

Panel on the Nonprofit Sector

Convened by INDEPENDENT SECTOR

MEMBERS OF THE PANEL'S GOVERNANCE AND FIDUCIARY RESPONSIBILITY WORK GROUP

The Governance and Fiduciary Responsibility Work Group is advising the Panel on the Nonprofit Sector as it prepares recommendations for Congress on improving the oversight and governance of charitable organizations. Comprised of 20 experts from a wide range of organizations committed to the vitality of the nonprofit community, the Governance and Fiduciary Responsibility Work Group will consider issues such as conflict of interest policies, fundraising, and board compensation, size, and composition.

To learn more about the Panel on the Nonprofit Sector, visit www.NonprofitPanel.org; for more on the other four Work Groups, visit www.NonprofitPanel.org/participants/workgroups/.

Co-Conveners:

- **Ellen Alberding**, President, The Joyce Foundation, Chicago, Ill.
- **Deborah Hechinger**, President and CEO, BoardSource, Washington, D.C.

Members:

- **Robert Atkinson**, Professor, School of Law, Florida State University, Tallahassee, Fla.
- **Hank Brown**, President and CEO, Daniels Fund, Denver, Colo.
- **Rev. William Byron**, Research Professor, Sellinger School of Business and Management, Loyola College in Maryland, Baltimore, Md.
- **James Canales**, President and CEO, The James Irvine Foundation, San Francisco, Calif.
- **Joyce Godwin**, Chair, Board Governance Committee, Presbyterian Health Care Services, Albuquerque, N.M.
- **Maria Gomez**, President and CEO, Mary's Center for Maternal and Child Care, Washington, D.C.
- **John Heubusch**, President, The Waitt Family Foundation, La Jolla, Calif.
- **Stephen Hoffman**, President and CEO, Jewish Community Federation of Cleveland, Cleveland, Ohio
- **Lynn Huntley**, President, Southern Education Foundation, Atlanta, Ga.
- **H. Peter Karoff**, Founder, The Philanthropic Initiative, Boston, Mass.
- **Stanley Litow**, President, IBM International Foundation, Armonk, N.Y.

- **Julia Lopez**, Senior Vice President, The Rockefeller Foundation, San Francisco, Calif.
- **Jan Masaoka**, Executive Director, CompassPoint Nonprofit Services, San Francisco, Calif.
- **Steve McCormick**, President, The Nature Conservancy, Arlington, Va.
- **Harry Pachon**, President, The Tomas Rivera Policy Institute, University of Southern California, Los Angeles, Calif.
- **Ronald Richard**, President, The Cleveland Foundation, Cleveland, Ohio.
- **Celia Roady**, Partner, Morgan, Lewis & Bockius, LLP, Washington, D.C.
- **Joan Wise**, General Counsel, AARP, Washington, D.C.

BIOGRAPHIES OF THE MEMBERS OF THE GOVERNANCE AND FIDUCIARY RESPONSIBILITY WORK GROUP

Co-Conveners

Ellen S. Alberding is president of the Joyce Foundation, which has assets of \$750 million and makes grants of approximately \$30 million annually to projects that affect the Midwest. Before becoming president, she served as the foundation's program officer and its director of portfolio investments. Ms. Alberding was recently a member of the Public Trust Task Force for the Donors Forum of Chicago. She has also been treasurer of Grantmakers in the Arts, a national organization of arts grantmakers; a member of the Cultural Advisory Board for the City of Chicago; a member of the Governor's Early Learning Council; and president of the Chicago Park District pension fund. She was trustee of the Aon Funds until 2003 and of the Chicago Music and Dance Theatre from 1993 to 1995. She holds a bachelor's degree in English from Brown University and a master's from the Kellogg Graduate School of Management at Northwestern University.

Deborah S. Hechinger is president and CEO of BoardSource, an organization dedicated to improving the effectiveness of nonprofit boards. She was previously executive vice president of the World Wildlife Fund, served as deputy comptroller and director of the securities and corporate practices division at the Office of the Comptroller of the Currency, and held senior executive positions in the Division of Enforcement at the Securities and Exchange Commission. In addition, Ms. Hechinger has served on the boards of Sidwell Friends School, the Children's National Medical Center, the Washington Scholarship Fund, and the Black Student Fund. She holds a bachelor's from Brown University and a J.D. from Georgetown University Law Center.

Members

Robert E. Atkinson, Jr., professor at the Florida State University College of Law, is one of the country's leading scholars on legal professionalism and on the law of nonprofit organizations. He teaches property, professional responsibility, legal ethics, and law and literature, and has also taught taxation of nonprofit organizations. Recipient of the 2001 Professionalism Award from the Florida Supreme Court's Commission on Professionalism, Professor Atkinson served as a visiting professor at Cornell Law School in Spring 2002. Before entering law teaching, Professor Atkinson was associated with the firm of Sutherland, Asbill & Brennan in Washington, D.C., and clerked for the U.S. Court of Appeals for the Fourth Circuit. He earned his bachelor's degree at Washington and Lee University and his J.D. from Yale University.

Hank Brown is president and CEO of the Daniels Fund in Colorado, which supports programs that encourage personal responsibility and achievement. Prior to joining the Daniels Fund, Mr. Brown was president of the University of Northern Colorado. He previously represented Colorado in the United States Congress, first during five terms as the representative from the 4th District, then as a senator. He also served in the Colorado Senate from 1972 to 1976. Mr. Brown served in the U.S. Navy from 1962 to 1966, including volunteering for duty in Vietnam,

and was decorated for his combat service as a forward air controller. He earned a bachelor's degree in accounting from the University of Colorado, a J.D. from the University of Colorado Law School, and a master of law degree from The George Washington University.

The Reverend William J. Byron, S.J., is research professor at the Sellinger School of Business, Loyola College in Maryland. From August 2000 to June 2003, he was pastor of Holy Trinity Catholic Church in Washington, D.C. From 1992 to 2000, he taught "Social Responsibilities of Business" in the McDonough School of Business at Georgetown University, where he held an appointment as Distinguished Professor of the Practice of Ethics and served as rector of the Georgetown Jesuit Community. Father Byron served as president of The Catholic University of America from 1982 to 1992. He writes a syndicated bi-weekly column for Catholic News Service and has authored numerous books. His current directorships include Georgetown University Hospital, CareFirst Blue Cross Blue Shield and The Washington Jesuit Academy. He holds bachelor's and master's degrees from Saint Louis University, two theology degrees from Woodstock College, and a doctorate in economics from the University of Maryland.

James Canales is president and CEO of The James Irvine Foundation, whose mission is to expand opportunity for the people of California to participate in a vibrant, successful and inclusive society. Prior to his appointment as president in May 2003, Mr. Canales served as vice president and corporate secretary at the foundation. Mr. Canales is chair of the board of KQED Public Broadcasting and the Stanford Alumni Association, and he also serves as a member of the Ethics and Accountability Committee of INDEPENDENT SECTOR and of the Management Committee for Southern California Grantmakers. In addition, he is the former vice chair of the board of directors of BoardSource and the recent past chair of the board of Grantmakers for Effective Organizations. Mr. Canales holds a bachelor's degree in English and graduate degree in education from Stanford University.

Abraham H. Foxman is the national director of the Anti-Defamation League (ADL) in New York. For 90 years, ADL has been combating anti-Semitism and bigotry of all kinds. A Holocaust survivor, Mr. Foxman was a member of the President's United States Holocaust Memorial Council, appointed by Presidents Reagan, Bush and Clinton. Mr. Foxman is the recipient of numerous awards and the author of *Never Again?: The Threat of the New Anti-Semitism*. Mr. Foxman has a B.A. in political science from the City College of the City University of New York and holds a J.D. degree from New York University.

Joyce Godwin is an independent consultant and chair of the Board Governance Committee of Presbyterian Healthcare Services, New Mexico's only private, nonprofit statewide healthcare system. Ms. Godwin has led, served on, or worked with numerous boards, as well as published in the area of governance. She has served as chair of Mission Aviation Fellowship, International Students, Inc., Evangelical Council of Financial Accountability, Greater Albuquerque Chamber of Commerce, and Quality New Mexico. She has also served as member of the World Vision's Audit Committee and campaign chair of the United Way of Central New Mexico. Ms. Godwin holds a bachelor's in government from Florida State University and a master's in political science and public administration from The George Washington University.

Maria S. Gomez has been the executive director of Mary's Center for Maternal and Child Care in Washington, D.C., since it began 15 years ago. Under her leadership, the center's budget has grown from \$250,000 to \$8 million, allowing it to expand dramatically its provision of health care and related services to underserved women, children, and adolescents. Ms. Gomez has received many awards, including the Jessie Bernard Wise Woman Award from the Center for Women Policy Studies; the Hispanic Community Leadership Award from the Hispanic Employees Association; Washingtonian of the Year as named by *Washingtonian Magazine*; and the Hugh A. Johnson, Jr., Memorial Award from the Hispanic Bar Association of D.C.

John D. Heubusch is president of the Waitt Family Foundation in La Jolla, California, which makes grants to programs that strengthen families and communities. For the past two years, Mr. Heubusch also has been the chief administrative officer of Gateway, Inc, and he has also held a number of positions at the company. He was previously the executive director of the National Republican Senatorial Committee and vice president of communications for the American Red Cross. During the Bush Administration, Mr. Heubusch was chief of staff for Secretary of Labor Elizabeth Dole. Mr. Heubusch currently serves as a member of the board of directors of the U.S. Chamber of Commerce, the San Diego Economic Development Corporation, and the Elizabeth Dole Foundation. He earned bachelor's degrees in political science and English from the Virginia Polytechnic Institute and State University and a master's degree from Georgetown University.

Stephen H. Hoffman is president of the Jewish Community Federation of Cleveland, which seeks to meet the various human needs of the Jewish community. Before becoming president, Mr. Hoffman was the organization's director of social planning and research and assistant director. From 2001 to 2004, he served as the president and CEO of the United Jewish Communities and is the founding director of the Council for Initiatives in Jewish Education. In 2003, he was the first recipient of the Fuchs Mizrahi School's Guardian of Zion Award in Cleveland, and in 2004, Mr. Hoffman was appointed by President Bush to serve on the United States delegation to the Conference on Anti-Semitism. Mr. Hoffman is a graduate of Dickinson College and received a Master of Social Work from the University of Maryland and a master's in Jewish studies from the Baltimore Hebrew University.

Lynn Huntley is president of the Southern Education Foundation in Atlanta, Georgia, a public charity that advances strategies to ensure equity and excellence in Southern education. Ms. Huntley was previously program director at the Ford Foundation, staff attorney at the NAACP Legal Defense and Educational Fund, and section chief in the United States Department of Justice, Civil Rights Division. She serves on numerous boards including CARE USA, the interdenominational Theological Center, the American Constitution Society, and Grantmakers for Education. Ms. Huntley graduated with honors from Barnard College and Columbia University Law School, where she was a member of the law review.

H. Peter Karoff is chairman and founder of The Philanthropic Initiative in Massachusetts, which has helped hundreds of donors to have an impact on some of society's most complex challenges through strategic philanthropy. President of TPI from 1989 to 2002, Mr. Karoff is now a senior fellow at the Tufts University College of Citizenship and Public Service. He is the editor of the book *Just Money—A Critique of Contemporary American Philanthropy* and was the

producer of the PBS series *The Eyes on the Prize*. He has also been on the board of more than 30 nonprofit organizations, including New England Foundation for the Arts, Business Executives for National Security, New England Community Development Corporation, Mass Halfway Houses, Inc., and Newton Wellesley Hospital. Mr. Karoff is a graduate of Brandeis and Columbia universities.

Stanley S. Litow is president of the IBM Foundation and IBM's vice president for global community relations. Under Mr. Litow's leadership, IBM launched Reinventing Education, a program serving over 80,000 teachers and 8 million children worldwide. Reinventing Education was so successful in raising achievement that it won the Ron Brown Award, which is presented by the president of the United States to recognize outstanding corporate achievement. Before joining IBM, Mr. Litow served as the deputy chancellor of schools for New York City, the nation's largest school system. He previously founded and ran Interface, a nonprofit think tank, and served as an aide to both the mayor and governor of New York. Mr. Litow is the 2000 recipient of the Council on Foundation's Scrivner Award for creative philanthropy, and serves on the boards of the Harvard Business School Initiative on Social Enterprise, the Council on Foundations, and the Citizen's Budget Commission.

Julia I. Lopez is senior vice president of the Rockefeller Foundation, working from its West Coast office in California. The foundation is a U.S.-based global philanthropy committed to enriching and sustaining the lives and livelihoods of poor and excluded people throughout the world. Previously, Ms. Lopez was Rockefeller's vice president and program director of its Working Communities Unit. Prior to joining the foundation, she served as general manager of San Francisco's Department of Social Services, chief consultant to the California legislature's Joint Oversight Committee on GAIN Implementation, principal consultant to the assembly's Ways and Means Committee, deputy director for legislation in the Employment Development Department, and director of planning and administration for the New Mexico Department of Criminal Justice. Ms. Lopez holds a bachelor's degree in political science from Newton College of the Sacred Heart and a master's degree in public policy from University of California at Berkeley.

Jan Masaoka is executive director of CompassPoint Nonprofit Services in California, one of the nation's leading management consulting and training firms for nonprofits. Ms. Masaoka consults with nonprofit organizations in financial systems, program evaluation, and boards of directors. She authored *All Hands On Board*, an introduction to board service, and she writes the *Board Café*, a national newsletter with more than 30,000 subscribers. Her research work includes recent studies on executive director tenure, all-volunteer organizations, and nonprofit space and occupancy needs. For the last six years she has been named by *The NonProfit Times* as one of the "50 Most Influential People" in the nonprofit sector and was named *NonProfit Times* Executive of the Year for 2002. Ms. Masaoka is board chair of the Asian Pacific Islander Wellness Center and board member of the San Francisco Foundation Community Initiative Funds.

Steve McCormick is president and CEO of The Nature Conservancy, based in Arlington, Virginia. The Nature Conservancy is committed to preserving the plants, animals and natural communities by protecting the lands and waters they need to survive around the world. Mr.

McCormick joined the conservancy after graduating from law school and spent 16 years as executive director of its California program, which during his tenure became the largest conservation organization in the state. He also chaired the committee that created *Conservation by Design*, the framework that now guides the conservancy's work in 29 countries. Mr. McCormick is a member of the Harvard University Dialogue Group Advisory Panel and the advisory board of the University of California at Berkeley College of Natural Resources. Mr. McCormick holds a B.S. in agricultural economics from Berkeley and a J.D. from the University of California Hastings College of Law.

Harry P. Pachon is president of The Tomás Rivera Policy Institute at the University of Southern California, which advances critical, insightful thinking on key issues affecting Latino communities. He is also a professor of public policy in the School of Policy, Planning and Development. In 1997, Dr. Pachon served as a member of the President's Advisory Commission on Educational Excellence for Hispanic Americans. Dr. Pachon is a founding board member and past executive director of the National Association of Latino Elected and Appointed Officials Educational Fund and currently serves on the board of directors of The John Randolph Haynes Foundation. Dr. Pachon has authored over 20 articles and journals, and co-authored three books on U.S. Latino politics and political behavior. Dr. Pachon received his B.A. and M.A. in political science at California State University of Los Angeles and earned his Ph.D. in government from the Claremont Graduate School.

Ronald Richard is president of The Cleveland Foundation, which is dedicated to enhancing the quality of life in Greater Cleveland. Previously, Mr. Richard was chief operating officer and managing partner of In-Q-Tel, the CIA's venture capital fund, and spent 13 years at Matsushita Electric (Panasonic). Early in his career, he was a U.S. diplomat, serving at the American Consulate General in Japan, at the U.S. Department of State, and in San Francisco as a Pearson Program Fellow. Mr. Richard serves on the board of trustees of Spelman College and the board of advisors of the Landegger Program in International Business Diplomacy at Georgetown University's School of Foreign Service. Mr. Richard holds a bachelor's degree in history from Washington University in St. Louis and a master's degree in international relations from the Johns Hopkins University.

Celia Roady is a tax partner in the Washington, D.C., office of Morgan, Lewis & Bockius LLP. Ms. Roady's practice focuses on tax-exempt organizations and she has published extensively in various journals on exempt organizations. She chairs the annual conference on "Representing and Managing Tax-Exempt Organizations," sponsored by the Georgetown University Law Center and is a frequent speaker at other nonprofit conferences and symposia. Ms. Roady is a past chair of the Exempt Organizations Committee of the ABA's Taxation Section and currently serves as the section's vice chair of communications. She received her law degree from Duke University and her LL.M. from Georgetown University.

Joan Wise is general counsel to AARP, representing the organization in legal matters in order to protect AARP's image, name, programs and services. Ms. Wise joined AARP as an attorney in 1987 and served as associate general counsel before assuming the position of general counsel in April 1999. Prior to coming to AARP, she was a staff attorney to the attorney general of Maryland, as well as an assistant attorney general for consumer protection in the attorney

general's office. She is a member of the bar in Washington, D.C., Maryland, and the Supreme Court of the United States. Ms. Wise holds a B.S. in education from the George Washington University, an M.A. in remedial reading from the University of California, and a J.D. from the Georgetown University Law Center.