in social service administration from The University of Chicago and also graduated from Northwestern University's Medill School of Journalism.

Marianne Hughes is the founding executive director of the Interaction Institute for Social Change (IISC), a nonprofit organization that works for social justice and sustainability. IISC ignites the power of collaboration by building leadership capacity, fostering connectivity and facilitating concerted action. In this position, Hughes builds strategic alliances and fosters connections among social change agents and organizations, and leads the development of new products and initiatives as well as organizational thinking and learning about innovative ways to create high impact social change. She also provides consulting, facilitation, network building, leadership development and training services to movement builders, nonprofits organizations, public sector agencies and cross-sectoral collaborations to help them think strategically and take vision to action.

Aaron Hurst is the founder of the Taproot Foundation, a nonprofit organization building a national pro bono marketplace and leading the global service movement. He is also a creative force behind the conception of the national Billion + Change initiative and the Service Enterprise model. Recognized by the *NonProfit Times* as one of the “Top 50 Social Entrepreneurs in 2011”, he currently sits on the International Advisory Board of Directors of CiYuan and serves on the boards of Reimagining Service and BoardSource.

Becky James-Hatter has served for the past 17 years as the president and CEO of Big Brothers Big Sisters of Eastern Missouri. Under her leadership, the agency has grown from serving 300 children annually to serving approximately 2,800 children annually. Prior to moving to St. Louis, she was the vice president of programs for Big Brothers Big Sisters of Atlanta, the largest agency in the country at the time. She is also the founder of the Central Louisiana chapter of Big Brothers Big Sisters. In 2006, James-Hatter was a graduate of Leadership St. Louis and Leadership Missouri and was appointed to the Missouri Community Service Commission by Governor Matt Blunt. She is a Louisiana native and holds a bachelor's in education from Northwestern State University. She resides in St. Louis Hills with her husband, Bill.

Carla Javits is the president of REDF, an organization that provides equity-like investments and business assistance to create and grow “double bottom line” enterprises, operated by nonprofits. These enterprises create jobs to employ people who face high barriers, while earning income that makes the businesses sustainable. Prior to joining REDF, Javits directed the California expansion of the Corporation for Supportive Housing before becoming its national president and CEO, building the field of service-enriched housing. Previously, she was a program analyst with the California Office of the Legislative Analyst and was director of policy and planning for the San Francisco Department of Social Services.

Thomas R. Jenkins, Jr. is president and chief executive officer of Nurse-Family Partnership and brings over 30 years of experience in senior level management in the public, nonprofit and for-profit sectors serving the needs of children, youth and families. This wealth and breadth of knowledge and experience across all three sectors brings a balanced perspective on the issues and unique challenges that face the Nurse-Family Partnership program. Most recently, he was president and chief operating officer for Cornell Companies, a private, for-profit company providing adult corrections and juvenile justice treatment services nationwide. Jenkins additionally served as director of Child Welfare Services for the Commonwealth of Pennsylvania and worked with the Pennsylvania legislature to amend the Pennsylvania Child Protective Services Law (CPSL) to increase safeguards for delinquent, abused and neglected children.

Linda Dooley Johaneck is the chief executive officer of the Domestic Violence & Child Advocacy Center as well as a speaker, activist and champion of creative and strategic thinking. She has worked for more than 20 years with social issues regarding women and children in need. She served as faculty liaison with Cleveland State University, program advisor at Case Western Reserve University and has served on the Ohio Domestic Violence Network Board, Domestic Violence Coordinating Council, Elder Abuse/Domestic Violence Roundtable, Cuyahoga County Fatality Review Board and others. Johaneck received her bachelor's in social work from Cleveland State University and a master's of social science administration from Case Western Reserve University.

John Kania is co-author of *Do More Than Give: The Six Practices of Donors Who Change the World* (Wiley 2011) and a managing director at FSG, a global nonprofit strategy consulting firm that helps organizations achieve social impact by applying research, strategy and evaluation to better solve social problems. Kania has over 20 years of experience advising senior management on issues of strategy, organization, and change management. At FSG, John leads strategic planning efforts for foundations, nonprofits and corporate philanthropy, in issues ranging from international health, U.S. health care, U.S. education, the environment, community development and nonprofit capacity building. Kania was formerly a partner at both Mercer Management Consulting and Corporate Decisions, Inc. He has contributed to *Stanford Social Innovation Review*, *The Wall Street Journal*, and *The Journal of Business Strategy* and is a featured author of *Learning from the Future*. He speaks frequently on improving philanthropic impact and corporate social responsibility.

Beth Kanter is the author of "Beth's Blog: How Nonprofits Can Use Social Media", one of the longest running and most popular blogs for nonprofits. She co-authored the book titled *The Networked Nonprofit* with Allison Fine published by J Wiley in 2010 that received Honorable Mention for the Terry McAdams Award. Kanter has over 30 years working in the nonprofit sector in technology, training, capacity-building, evaluation, fundraising and marketing. In 2009, she was named by *Fast Company Magazine* as one of the most influential women in technology and one of *Business Week's* "Voices of Innovation for Social Media." She was named visiting scholar for social media and nonprofits for The David and Lucile Packard Foundation from 2009 – 2012. She was a Society of New Communications Research Fellow for 2010.

Diane Kaplan is the president of the Anchorage-based Rasmuson Foundation, one of the largest private foundations in the Pacific Northwest. She began administering the foundation in 1995. From 1994 – 2001, Kaplan's consulting company provided management and government relations services to philanthropic and nonprofit organizations and Native corporations and tribes. She was previously president and chief executive officer of Alaska's 28-station public radio network. Kaplan was appointed by governors Murkowski, Palin and Parnell to the Alaska Children's Trust and serves as its chair. She is a founding board member of United States Artists and The Foraker Group. She is a recipient of the Distinguished Grantmaker Award, the highest honor awarded by the Council on Foundations. Kaplan earned a degree in communications and women's studies from the University of Pennsylvania. She attended executive management programs at the Wharton School, Stanford University and UC Berkeley.

Eugene Eric Kim is co-founder and partner of Groupaya, an organization that helps groups work more skillfully together. Prior to this, Kim was the co-founder and principal of Blue Oxen Associates, a consulting firm that works with groups to maximize their collaborative intelligence. He's developed collaborative strategies for a number of organizations, from Fortune 100 organizations to philanthropic foundations to government agencies. He focuses especially on large-scale, multi-stakeholder collaboration and collaborative learning. Past clients have included NASA, Institute for International Education, Socialtext and the Wikimedia Foundation. In addition to his work at Groupaya and Blue Oxen Associates, Eugene serves on the boards of the Leadership Learning Community and WiserEarth.

Peter Kim is a manager in The Bridgespan Group's New York office. He has worked with leading nonprofit organizations and philanthropic funders on a wide range of issues including growth planning, funding strategies, organizational effectiveness and program alignment. Kim also guides much of the firm's research on issues related to nonprofit funding, writing and speaking nationally. He is the co-author of "Ten Nonprofit Funding Models" and "Finding Your Funding Model", articles in the *Stanford Innovation Review*, as well as the companion how-to guide, "Finding Your Funding Model: A Practical Approach to Nonprofit Sustainability."

Sanjeev Khagram is a professor of public affairs and international studies at the University of Washington and lead steward at Innovations for Scaling Impact. Khagram was selected as a Young Global Leader of the World Economic Forum and was lead author of the UN Secretary General's "Report on the Impacts of the global Economic Crisis on the Poor" in 2009. In past roles, he was the Wyss Visiting Scholar at the Harvard Business School's Social Enterprise Initiative, associate professor at Harvard University's Kennedy School, dean of the Desmond Tutu Peace Centre and senior policy and strategy director at the World Commission on Dams. Khagram has published extensively, worked across sectors

and all over the world, is of Asian Indian descent and was born a refugee of Uganda from the Idi Amin regime.

Matthew Klein is the executive director of Blue Ridge Foundation New York and an adjunct professor at NYU Stern School of Business, teaching courses on venture philanthropy and the nonprofit capital market. Klein's experience prior to Blue Ridge includes work in nonprofit management and civil rights law. He helped co-found Leadership, Education, and Athletics in Partnership (LEAP), a Connecticut-based youth development agency, and performed legal work with the NAACP Legal Defense and Educational Fund, Inc. and the Civil Rights Division of the U.S. Department of Justice. He currently serves on several boards, including Groundwork, Inc., iMentor and Single Stop USA. Klein has been a fellow of the Echoing Green Foundation and the Next Generation Leadership program of the Rockefeller Foundation, and he is a member of the bar in New York and Massachusetts. He attended Yale College and Yale Law School.

Lawson Knight has served as executive director of the Blue Mountain Community Foundation since 2002. Based in Walla Walla, Wash. the Foundation serves a region that spans several counties and two states. His passions are philanthropy and community and he actually enjoys fundraising. He and his wife stay busy with three young daughters. Currently, he serves on the Boards of the OSU Alumni Association and MDC Program, a financial institution of the Presbyterian Church. A graduate of Oregon State University and the University of Lyon, France in biology, Knight began his professional career in winemaking and marketing.

Jennifer Lamson has been working in public interest advocacy and strategic communications for more than 20 years, focusing for the last decade on bringing about a healthier and sustainable food system. As co-founder and partner at Good Food Strategies, she worked with NGOs, foundations, farmers, chefs, business leaders and government agencies on policy and public awareness campaigns, product launches and strategic assessments, including a review of the sustainable agriculture and food systems landscape for the 11th Hour Project. Current projects include spearheading an annual national poll on agriculture and environment issues for The David and Lucile Packard Foundation; advising the Stewardship Engagement Initiative, a pilot project to bring more conservation-minded farmers into the policy dialog; and developing a sustainability strategy for a local farm and organic food delivery service. Lamson also spent 10 years leading national citizen advocacy campaigns for Common Cause.

Bryan Law serves as the committee director for the House Committee on Public Health under Chairwoman Lois W. Kolkhorst's leadership. He is passionate about building up the capacity of faith and community-based groups to partner with government to better serve their communities. He is also working on ways to create policies that create cooperation between government and communities to solve our most pressing public policy problems versus the current model of uncoordinated government services and isolated bureaucracies. Law is married to Kathrin Law and is seeking ordination in the Baptist church. Law holds a bachelor's in government from the University of Texas with a minor in Russian studies.

Jonah Lehrer has been called "something of a popular science prodigy," by *The New York Times* and a man of "considerable talents." A graduate of Columbia University with a bachelor's in neuroscience, Lehrer studied at Oxford University as a Rhodes Scholar where he received his master's in twentieth-century literature and philosophy. He is the author of *Proust Was a Neuroscientist* and *How We Decide*. He is a contributing editor at *Wired Magazine* and National Public Radio's *Radio Lab*. He has also written for *The New Yorker*, *Nature*, *The New York Times*, and writes the "Head Case" column for *The Wall Street Journal*.

Valerie Lies is president and CEO of Donors Forum, a membership association that promotes philanthropy and a strong nonprofit sector in Illinois. Lies is currently on the board of Grantmakers for Effective Organizations as well as the Diversity in Philanthropy Project. She is co-chair of the Illinois Attorney General's Charitable Advisory Council and as of 2010 she is a member of the Governor's Commission on Human Services. Prior to joining Donors Forum, Lies was vice president of the Public Education Fund, a national grantmaking foundation in Pittsburgh. She started her career in philanthropy at the Otto Bremer Foundation in St. Paul, Minnesota, as a program associate and later its executive

director. She has received numerous awards and honors, including being named by *The Nonprofit Times* as one of the sector's "Top 50 Power and Influence Leaders" in the U.S.

Karen Linkins is co-founder and principal of Desert Vista Consulting, which specializes in planning and evaluating complex (multi-site, multi-system) programs and initiatives for vulnerable populations. Over the past 25 years, she has led more than 50 research, evaluation, technical assistance and strategic planning projects for federal agencies, states, foundations and community-based safety-net organizations. Her recent work has included evaluations of systems change initiatives concerning frequent users of emergency departments, primary care and behavioral health integration and person-centered health home innovations. On behalf of the Tides Center Community Clinics Initiative, she is currently directing a three-year, statewide initiative in California, which aims to reduce stigma and discrimination for people with mental illness by promoting the spread of integrated behavioral health services. Linkins earned her doctorate in medical sociology at the University of California, San Francisco and an academic degree from Smith College.

Leslye Louie was a general manager and vice president at Hewlett-Packard. During her 20 year career, Louie held numerous senior sales, marketing, operations and finance positions in the high tech industry in the United States and Europe. In 2009 Louie participated in the Silicon Valley Encore Fellows pilot. During her part-time, year-long fellowship, Louie implemented a performance management system, revamped the human resources policies and practices and had a four-month stint as the interim executive director. Louie credits the Fellowship with enabling her successful transition from an extensive for-profit career to an encore career in the social sector. In 2010 Louie became the national director of the Encore Fellowships Network at Civic Ventures, responsible for scaling the program nationally. Louie graduated with a master's in business administration from Stanford University and a bachelor's from UCLA.

Marty Lynch is the CEO of LifeLong Medical Care, a nine site community health center in the Bay Area. Lynch was the director of LifeLong and the Over 60 Health Center since 1982. Lynch co-founded the Elderly Sub-committee of the National Association of Community Health Centers and is a past chair of the California Primary Care Association. He has served on state task forces to examine policy changes necessary for the integration of primary care and mental health services and to develop a California plan for Alzheimer's disease. Lynch received a doctorate in social behavioral sciences from the University of California, San Francisco and a master's of public policy from the Kennedy School of Government at Harvard. In addition to health administration, Lynch is involved in public policy research activities related to health access for the uninsured, long term care models, chronic care and financing care for disabled people.

Tina Markanda is a program officer of health care at The Duke Endowment. She works with programs related to rural health, child health, senior adult health and end of life. Prior to joining the Endowment, she worked in private industry, at an academic medical center and a private not-for-profit community hospital. Markanda earned a master's of business administration from Wake Forest University and a master's of science in public health from the University of North Carolina at Chapel Hill. She is a fellow of the American College of Health Care Executives and is a Hull Fellow with the Southeastern Council of Foundations.

Melanie Matthews manages the Campion Foundation's capacity-building program, which aims to build strong, sustainable grantees and a powerful, resilient nonprofit sector. She is responsible for all foundation operations, including grants management. Prior to joining the Foundation, Melanie spent 12 years working in the nonprofit arts community in the U.K. and U.S. She managed Kneehigh Theatre, one of the U.K.'s top theatre companies, as well as Malvern Theatres, a three-venue arts center in the U.K., transforming it with a multi-million dollar redevelopment program. Matthews is a graduate of Bristol University in the U.K. and holds a master's of public administration from Colorado State University. She is co-chair of the Pacific Northwest chapter of Grants Managers Network and a member of Independent Sector's Advisory Group on Nonprofit Effectiveness. Matthews also sits on the board of Shunpike, an organization which helps arts groups better manage the business aspects of art.

Clark McCain is senior program officer at The Coleman Foundation, Inc. He developed two of the Foundation's primary initiatives: the Coleman Foundation Faculty Entrepreneurship Fellows Program, which funds educators who embed self-employment concepts within college courses across many disciplines; and Intersect for Ability, a network of organizations serving individuals with developmental disabilities which develops staff training, lifestage transition and other programs. Previously, McCain held several finance and procurement strategy positions at Kraft Foods and was chair of the Kraft Employee Fund Leadership Council. He holds a bachelor's in economics from Northwestern University and a master's of business administration from the University of Michigan.

J McCray is chief operating officer at Grantmakers for Effective Organizations. He is responsible for overseeing GEO's strategic planning, financial management, internal learning, human resources and fundraising. McCray directed GEO's first multiyear strategic planning process and leads GEO's field research on grantmaker practice. He speaks on issues of grantmaker effectiveness, in particular strategies for learning for improvement and evaluation. McCray brings 15 years of experience in the nonprofit sector. Previously, he was a development program manager at the National Prostate Cancer Coalition (NPCC) where he worked with individual donors, corporate grantmakers and private foundations to garner financial support for life-saving advocacy and prostate cancer screening efforts. Prior to joining NPCC, he was a state-certified case manager at the Council on Aging of St. Lucie County, Florida where he worked to identify services that would allow seniors to remain in their homes. McCray holds a master's of business administration from The George Washington University and a bachelor's in psychology from The College of William and Mary.

Woodrow "Woody" McCutchen became vice president, senior portfolio manager of the Edna McConnell Clark Foundation in 2010. He has more than 25 years of experience in small business management and technical assistance, and in economic, business and youth development. Before joining EMCF as a portfolio manager in 2001, he was president and CEO of the National Association of Small Business Development Centers in Arlington, VA. The grantees with which he initially worked at the Foundation included Harlem Children's Zone and other national organizations and networks. While continuing to assist key grantees, he also assumed responsibilities for managing relations with co-investors as well as grantees participating in the Growth Capital Aggregation Pilot as well as helping grantees position themselves to take advantage of public funding opportunities. McCutchen earned a master's of business administration from Virginia Commonwealth University School of Business and a bachelor's from Howard University.

Jane Meseck is responsible for development of strategy and implementation of Microsoft's global community investment programs. This includes the Nonprofit Technology initiative and Microsoft's commitment to provide nonprofits worldwide with access to IT products, services and locally-relevant resources so they can use technology to create social change. During Meseck's 14 years with Microsoft she has led the development and implementation of such signature partnerships and initiatives as NPowerNW, telecentre.org, the Nonprofit Technology Network and TechSoup's U.S. and global expansion efforts. Prior to joining Microsoft in 1997, Meseck was program manager at University of Washington's Institute for Public Policy and Management. She also lectured at University of Washington's Daniel J. Evan's School of Public Affairs. Meseck previously worked as a management consultant, designing technology solutions for Fortune 500 companies. She has a master's in public administration from University of Washington and bachelor's degrees in finance and marketing from Texas A&M University.

Johanna Morariu is a director with Innovation Network, an evaluation consulting firm based in Washington, D.C. Morariu directs consulting projects with foundations and nonprofit organizations, specializing in environmental evaluation, influence/advocacy evaluation and data/information visualization for decision making. Current and past clients include the Annie E. Casey Foundation, Ford Foundation and The Atlantic Philanthropies. She holds a bachelor's in international politics and history from Pennsylvania State University and a master's in comparative politics from George Mason University.

Amy Morgenstern is president of Main Stream Enterprises, the consulting firm she founded in 1990 to help strengthen the capacity of foundations, nonprofit organizations, schools and universities.

Morgenstern leads comprehensive governance and planning processes throughout the country. Her experiences on all sides of the table — as a staff person, board officer, foundation treasurer and grants committee chair — contribute to her insights and counsel about what makes organizations and their boards most effective. She holds a master's of business administration from the Weatherhead School of Management and a master's of science in social administration from the Mandel School of Applied Social Sciences, both at Case Western Reserve University.

Kollin Min is a program officer at the Bill & Melinda Gates Foundation for the Pacific Northwest Initiative in the United States Program, where he leads the advocacy work for the foundation's family homelessness initiative. Prior to joining the foundation, he served as the Seattle/Washington state director for Enterprise Community Partners Inc., a national nonprofit housing intermediary. Min is an attorney with more than 10 years of experience in the nonprofit, governmental and private sectors. He also serves on the Board of Commissioners of the Seattle Housing Authority. He received his law degree from the University of Washington, a master's in environmental policy from Lund University in Sweden and a bachelor's in political science from Yale College.

Nancy Murphy joined Grantmakers for Effective Organizations in July 2010 to direct the Scaling What Works initiative and is now the Senior Advisor for Social Innovation. Prior to GEO, she was consulting with organizations working in health, wellness and sustainability, including KaBOOM!, Children's National Medical Center and Campo Kumeyaay Nation, among others. Murphy brings 20 years of experience in communications, public policy and partnership building. In previous positions, she served as senior vice president for the Case Foundation, working on the global clean drinking water crisis, and led the corporate responsibility practice for the global communications firm, APCO Worldwide. There, she managed grantmaking and strategy development for their client, The UPS Foundation. She has also served as policy director for the National Youth Leadership Council and as a program officer for the Corporation for National and Community Service. Murphy currently serves on the boards of Taproot Foundation and the global nonprofit, Pact.

Sylia Obagi serves as the director of operations for the Annenberg Foundation, one of the largest family foundations in the U.S. Obagi's responsibilities include leading responsive grantmaking and capacity-building initiatives and overseeing the foundation's day-to-day operations. She was the principle architect of Alchemy, the Foundation's capacity-building program serving 200 nonprofit organizations annually. She also leads Alchemy "Gold" a collaborative that engages 17 funders committed to increasing nonprofit capacity throughout Los Angeles County. Prior to joining the Annenberg Foundation, Obagi served as vice president of the Community College Foundation serving 50 community colleges across the state of California. Obagi serves on the Southern California Grantmakers board of directors. She earned her master's of business administration from UCLA's Anderson School and bachelor's from CSU Northridge.

Mike O'Brien is the chief executive officer of iMentor, which uses the power of mentoring to help students from underserved communities graduate high school college ready and succeed in college. Since joining iMentor in 2003, he has worked across many functions of the organization, supporting mentor-mentee pairs, developing curriculum, and establishing strategic partnerships. O'Brien has helped grow the organization from six employees serving 400 New York City high school students to more than 70 employees who serve 2,400 local students. Under his leadership, the organization launched iMentor Interactive, which has formed partnerships with 30 nonprofits across the country to help them implement effective mentoring programs in the iMentor model. He began his career as a teacher in East New York, Brooklyn, where he also coached the boys' basketball team and launched an after-school writing program. O'Brien is a graduate of Bucknell University.

Mayur Patel works as vice president of strategy and assessment at Knight Foundation, where he is responsible for aiding ongoing strategy development and assessing the impact and effectiveness of the foundation's efforts. Patel was previously a project associate with the Global Economic Governance Programme at the University of Oxford and a fellow with the World Trade Organization in Geneva. He served as a consultant to Oxfam's offices in Kenya and the U.K. and as a trade and investment policy adviser to Realizing Rights. He previously worked with the United Nations Development Programme in Zimbabwe on issues of civic engagement and parliamentary support. A Rhodes Scholar, Patel has a

doctorate in international development from Oxford and a bachelor's in international relations from London School of Economics. He is a junior fellow with the EVA Business and Policy Forum based in Helsinki and a 2011 Independent Sector American Express NGEN Fellow.

Hilda Polanco is the founder and managing director of Fiscal Management Associates. Over the last 19 years, she has built FMA into a specialized consulting practice focused on helping not-for-profit agencies create and maintain effective fiscal systems and policies, cost-efficient technology systems and a business infrastructure that supports their program, fiscal and operating demands. A recognized expert in the independent sector, Polanco has been invited by the New York Times Company to serve on the selection committee for its Nonprofit Excellence Awards since its inception in 2007. She serves on the Board of Directors for the New York Better Business Bureau Foundation and chairs the Foundation's Hispanic Advisory Committee. She serves on the Corporate and Advisory Boards for Acelero Learning, an organization that partners with local communities to support high quality Head Start programs.

Hallie Preskill is the executive director of FSG's Strategic Learning and Evaluation Center. In her role as a senior advisor, she works on a wide variety of strategic evaluation and learning projects with foundations, nonprofits, corporations and government organizations. Prior to joining FSG, Preskill spent 20 years in academia, teaching graduate level courses in program evaluation, training design and development, organizational learning, appreciative inquiry and consulting. She has written several books including: *Reframing Evaluation through Appreciative Inquiry* (2006), *Building Evaluation Capacity: 72 Activities for Teaching and Training* (2005), and *Evaluation in Organizations: A Systematic Approach to Enhancing Learning, Performance & Change* (2001, 2009). Preskill was the 2007 president of the American Evaluation Association. She received the American Evaluation Association's Alva and Gunnar Myrdal Award for Outstanding Professional Practice in 2002 and the University of Illinois Distinguished Alumni Award in 2004.

Jared Raynor is director of evaluation at TCC Group and focuses on evaluation, organizational development (including capacity building and collaboration) and international programs. His work at TCC Group has included evaluations of capacity-building initiatives, multi-site cluster evaluations, evaluation system design, strategic planning, organizational structuring and design and strategic organizational assessment.

Ehren Reed is a director with the evaluation firm Innovation Network. He brings over 10 years of experience managing research and evaluation projects for grantmakers and grantees in the fields of human services, human rights and advocacy. He is a diehard promoter of evaluation use and a firm believer in the power of evaluation and learning as a support for effective strategy. A practiced trainer and facilitator, he leads workshops regularly on topics including advocacy evaluation, evaluation planning, evaluation capacity building and the intersection of evaluation and strategy.

Kathy Reich is director of organizational effectiveness grantmaking at The David and Lucile Packard Foundation. The OE program works with grantees across the Foundation to advance their management, leadership and impact. Reich has been with the Packard Foundation since 2001 and previously held the positions of OE program officer, program officer for preschool grantmaking and policy analyst/editor for The Future of Children journal. Previously, Reich was policy director at a D.C.-based nonprofit and worked as legislative assistant to U.S. Senator Dianne Feinstein, focusing on welfare, children's and environmental issues. She holds a bachelor's from Yale University and a master's from Harvard University, John F. Kennedy School of Government.

Mary Jean Ryan is the founding director of the Community Center for Education Results, which is staffing a regional collective impact, The Road Map Project, aimed at getting dramatic improvement in student achievement "cradle through college/career" in South Seattle and South King County. The regional effort brought together hundreds of individual organizations to establish the goal of doubling the number of students in South Seattle and South King County who are on track to graduate from college or earn a career credential by 2020. Prior to this, Ryan served for eight years as the director of the City of Seattle's Office of Policy and Management. Prior to that, she was Seattle's economic development director. Ryan also served in the Clinton Administration as the associate deputy administrator for

economic development for the U.S. Small Business Administration. She chaired the State Board of Education and she continues to serve on its board and on the Quality Education Council. She is also a member of the board of the Northwest Area Foundation and the Seattle Jobs Initiative.

Shirley Sagawa is co-founder of the sagawa/jospin consulting firm, was named a "Woman to Watch in the 21st Century," by *Newsweek* magazine, and is currently a fellow with the Center for American Progress. Sagawa has served as a presidential appointee in both the first Bush and Clinton Administrations. She was instrumental to the drafting and passage of legislation creating the Corporation for National Service and AmeriCorps. After Senate-confirmation as the Corporation's first chief operating and policy officer, she led the development of new service programs for adults and students, including AmeriCorps and directed strategic planning for this new government corporation. She has also managed successful collaborations in the private sector, including the Learning First Alliance, a partnership of national education associations. With advanced degrees in law and public policy, she began her career as the chief counsel for Youth Policy for the Senate Labor Committee, specializing in education, children's and youth issues, and subsequently served as senior counsel to the National Women's Law Center and on many nonprofit boards. Sagawa is a graduate of Smith College, the London School of Economics and Harvard Law School, where she served on the Harvard Law Review.

Marie Sauter is a program officer with the Bill & Melinda Gates Foundation Pacific Northwest Initiative, managing investments that aim to reduce family homelessness and to improve educational outcomes for low-income students. Sauter's projects include supporting a network of domestic violence agencies working to improve housing stability and a network of community foundations focused on increasing nonprofit capacity. Prior to joining the foundation in 2006, she worked in philanthropy with Social Venture Partners, Medina Foundation and Washington Women's Foundation and in nonprofit program management. She's a graduate of Pomona College and of Seattle University's Master of Nonprofit Leadership Program.

Melissa Schoen is a senior program officer in the California HealthCare Foundation's Better Chronic Disease Care program, which focuses on improving clinical outcomes and quality of life for Californians with chronic diseases. She manages projects that use data and health information technology to build systems and support high-quality care in the safety net. Schoen is the CHCF program officer responsible for the operations and evaluation of the CHCF pilot program, Encore Fellows in California Community Clinics. Prior to joining CHCF, Schoen worked in operations at community clinics and independent physician associations, including roles at Lifelong Medical Care, California Region of North American Medical Management, Kaiser Health Plan and Hospitals and La Clínica de la Raza. Schoen earned a bachelor's in organization behavior and psychology from Pitzer College and master's in business administration and public health from the University of California, Berkeley

Norma Schuiteman is the executive director of The Community Foundation of South Puget Sound. She has held this position since 2004, collaborating with others to provide careful stewardship of the foundation's assets. Prior to this, Schuiteman was a high school teacher and coach, a hospital executive team member and a consultant to numerous Midwestern community foundations. She earned her bachelor's from Calvin College, her RN from Hackley Hospital School of Nursing, a master's in public administration from Western Michigan University and a nonprofit fundraising certificate from Indiana University's Center on Philanthropy. She is a board member of South Sound Partners in Philanthropy and South Sound Estate Planning Council.

Paul Shoemaker is committed to work in the community, serving on the boards of several organizations. He is the founding president of Social Venture Partners International and currently sits on its Board of Directors, as well as the boards of the Microsoft Alumni Foundation and Partners for Our Children. He previously worked as a board treasurer of Grantmakers for Effective Organizations, Children's Alliance in Seattle and Treepeople in Los Angeles. Shoemaker was also recently named one of the "Top 50 Most Influential People in the Non-Profit Sector" by *The NonProfit Times*. Before coming to SVP Seattle in 1998, he was group manager for worldwide operations at Microsoft Corporation. Prior to his work at Microsoft, Shoemaker was a product manager at Nestle USA in Glendale, CA. Shoemaker holds a

master's of business administration in marketing and finance from the University of Texas and a bachelor's in accounting from Iowa State University.

Brenda Solórzano is chief program director of Blue Shield of California Foundation, where she leads the programming and grantmaking activities. Her responsibilities include working with program areas to develop strategies and work plans, overseeing grantee relations and leading program learning and evaluation activities. Solórzano is also serving as director of the Foundation's Health Care and Coverage program. Her responsibilities include developing grantmaking strategy, leading the proposal review process, building support for policies seeking to address the issue of the uninsured, maintaining relationships with grantees and key stakeholders and providing fiscal oversight for the program. Prior to this role, Solórzano served as a program officer at The California Endowment and the California HealthCare Foundation. She received her bachelor's degree in history and political science from the University of San Francisco and her juris doctorate from Whittier Law School.

Sarah Stachowiak is the vice president and director of evaluation for Organizational Research Services. Since joining ORS in 2003, she has worked with a range of philanthropic, nonprofit and public clients in areas such as early childhood, advocacy and policy change, community development, K-12 education/afterschool and the environment. Stachowiak has been particularly engaged in ORS' advocacy-related work. She was one of the authors on *The Guide to Evaluating Advocacy and Policy* and lead author of *Pathways for Change: 6 Theories about How Policy Change Happens*. Stachowiak is particularly interested in working with philanthropic clients on strategic learning or developmental evaluations and utilizing and expanding the current thinking in the field in these areas. She received her master's in public administration from the University of Washington's Evans School of Public Affairs.

Mindy Tarlow is CEO of Center for Employment Opportunities (CEO). She began her association with CEO as a program director at the Vera Institute of Justice in 1994, where she managed the successful spin-off of CEO from Vera. Prior to joining CEO, Tarlow spent close to 10 years at the New York City Office of Management and Budget where she rose from senior analyst in 1984 to deputy director in 1992. Tarlow guided many criminal justice projects during her tenure in government including co-authoring the mayor's Safe Streets, Safe City Omnibus Criminal Justice Program.

Ken Thompson is a program officer in the Pacific Northwest Initiative of the Bill & Melinda Gates Foundation. He makes grants in the Initiative's Education Pathways area where he is lead on the collective impact work in Seattle, an effort to increase educational attainment "from cradle to college." Employed at the foundation since 1998, his primary expertise is in youth programs, emphasizing academic support and dropout prevention programs at the K12 and postsecondary levels. Previously, Thompson managed, designed and sunsetted the foundation's Community Access to Technology grant program, which supported technology access programs in Washington State. Prior to that, he worked on the Foundation's U.S. Library Program. Before joining the foundation, he was a librarian, editor and arts administrator. Thompson received a master's of library and information science from the University of Washington and a master's of fine arts from the School of the Art Institute of Chicago.

Valerie Threlfall is vice president of the Center for Effective Philanthropy's YouthTruth Initiative, an initiative to collect comparative and actionable feedback from students about what is working and not working in high schools nationwide. In addition, she also leads CEP's west coast office. Prior to joining CEP in March 2008, Threlfall worked as a nonprofit strategy consultant, serving organizations such as Global Giving, Partners in Health and Monitor Institute. Threlfall's nonprofit experience includes working at Opportunity Finance Network, a national association of community development financial institutions, where she published multiple papers on theory of change planning and how to create effective impact measurement systems. She holds a joint master's of business administration and a master's of public policy from Northwestern's Kellogg Graduate School of Management and Harvard's John F. Kennedy School of Government, respectively. Threlfall received her bachelor's in economics and public policy from Swarthmore College.

Michelle M. Torgerson has broad experience as a funder, nonprofit leader and consultant. She currently serves a wide range of grantmakers and nonprofit organizations as the vice president at Draper

Consulting Group, providing capacity-building services including program design, strategic planning, fundraising and board development. Previously, Torgerson served at Silicon Valley Community Foundation's Center for Venture Philanthropy providing technical assistance to Raising A Reader national affiliates and expanding the social enterprise. Her career began in St. Paul, creating Admission Possible, a college access organization now scaling across the country. Torgerson is on the Board of Directors at College Access Plan, chairs EPIP-LA and Terry McAdams Book Award committees and serves on numerous proposal review boards. In 2011, she was named Los Angeles' Emerging Leader in Philanthropy by the EPIP-LA chapter. She earned her master's of public administration from Baruch College as a National Urban Fellow and her bachelor's of science from Arizona State University.

Emily Tow Jackson is Executive Director and Board President of The Tow Foundation, a family foundation created by her parents, Claire and Leonard Tow. She joined the Board of Trustees of The Tow Foundation in 1988 and has been the foundation's executive director since 1994. She served on the board of Philanthropy New York (formerly New York Regional Association of Grantmakers) from 1997 – 2004 and was chair from 2002 – 2004. She currently serves on the board of Connecticut Council for Philanthropy. Tow Jackson is the recipient of the 2002 Filer Award for creative leadership in philanthropy from the Connecticut Council for Philanthropy. The Tow Foundation received the 2008 Critical Impact Award from the Council on Foundations for its Juvenile Justice Initiative.

Alina Turner is the vice president of strategy at the Calgary Homeless Foundation, the organization leading the implementation of Calgary's 10 Year Plan to End Homelessness. In this role, she is responsible for building a System of Care focused on ending homelessness, monitoring and evaluation of the Plan to ensure that implementation stays on target, adapts to changing conditions and improves with best practices. She leads the CHF's research on homelessness, strategic planning and policy development. Turner also oversees the CHF's \$35 million program investments, including allocation, performance management and compliance monitoring. As part of this work, she led the development of CHF's System Planning Framework, which includes the implementation of common performance and quality assurance standards across funded agencies. She has worked in a variety of capacities in the academic and nonprofit sectors on immigrant, poverty and homelessness issues for eleven years. Turner is also a Ph.D. candidate in Anthropology at the University of Calgary, where her research focuses on immigration, housing careers and housing stress across Calgary migrant communities.

Jason Twiss is the manager of member engagement at Grantmakers for Effective Organizations. He works closely with the vice president of programs to expand and deepen GEO's membership and partnerships. He creates and executes strategies in the areas of member recruitment and retention, workshops and presentations, and partnership development with regional associations and funder networks. Twiss joined GEO in 2005 as operations assistant and later worked as operations specialist and special projects coordinator before serving in his current role.

Nilda Valmores is the executive director of My Sister's House, the Central Valley's only shelter for battered Asian/Pacific Islander women and children. Prior to arriving at My Sister's House in September 2004, Valmores was the community development director for Mercy Housing California for five years. Valmores considers herself a child advocate. For more than 20 years, she has worked with nonprofit organizations on a state-wide level addressing issues affecting children and the poor, in the education, social services and housing arenas. Valmores was recently elected to serve on the board for the California Partnership to End Domestic Violence. Her personal mission is to create a better future for all children, but especially her two children, Taylor and Niel. She is a graduate of Harvard University's Kennedy School of Government and received her bachelor's from Loyola Marymount University.

Deborah Vesey is president and CEO of Deaconess Community Foundation. Vesey also serves as president of three HUD housing facilities for the low-income elderly that the foundation owns and operates. She started her career as a CPA in a major public accounting firm and then served as vice president/general manager of a \$10 million for-profit business. She is a trustee of Business Volunteers Unlimited, Cleveland Leadership Center and Ohio Grantmakers Forum. Vesey is a member of In Counsel with Women and serves on the Advisory Board of the Foundation Center, Cleveland.

Allison Williams is senior vice president for programs and is responsible for the oversight of Wyman Center's regional youth development services, including the Wyman Teen Leadership Program and Wyman Teen Outreach Program (TOP). Williams has worked with Wyman for over a decade and has overseen agency program evaluation, supervised a variety of youth development and community-based programs and managed a local partnership with social service agencies. Her work on TOP's national replication has included training, follow-up support to partners and systems building. Williams earned a bachelor's from Saint Louis University and a master's from Boston College, both in social work, and holds a Missouri clinical social worker license. Currently, she is a social work field instructor for St. Louis University, Washington University in St. Louis and University of Missouri, St. Louis and an adjunct faculty member of the Brown School of Social Work.

David M. Wertheimer has worked in a variety of capacities in the nonprofit, government, educational and philanthropic sectors for three decades. As the deputy director for the Pacific Northwest Initiative at the Bill & Melinda Gates Foundation, he provides lead oversight of the family homelessness and housing programs, as well as measurement, learning and evaluation activities for the Northwest. He also serves as the national board chair of Funders Together to End Homelessness and on the Board of Partners for Our Children. Prior to assuming these responsibilities, Wertheimer served as principal at Kelly Point Partners consulting firm, to promote integration of human service systems targeting persons struggling with homelessness, mental illness, addictions, criminal justice system involvement and HIV/AIDS. A native of New York City, Wertheimer served as executive director of the NYC Gay and Lesbian Anti-Violence Project and as a New York City human rights commissioner.

Andrew Wolk is the founder and CEO of Root Cause, a nonprofit research and consulting firm that partners with nonprofits, philanthropy, government and businesses to advance social solutions to today's toughest social issues. He holds appointments in social entrepreneurship and innovation at Harvard's Kennedy School of Government and MIT Sloan School of Management.

Richard Woo became the chief executive officer for The Russell Family Foundation in April 2000. Woo collaborates with the Board of Directors to guide the foundation's strategic planning, programs and community affairs. Prior to arriving at the foundation, he spent many years working in nonprofit organizations and business in California. As the former executive director of the Levi Strauss Foundation, Woo has experience in global philanthropy and corporate social responsibility. He is on the Philanthropy Northwest Board of Directors.

Denise San Antonio Zeman is president and CEO of Saint Luke's Foundation of Cleveland. With strategic focus on urban health and well-being, urban community revitalization and urban families, the foundation supports collaborative approaches to increase health equity and build community capacity to address the complex, changing needs of Greater Cleveland's vulnerable populations. Embracing a disciplined approach to outcomes and learning, Zeman considers the Foundation a "work in progress." She has held this position since 2000 but her career spans philanthropy, healthcare, human services and higher education. She holds a bachelor's from Ursuline College, a master's from John Carroll University and a professional chef's certificate from the Loretta Paganini School of Cooking.

Sarah Zevin is a program and management analyst within the Department of Education's Office of Innovative and Improvement (OII). She works on Full-Service Community Schools and Promise Neighborhood programs at the Department. She serves as the point person in OII for evaluation work on the Promise Neighborhood team. She is currently the liaison for the Department of Education White House Strong Cities Strong Communities initiative. Prior to joining the Department, Zevin worked in the educational sector for over 15 years in numerous roles, in an educational software company, a publishing company that developed curriculum for lifelong learners and in private school and university administrative roles.