

THE NONPROFIT TIMES POWER & INFLUENCE TOP 50 '16

Making The A, B And C-Suite Work Distinguishes These Executives

BY PAUL CLOLERY

If you ask nonprofit executives the one thing about which they feel certain during 2016 the answer surely would be uncertainty. Here's the list: A presidential election that probably will resemble *Ali v. Frazier I*; Bond and stock exchanges moving inversely to their historic norms; and, Rapid and some might offer rampant change in the C-Suite, with marquee names coming and going.

Managing a nonprofit, let alone innovating, is a tall order. Mastering that balance between sustainability and change is why these 50 executives have been selected for the 2016 *NPT Power & Influence Top 50*.

Benjamin Franklin is quoted as having said: "When you're finished changing, you're finished." The charitable sector is changing and the evolution is speeding up. There is no doubt that the charitable sector will look very different within a decade. The "social entrepreneurship" being practiced surely will eclipse the current donor and service delivery model.

Many nonprofit executives are unfortunately ignoring the sector's past battles and that will impact growth and evolution. The executives represented on these pages understand from where the sector has come and where it must go in an era when instant results are required of leaders.

The 2016 honorees were selected from a group of roughly 300 top executives. A committee of *NPT* staff, contributors and a few executives plugged into executive movement were involved in the selection process. This is not a lifetime achievement award. An executive must have had an impact during the previous 12 months.

There is quite a bit of turnover in this catalog of the sector's big brains. There are 16 new honorees on the 2016 honor roll and nine executives who are returning to the list after a short hiatus when coming up with some new ideas that are moving the charitable needle.

The honorees and their guests will be feted in Washington, D.C., next month during the annual *NPT Power & Influence Top 50 Gala* at The National Press Club. One of the honorees will receive

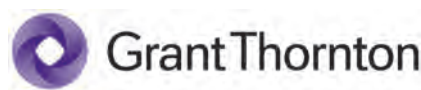
the *NPT Innovator of the Year* award. The evening always involves conversation between people who would not normally have the opportunity to interact.

These nonprofit executives understand the words of author Robert C. Gallagher: "Change is inevitable -- except from a vending machine."

Great executives know how and when to turn the page. It's a good idea to do that now. *NPT*

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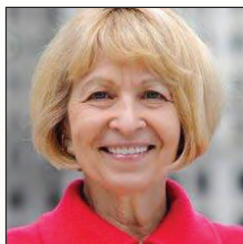
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Diana Aviv

Chief Executive Officer
Feeding America
Washington, D.C.

Relatively new to this job, she continues to be a sector insider with deep knowledge of which buttons to push for a desired outcome. Her years leading Independent Sector, and all of the egos, suits her well as she networks to build on the successes of one of the world's best food distribution networks and anti-hunger instigators.



Daniel Cardinali

President & CEO
Independent Sector
Washington, D.C.

While running Communities in Schools, Cardinali made a roughly \$50 million bet on organizational infrastructure to emphasize quality over scale and scaled back. It resulted in serving more students. Scaling has been a direction for IS. It's going to be an interesting ride with him there now and IS stakeholders should buckle up.

Scott Beale

CEO
Atlas Corps
Washington, D.C.

Beale is a blend of social entrepreneur and reverse engineer. He imports leaders from around the world to the U.S., instead of the other way around, influencing a broader worldview for the sector. His pipeline is embedded in important U.S. nonprofits.

Beale's efforts span four continents, intertwining nonprofits, government and business.



Emmett Carson

President & CEO
Silicon Valley Community Foundation
Mountain View, Calif.

As if running the \$4 billion philanthropy isn't enough, Carson is pushing for consolidation in umbrella organizations that's really starting to annoy some prominent people. Good. He has long been one of the sector's broader thinkers and has written about the often foolhardy nature of "collective impact."

Jeffrey L. Bradach

Managing Partner & Co-founder
Bridgespan Group
Boston, Mass.

Whether it is called "franchising" or "going to scale," Bradach's counsel is sought by the sector's major program implementers. It is not enough to triple successful output while reducing cost.

With organizational behavior and social enterprise as his foundation, he's not sitting at a desk dreaming in the abstract. He's getting his hands dirty, too.



Elizabeth Darling

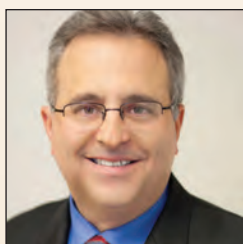
President & CEO
OneStar Foundation
Austin, Texas

There's little doubt that Darling is the nonprofit collaborator to see in the Lone Star State. Connected nationally, too, she's been able to avoid the political funding shoals to put together programs of impact. The Texas Connector interactive geographic information system for linking people and services is a national model.

Michael Brown

Co-Founder & CEO
City Year
Boston, Mass.

The 2015 recipient of Independent Sector's John W. Gardner Leadership Award, Brown continues to be the semi-apolitical voice for citizen engagement. He is an expert on organizational scaling and impact. He always asks the "so-what" question. It's about evidenced-based practices to get kids back on track.



Azzedine Downes

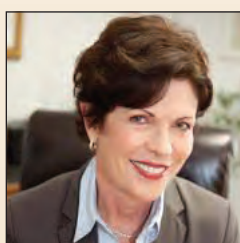
President & CEO
International Fund For Animal Welfare
Yarmouth Port, Mass.

Downes told an interviewer his favorite Twitter feed is Weird Things To Know because it helps him find new angles for problem solving. IFAW went after the largest e-commerce sites and changed standards regarding endangered animals. His local partnerships and strategies are models for how international groups should work.

Nancy Brown

President & CEO
American Heart Association
Dallas, Texas

Brown capitalizes on opportunities using nontraditional methods. AHA has had consistent above-average sector growth while demonstrating an entrepreneurial, innovative bent. She is collaborative and has influence on national health policy, once serving as chair of the National Health Council and co-chairman of the Steering Committee of the Coalition to Transform Advanced Care.



Christine Essel

President & CEO
Southern California Grantmakers
Los Angeles, Calif.

Essel developed SCG into what she described as a "leadership hub." She smashed the cloistered concept, opening membership to government and consultants. Essel is coordinating many funders into action. Her Hollywood connections from her days at Paramount Pictures are shaking loose celebrity funding.

Phil Buchanan

President
Center for Effective Philanthropy
Cambridge, Mass.

One of his Tweets explains why Buchanan is on this list: "Measurement in NP sector will never be like measurement of for-profits. Can we please stop pretending otherwise? It's crucial but different." He was writing about the backward nature of foundation evaluation long before the criticism was mainstream.



Linda Perryman Evans

President & CEO
The Meadows Foundation
Dallas, Texas

You can fuel change when you have a bankroll of more than a half-billion dollars. The key is the model Perryman Evans has established for a community foundation enriching a neighborhood with services and support and thereby elevating a city and surrounding area. It's not about the money. She understands it's about the people.

Kathy Calvin

President & CEO
United Nations Foundation
Washington, D.C.

Calvin might not be everywhere and have her hand in everything but it certainly appears that way. Forget the \$1 billion bankroll. She's a respected voice for connecting nonprofits, business and government in pursuit of planetary well-being. Her collaborative ideas make a difference. In the international space she is a "lean in" leader.



Cynthia Figueroa

CEO
Congreso de Latinos Unidos
Philadelphia, Pa.

Government, donors and other nonprofits want outcomes measured differently. Figueroa and her team figured out how to make the data work for everyone. It starts with performance management culture versus project-by-project assessment. She also had a key role organizing service agencies to smash the Pennsylvania budget impasse.

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James Firman

President & CEO
National Council on Aging
Arlington, Va.

Many in the aging community describe Firman as an entrepreneur and leader on innovation in services, programs, and public policies. Setting goals that are specific, achievable and targeted, few hold themselves so specifically accountable and have had their hands in so many areas of regulation and legislation resulting in impactful change.



Jacob Harold

CEO
GuideStar
Washington, D.C.

Harold makes GuideStar more relevant with each day. He launched an Impact Call, similar to a public company's earnings call and broke new ground in nonprofit transparency. Harold is evolving GuideStar into a vital data clearinghouse and is attracting funding from the largest philanthropies to make it happen.

Brian Gallagher

President & CEO
United Way Worldwide
Alexandria, Va.

Gallagher made UWW the Starbucks of the sector with 1,800 local affiliates in 45 countries and territories that might as well be franchises. Local impact backed by international muscle mobilizes charities, business and government around core community elements and puts him on the world economic stage.



Stephen Heintz

President
Rockefeller Brothers Fund
New York, N.Y.

Heintz was the instigator in several large philanthropies divesting portfolios of fossil fuel investments, the founding financial of their own organizations. He's recognized worldwide as an advisor for constructing civil societies in emerging democracies. And, Heintz has led the boards of advocacy groups such as Independent Sector.

Bill Gates

Co-Founder
Bill & Melinda Gates Foundation
Seattle, Wash.

There are few all-consuming philanthropies and Gates' cash and ideas ignite the largest of them. On transparency leadership, peer-reviewed published research funded by the foundation is open to all. It's about problem solving (a microbial fuel cell that converts human waste into electricity) and philanthropy learning to be better.



Eileen R. Heisman

President & CEO
National Philanthropic Trust
Jenkintown, Pa.

There is no more public and persuasive advocate of the donor-advised fund than Heisman. It is her thinking that really opened the concept to international philanthropy. She understands the tension between donors (who she protects like a mama bear would her cubs), nonprofits and institutional donors.

John H. Graham IV

President & CEO
ASAE/The Center for Association Leadership
Washington, D.C.

Graham is pushing the international envelope with an Asia Pacific expansion while already representing 9,300 organizations with 21,000 association executive members across globe. He runs one of the top lobbying shops in D.C., and is breaking ground with a diversity and inclusion agenda that includes an online diagnostic tool.



Susan Desmond-Hellmann

CEO
The Bill & Melinda Gates Foundation
Seattle, Wash.

It is Bill & Melinda money but she has brought internal focus to what often was considered chaos. She has touted precision at her many high-profile professional stops. A medical doctor, she is moving the foundation from funder to a change maker in world health.

Michael Green

Executive Director
Social Progress Imperative
Washington, D.C.

The Social Process Index is gaining worldwide attention with Green leading the discussion on re-imagining how to measure human progress, not through GDP but through equality, health and safety. It's about bringing businesses, governments and civil society together. It has gone from an index to a movement.



Melanie L. Herman

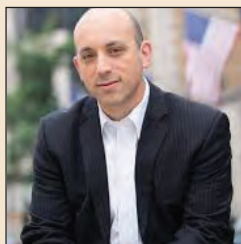
Executive Director
Nonprofit Risk Management Center
Leesburg, Va.

Herman is the last word when it comes to sector risk assessment. Her fingerprints are on the risk plans of the nation's largest service organizations. Also a busy writer on the topic, her insights have changed the way many of the sector's top managers think about the looming world around them – and it isn't all dark clouds.

Jonathan Greenblatt

National Director & CEO
Anti-Defamation League
New York, N.Y.

Greenblatt is a serial social entrepreneur whose many original concepts landed him a job at the White House and now at ADL. He is unafraid and took on presidential candidates. When Donald Trump made controversial statements, Greenblatt convinced the ADL board to publically redirect the mogul's previous giving to anti-bias campaigns.



Dara Richardson-Heron, M.D.

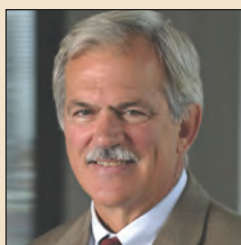
Chief Executive Officer
YWCA USA
Washington, D.C.

YWCA USA regained its position as one of the nation's strongest advocates for women, eclipsing some of the other name-brand groups. Richardson-Heron is the reason. She's broadened the mission, reorganized the internal structure, and in the process has a turnaround showcase. Well-being is more than health. It's also financial for her clients and her organization.

Paul Grogan

President & CEO
The Boston Foundation
Boston, Mass.

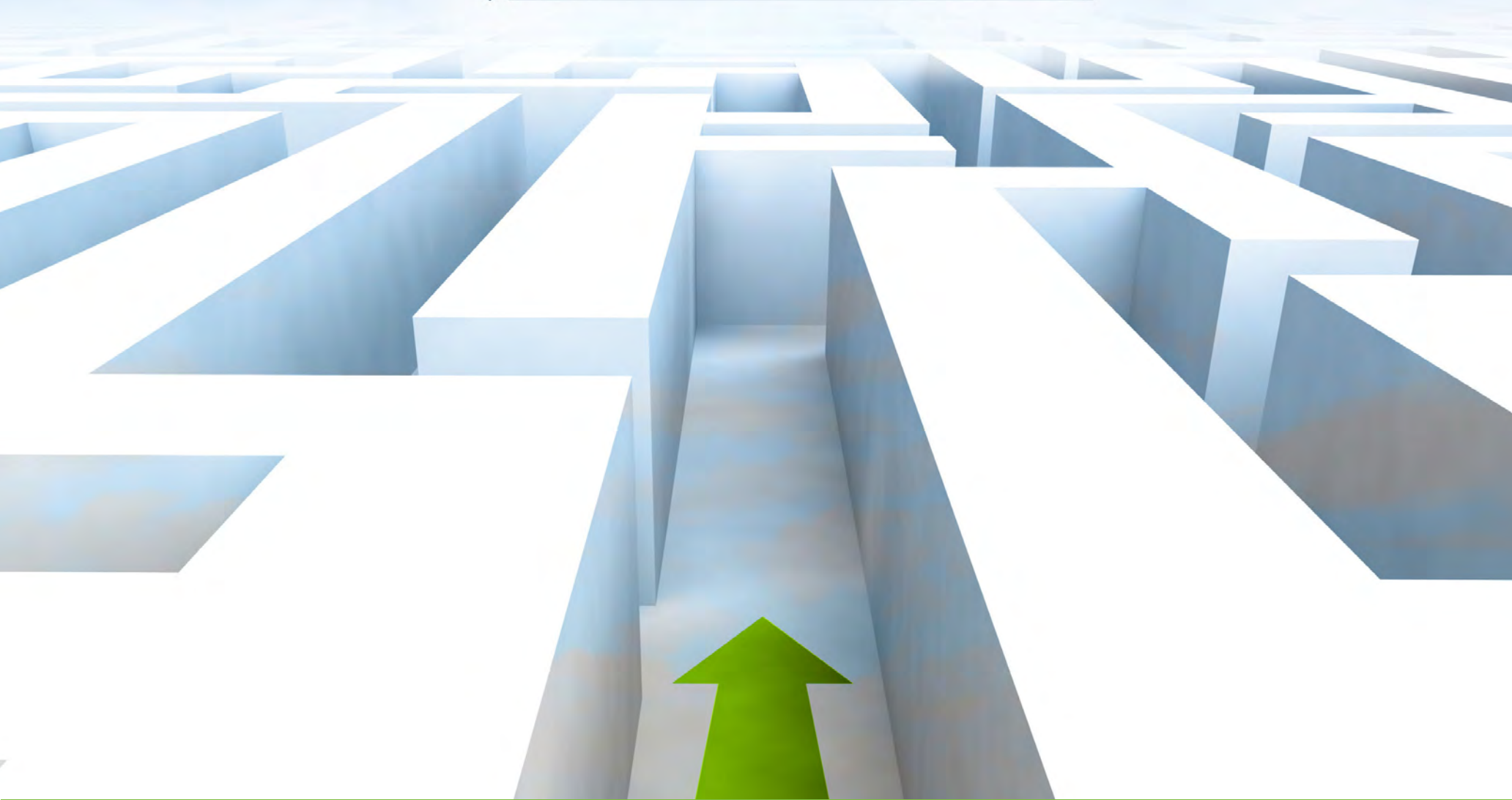
There is little doubt that Grogan has mentored some of the most impactful sector leaders. He believes in cities and communities and how leadership can change lives. He is marshalling Boston's nonprofits to attack the opportunity gap. He embodies the concept of civic leader, albeit a really, really well-heeled one.



JoAnn Jenkins

Chief Executive Officer
AARP
Washington, D.C.

You've heard of executives who turn an organization inside out. How about an entire generation? The way she has revolutionized the image of those 50 and older has changed service delivery, employment, education, client acquisition, and strategy at nonprofits. AARP is about social impact, not discounts, because of her.



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Paula Kerger

President & CEO
PBS
Washington, D.C.

Forget for a moment she is to blame for America's addiction to "Downton Abbey." The digital platforms she has championed since taking over in 2007 resulted last year in 5 billion video views. Connected to 350 member stations, she is leading the change in the way information is delivered and consumed and how arts groups generate income.



Risa Lavizzo-Mourey, M.D.

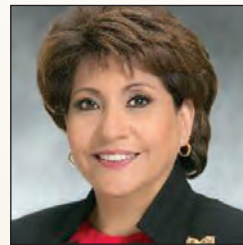
President & CEO
Robert Wood Johnson Foundation
Princeton, N.J.

Lavizzo-Mourey and RWJF identify their priorities, best partners and then bring wine and cheese to the party. Other foundation leaders aren't as good at these three things. She is a brilliant, international strategist and effective team player who would be a shoe-in for surgeon general if the pay scale were better.

John List

Homer J. Livingston Professor of Economics
University of Chicago
Chicago, Ill.

List's field study of philanthropic behavior is catching the eyes of academics and practitioners across the sector. Some of the suggestions can be challenged, such as whether or not research had already been done on a topic. But the depth of the research and writing has created a buzz particularly regarding high capacity donors.



Janet Murguía

President & CEO
National Council of La Raza
Washington, D.C.

Murguía is the undisputed leader of Hispanic civil rights and advocacy. She is a person no political leader will cross. Murguía has the legislative chops to get laws passed and, more importantly, to block them. Nothing moves on immigration, education, employment and the economy and health care without her.

Sr. Donna Markham

President & CEO
Catholic Charities USA
Alexandria, Va.

Sr. Donna has a long, noisy history in every stop along her career. She is working to break the image of Catholic Charities as solely a major emergency relief organization. Her belief in "participative governance" is bringing unlikely partners to the table and changing how this \$4.5 billion behemoth operates and collaborates.



Sally Osberg

President & CEO
Skoll Foundation
Palo Alto, Calif.

Osberg is the drum major for just about every social entrepreneur organization that means anything. She founded the influential Skoll World Forum on Social Entrepreneurship and is a founding board member of the Social Progress Imperative and Index. In her words, it's about "bold ideas" and "an emphasis on the plural, not the singular."

Tim McClimon

President
American Express Foundation
New York, N.Y.

McClimon doesn't see corporate social responsibility and filling the pipeline for next generation leaders as separate goals. His views on talent investment is what drives AmEx's nonprofit leadership initiatives and his work as lead faculty member for the Institute for Corporate Social Responsibility at Johns Hopkins University instructs others in the mantra.



Wayne Pacelle

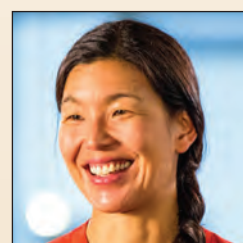
President & CEO
Humane Society of the United States
Washington, D.C.

Civil rights advocates can learn a few things from what he is doing for animal rights. He is one of the most effective and articulate advocates for any cause. He is also one of the behind-the-scenes leaders in the fight to help donors understand fundraising costs and the often inappropriate negative impact ratios have on giving.

Carolyn Miles

President & CEO
Save The Children
Fairfield, Conn.

STC is on the front lines of battling the Zika virus in Central and South America because Miles can spot a child in trouble and can develop a plan that finds an intersection of value for nonprofits and for-profit partners. She's the first to say NGOs can't do it all, and develops a plan with partners to do just that.



Ai-Jen Poo

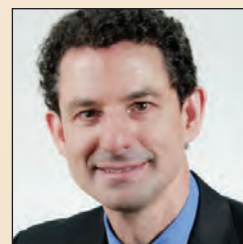
Director
National Domestic Workers Alliance
New York, N.Y.

There are 3 million people in the home care workforce and at least 1.8 million more are needed in the next decade. Poo is leading the "The Age of Dignity" via social change movement. She is a dealmaker between nonprofits, for-profits and government as she leads three initiatives to change the way healthcare is delivered.

Clara Miller

President & Director
F.B. Heron Foundation
New York, N.Y.

Forget that Miller is a member of the U.S. Advisory Committee to the G8 on impact investing. Well, you really can't forget that. She's often initially the holder of minority opinions, turning out to be correct a majority of the time. She is pushing foundation leaders to match resources with modern needs and push payout to more than 5 percent.



Douglas Rutzen

President & CEO
International Center for Not-for-Profit Law
Washington, D.C.

Rutzen has worked in 100 countries to help develop the legal framework for civil society and public participation. He is correctly warning of the danger to cross-border philanthropy and the incorrect correlation of philanthropy with terrorism. He's a leader combating legislative constraints on civil society.

Marc H. Morial

President & CEO
National Urban League
New York, N.Y.

Voter suppression, inequity, minimum wage, economic development and education are all toppers on the list of nonprofit issues and Morial is going after all of them. He's led initiatives such as the National Urban League Empowerment Fund, which has pumped almost \$200 million into urban impact businesses. He also has a spot on the International Civil Rights "Walk of Fame."



Reshma Saujani

Founder & CEO
Girls Who Code
New York, N.Y.

It is rare that the leader of such a new organization (2012) makes the list. But when you teach 40,000 kids to code in just a couple of years and your concept is being ripped-off -- err, duplicated -- by other organizations, you've made a powerful impact. STEM isn't a buzz phrase to Saujani. It's the future.

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David Springer

Director

RGK Center for Philanthropy and Community Service
LBJ School of Public Affairs, Austin, Texas

It is rare that faculty and students at a nonprofit academic center get their hands this dirty and have serious impact. Springer keys the center's work in "Restore Rundberg," an effort to turn around the highest crime area in Austin. They are finding viable, measureable solutions from research and data, the results of which can be replicated.



Anne Wallestad

President & CEO
BoardSource
Washington, D.C.

A BoardSource CEO hasn't been on the list since 2002. Wallestad has this vital organization turned around and providing contemporary services to boards such as mapping trends, transparency, recruitment and advocacy. Boards are vital and she has put this resource back on its feet as an underpinning for the sector.

Kelvin Taketa

President & CEO

Hawaii Community Foundation
Honolulu, Hawaii

Many executives expect government to fund projects. It was the other way around when Taketa and his team invested in the Hawaii's technology capacity to speed benefits delivery. Taketa was directing unrestricted money to nonprofits before anyone else thought it was a good idea. It's all about the triangle of partnerships.



Amy Sample Ward

CEO
Nonprofit Technology Network
Portland, Ore.

Her personal website reads: "another voice in the conversation." That's the understated way she rolls. She runs the most important tech conference in the space while pushing for digital equity, community driven engagement and lasting impact. She's a tech gearhead, but it's really about inviting a community into mission.

Henry Timms

Executive Director

92nd Street Y
New York, N.Y.

Timms is looking for the next big idea (generally technology-driven) for the 92nd Street Y that can be replicated sector wide.

There's #GivingTuesday, his co-founding to the Social Good Summit and other ventures. If you haven't read "Understanding New Power," which he co-wrote, you need to stop what you are doing and get a copy.



Kevin Washington

President & CEO
YMCA of the USA
Chicago, Ill.

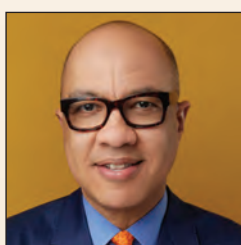
This semi-new guy is storming the sector and is already a force. Washington has been in the top job barely a year but in the Y system 37 years. He knows how it works in every neighborhood and is using the Y's muscle to form partnerships with other national and local groups. He's quickly secured important nonprofit and political allies.

Darren Walker

President & CEO

Ford Foundation
New York, N.Y.

Walker flipped strategic philanthropy at major foundations on its head and the concept might not recover. Good. Ford has always been about fighting inequity. His articulation of focus is reformatory. His writing on the reshaping of grantmaking and their grantees is required reading for all nonprofit executives.



Sam Worthington

CEO
InterAction
Washington, D.C.

Worthington works in a world where there are crisis, in his words, "that demand a political solution but the political solution isn't happening." He pushes his more than 200 members to recognize the advocacy role of large NGOs as catalysts and for building local capacity. It's about integrating humanitarian and development elements.

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Grant Thornton understands that success is built on more than just talent; it takes passion and perseverance to achieve the vision for a better future.

On behalf of the partners and professionals of Grant Thornton's Not-for-Profit and Higher Education practices, we wholeheartedly commend the 2016 Power & Influence Top 50 honorees for their leadership and impact on the sector.

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THE NPT POWER & INFLUENCE TOP 50 HALL OF FAME 1998 - 2016

Edward H. Able Jr.: 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005	Robert Egger: 2006, 2007, 2008, 2009	Barbara Kibbe: 2000, 2002	Ronald B. Richard: 2010
Alan Abramson: 1999, 2000, 2001	Pablo Eisenberg: 1998	Vanessa Kirsch: 2013	Cecile Richards: 2011, 2012
Jimmie R. Alford: 1998, 1999	David Eisner: 2001, 2002, 2006, 2007, 2008	William H. Kling: 2007	Dorothy S. Ridings: 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005
Fred J. Ali: 2009	Jed Emerson: 1998, 2000	Marguerite Kondrake: 2008, 2009, 2010	Rebecca W. Rimel: 1998, 1999, 2000, 2007, 2008, 2013
Audrey Alvarado: 2001, 2002, 2003, 2004, 2006, 2007	Karl Emerson: 2001, 2003, 2006	Wendy Kopp: 2008, 2009	Judith Rodin: 2012, 2013
Chris Anderson: 2013	Sara L. Engelhardt: 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007	Alice Korngold: 2000, 2002, 2003, 2004	Anthony D. Romero: 2013
Nan Aron: 1999, 2002, 2003, 2004, 2005, 2006	Vicki Escarra: 2010, 2011, 2012	Gara LaMarche: 2008, 2009	Mark Rosenman: 2000
Robert Ashcraft: 2012	Christine Essel: 2016	Sr. Georgette Lehmuth: 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014	Holly Ross: 2009, 2010, 2011, 2012
Diana Aviv: 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016	Linda Perryman Evans: 2010, 2015, 2016	Christine W. Letts: 2003	Robert K. Ross: 2014
Putnam Barber: 1998, 1999	Mark Everson: 2005, 2006, 2007	Gregory Lewis: 2013, 2014, 2015	Douglas Rutzen: 2014, 2015, 2016
Gary Bass: 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2010	Lewis M. Feldstein: 2008	Valerie S. Lies: 2005, 2012	Ann Mitchell Sackey: 1998
W. Todd Bassett: 2005	Cynthia Figueroa: 2016	John List: 2015, 2016	Lester M. Salamon: 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007
Scott Beale: 2016	James Firman: 2012, 2013, 2014, 2016	Lindy Litrides: 1998	David Saltzman: 2009, 2010, 2011, 2012
Betty S. Beene: 1998, 1999, 2000	Joel L. Fleishman: 2000, 2002, 2003	William Lockyer: 2004, 2005	Thomas Saenz: 2014, 2015
Frances Beinecke: 2007	Marc Freedman: 2010	Roger Lohmann: 2007	Rabbi David Saperstein: 2014
Daniel Ben-Horin: 2004, 2005, 2006, 2007	Millard Fuller: 2000, 2001, 2002, 2003	Michael L. Lomax: 2011, 2012	Adrian Sargeant: 2010
Lucy Bernholz: 2013	Israel L. Gaither: 2006, 2007, 2008, 2009, 2010	Robert F. Long: 1998, 1999, 2000	Reshma Saujani: 2016
Peter V. Berns: 2000, 2002, 2003, 2004, 2005, 2015	Brian Gallagher: 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016	Nancy Lublin: 2011, 2012, 2013, 2014	William Schambra: 2013
Susan V. Berresford: 1998, 1999, 2000, 2001, 2002, 2003, 2005, 2006, 2007	Bill Gates: 2000, 2001, 2002, 2003, 2004, 2005, 2009, 2011, 2012, 2013, 2014, 2015, 2016	Kelly Lucas: 2011	Paul G. Schervish: 2000, 2001, 2002, 2003, 2004
Charles Best: 2013, 2014	Melinda Gates: 2006, 2008, 2010	Terri Ludwig: 2014	Arthur "Buzz" Schmidt Jr.: 2000, 2001, 2002
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