



The Peter F. Drucker Foundation
for Nonprofit Management

*Celebrating Ten Years of
Social Sector Leadership
and Achievement*

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Vision for the Foundation 2010

The Drucker Foundation will chart the future path for the social sector to become the equal partner of business and government in developing responsible leaders, caring citizens, and a healthy, inclusive society. The Foundation will bring the best leadership and management voices from across the world to people of the world with a focus on providing social sector organizations with the ideas and tools that enable them to better serve their customers and communities.

The Drucker Foundation will realize this vision by:

- 1 **Spotlighting** social sector innovations and teaching the generic lessons of leadership and management to all three sectors.
- 2 **Packaging** knowledge and experience into tools for social sector leaders in critical areas such as: fund development, marketing, volunteer management, collaboration, self-assessment, innovation, and measuring results.
- 3 **Focusing** social sector leadership's attention on the customer's best interest as the sector consolidates, collaborates, and evolves into new organizational forms.
- 4 **Persuading** organizations to adopt the imperatives of collaboration, diversity, and working together as the means to realize their full potential.
- 5 **Tracking** the evolving state of social sector leadership, and communicating progress and the opportunities and challenges that lie ahead.

Approved by the Board of Governors, May 15, 2000

It has been an exuberant decade as the Drucker Foundation has moved beyond its own walls and given voice to social sector initiatives. In our first ten years of service, the Drucker Foundation has furthered the mission of the entire social sector—to change lives—by furthering its own mission *to lead social sector organizations toward excellence in performance*. Our leadership and management resources and publications, *Self-Assessment Tool* and workshops, conferences with world renowned thought leaders, Awards for Nonprofit Innovation, and Community Innovation Fellows Program, have helped us lead in this effort. The Vision for the Foundation 2010 sets our direction for the next ten years.

Since its founding, the Foundation has served as a broker of intellectual capital, bringing together the greatest thought leaders, consultants, authors, and practitioners in the world with leaders of non-profit, voluntary organizations. The Foundation has provided resources to leaders in the business, government, and social sectors, and fostered partnerships across these sectors.

We have seen the best led and managed social sector organizations move from expecting to have their good intentions rewarded to holding themselves accountable for results. They no longer see themselves as junior members but know they are equal partners of business and government. It is only through equal partnership in these new collaborations across sectors that we can build the healthy, inclusive society our people deserve. Today, the private sector learns from the examples of leaders in the social sector.

In 2000, our tenth year, we continued to make strides in leading the social sector. In May, the Board of Governors created a *Vision for the Foundation 2010* (see opposite page). The Foundation has begun work to realize this vision and its five goal areas. *Highlights of 2000* provides our accomplishments to achieve these goals. Some of the highlights include: publication of *The Collaboration Challenge*, by Dr. James E. Austin, for which a video, workbook, and workshop will be developed in 2001; a Director of Engagement position, funded by the Mandel Foundation, was created to facilitate the distribution and use of the *Self-Assessment Tool*.

The Foundation is charting the future path for the social sector with its use of the Internet. Our Web site, which offers almost 1,000 pages of information, doubled its visits to 700,000, and we expect to surpass one million visits in 2001. At the invitation of Bright China Management Institute, a Foundation team presented seminars in three cities in China on Managing the Mission for the 21st Century.

We begin our transition into the Foundation's second decade with a new President and CEO. We are eager—with your participation and support—to achieve our goals, realize our vision and further the mission to lead social sector organizations toward excellence in performance.

Frances Hesselbein

Frances Hesselbein
Chairman and Founding President

Rob Johnston

Rob Johnston
President & CEO



Frances Hesselbein



Rob Johnston

The highlights of 2000 indicate our efforts to achieve the goals of our Vision 2010. Many programs support more than one of the goal areas.

Spotlighting social sector innovation and teaching the generic lessons of leadership and management to all three sectors.

The 2000 **Peter F. Drucker Award for Nonprofit Innovation** was presented to San Francisco's SAGE Project Inc. in recognition of its *Peer Educator Training Program*. SAGE Project's mission is to assist women and girls who have experienced sexual exploitation, assault, and trauma to build independent and productive lives free from violence and abuse. In the peer education model, former prostitutes and addicts lead others toward the changes they require. In the last four years, SAGE Peer Educators worked with over 7,000 women and girls with 700 of them leaving prostitution and reclaiming their lives. In addition, through a customer re-education program known informally as "the John School," over 4,000 men confronted the dangers of prostitution to their families, themselves, and the women and girls they pay for sex, with only 14 being re-arrested. The Peer Education program serves as a model of how an organization can forge cross-sector partnerships to create a peer-training program that promotes safety and independence for women and girls. It truly is transforming lives.



Frances Hesselbein, Tracey Helton, SAGE, Peter F. Drucker, Norma Hotaling, Executive Director of SAGE, and Geneva B. Johnson.

The **Frances Hesselbein Community Innovation Fellows Program** continues to provide innovative social sector leaders with leadership learning opportunities. The 1999–2000 class of Hesselbein Fellows concluded their year of activities in October at the 2000 Fall Leadership Conference where the Fellows made presentations in breakout sessions. Highlights of the Fellows Program included the individual mentoring program (the mentors for the 1999–2000 class were Joel Barker, William Bridges, Robert Buford, Thomas Gilliam, and Iain Somerville); a visit to the Foundation in New York where Fellows participated in a day of leadership training and a communications seminar with James Peterson, Senior Vice President, Training and Leadership Development, Mutual of America; and attendance at the 2000 Organization of the Future Conference.

The 2000-2001 Hesselbein Community Innovation Fellows

Eric Bachrach
Executive Director
Community Music
School of Springfield
Springfield, MA

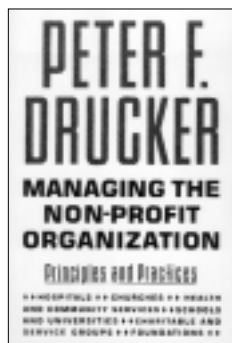
R. Mark Davis
Executive Director
Renew America
Washington, DC

Douglas Shenson, MD, MPH
Executive Director
SPARC—Sickness Prevention
Achieved through
Regional Collaboration
Newton, MA

Pamela Winters-Colbert
Executive Director
Girls Inc. of Chattanooga
Chattanooga, TN

1990

- Founding by Frances Hesselbein, Robert Buford, John McNiece, and Richard Schubert
- Peter Drucker's *Managing the Nonprofit Organization* published.



1991

- First Drucker Award to Judson Center, Royal Oak, Michigan for *Living in Family Environments Program*.
- First Foundation conference, Showcase on Innovation. Speakers include: Max De Pree, Peter F. Drucker, Dudley Hafner, Bill Hybels, Geneva B. Johnson, and David Jones.

1992

- Foundation sponsors two conferences. Speakers include Warren Bennis, Max De Pree, Peter F. Drucker, Thomas Gilmore, Fred Harmon, Regina Herzlinger, Frances Hesselbein, Michael Josephson, Philip Kotler, Bill Pollard, and Len Schlesinger.
- Series of four video teleconferences sponsored by the Lilly Endowment.



R. Mark Davis, Frances Hesselbein, Pamela Winters-Colbert, Eric Bachrach, and Douglas Shenson.

The 2000–2001 class of Frances Hesselbein Community Innovation Fellows was selected in June 2000 and was officially introduced at the Foundation's Fall conference in October, 2000.

The Drucker Nonprofit **Innovation Discovery Site** was enlarged with entries from 1998 and 1999. The **Innovation of the Week** email notice had an annual circulation of 150,000. To subscribe, go to www.drucker.org/subscribe/.

A Foundation team presented sessions in **International Seminars** in three cities in China at the invitation of the Bright China Management Institute. Frances Hesselbein made presentations in Switzerland, Denmark, and Canada.



Dr. James E. Austin, Harvard Business School, and author of *The Collaboration Challenge*, leads a workshop on collaboration at the Fall Conference.

Packaging knowledge and experience into tools for social sector leaders in critical areas such as: fund development, marketing, volunteer management, collaboration, self-assessment, innovation, and measuring results.

The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances, a book by Dr. James E. Austin was published. Frances Hesselbein and John C. Whitehead wrote the Foreword. A workbook, workshop and video are under development with lead funding from the W.K. Kellogg Foundation.

Four issues of the Foundation's quarterly leadership journal **Leader to Leader** were published. Thought leaders contributing include: Peter F. Drucker, Claire L. Gaudiani, Sally Helgesen, Robert Knowling, Anita Roddick, and Peter M. Senge.

Special Recognition Programs

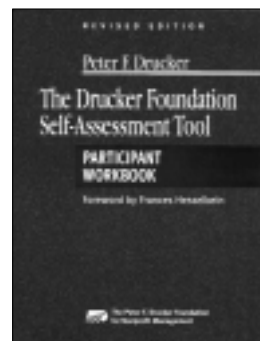
The Foundation provided two organizations with special recognition for their innovative programs.

KaBOOM! was recognized for its *Playground Institute*. *Playground Institutes* are two-day conferences that provide community leaders with an overview of the community-building process and hands-on experience building a playground. KaBOOM! built 216 playgrounds—more than half of which are the result of partnerships developed and training received at Playground Institutes.

Knowbility Inc. was recognized for its *Accessibility Internet Rally (AIR)*. *Accessibility Internet Rallies* are awareness and community-building programs that harness the skills of entrepreneurial high-tech businesses and put them to work by creating accessible Web sites for nonprofit organizations. Through *AIR*, forty nonprofit organizations have Web sites incorporating design features that enhance Internet accessibility for the hearing-, sight-, and motor-impaired.

1993

- *Parish Partnership Transitional Housing Program* of Lutheran Family and Children's Services of Missouri, St. Louis, wins Drucker Award.
- Drucker and W.K. Kellogg Foundations present Salzburg Seminar on managing nongovernmental organizations for 54 Fellows from 34 nations.
- First joint conference with The Conference Board. Speakers at conferences this year include: Clifford Alexander, Peter F. Drucker, James Heskett, Frances Hesselbein, Rosabeth Moss Kanter, Jon Katzenbach, Bill Pollard, Mary Rose Main, Peter Sealey, and Doug Smith.
- First edition of Drucker Foundation *Self-Assessment Tool* published.
- Innovation Award to *Project Teamwork* of the Center for the Study of Sport in Society, Northeastern University, Boston, Massachusetts.



Leading in a Time of Change: What it Will Take to Lead Tomorrow, a video conversation with Peter F. Drucker and Peter M. Senge, with an introduction by Frances Hesselbein, was developed. The video and workbook are packaged as a training tool, published in early 2001.

The Foundation began development of a new book, *Leading for Innovation: Organizing for Results* to be published in Fall 2001.

Focusing social sector leadership's attention on the customer's best interest as the sector consolidates, collaborates, and evolves into new organizational forms.

Over 60 Drucker Foundation **Self-Assessment Tool** for Nonprofit Organization Workshops were presented across the country to over 5,000 nonprofit leaders and facilitators. The Mandel Foundation provided funding to enhance the *Self-Assessment Tool* workshop program and fund a new position of a Director of Engagement (Mandel Fellow) to further market the *Tool* workshops.

Persuading organizations to adopt the imperatives of collaboration, diversity, and working together as the means to realize their full potential.

The Drucker Foundation's October 2000 **Leadership and Management Conference** *Achieving New Dimensions of Performance: Leading*



Learning and Innovating to Change Lives, in Dallas, Texas attracted 455 leaders from 18 countries and all three sectors with 85 Fellows from 12 organizations. 95 percent of the evaluations received expressed a very satisfied/satisfied rating.

Kenneth Kirschner, Iain Somerville, Frances Hesselbein, Richard Ciecka, and Chairman Shao Ming Lo, address the audience at a Seminar in China.

The Foundation co-sponsored the February 2000 Organization of the Future Conference with The Conference Board, in New York City, with 300 participants from all three sectors, and 40 percent from the social sector.

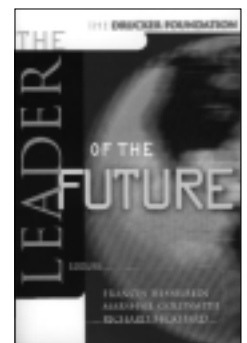
The Foundation continued its efforts to build a viable and sustainable organization. Development efforts resulted in new partnerships and commitments. The Friends and Supporters section on page 8 lists the Foundation Partners and those who provided major gifts and in-kind support.

1994

- Joint conference with the Aspen Institute. Speakers for 1994 conferences include: Marshall Goldsmith, Charles Handy, Sally Helgesen, James Joseph, Philip Lader, Sara Meléndez, Jeffrey Pfeffer, and John Work.
- Drucker Award to *Community Schools Program*, the Children's Aid Society, New York City.
- \$1 Million Endowment for Innovation Award secured from Humana Foundation and twelve Award Founders.

1995

- Joint conference with Center for Creative Leadership. Speakers for this year's conferences include: Alan Andreasen, Norman Brown, Elaine Chao, Terrence Deal, Frances Hesselbein, Geneva B. Johnson, Philip Kotler, David Noer, John Seffrin, and Willie Williams.
- *ECO-O.K. Banana Project*, the Rainforest Alliance, New York City wins Innovation Award.





Peter F. Drucker responds to questions from the audience at the Fall Leadership Conference in Dallas, Texas.

Tracking the evolving state of social sector leadership, communicating progress, and the opportunities and challenges that lie ahead.

The **Foundation's Web site**, www.drucker.org, continued to expand throughout the year. Visitors per month grew from 48,000 in January to 65,000 in December. Total visits for 2000 nearly doubled to 700,000.

The Foundation launched its **Membership Campaign** at the Fall Leadership Conference in Dallas. A \$75 annual membership fee allows members to receive discounts on publications, and other benefits. See page 10 for details.

The **Foundation's media presence** included 45 placements featuring the Foundation and its programs and products in specialized nonprofit and mainstream print, electronic, radio, and television outlets. The highlight was a column "Thinking Great Thoughts Without Great Money" by Fred Andrews in the *New York Times*, January 12, 2000.

The Foundation mails its **communications** to over 23,000 individuals, who in 2000 received the *Drucker Foundation News*, and the *1999 Year in Review* annual report. The *News* shared content from the Foundation's programs, conferences, and publications, and highlighted examples of cross-sector partnerships.

1996

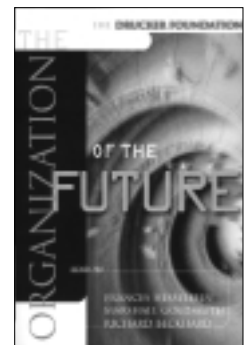
- *The Leader of the Future* published.
- *Leader to Leader* journal launched with Jossey-Bass Publishers.
- Innovation Award to Second Family Program, Lutheran Social Services of Illinois, Chicago.



- Fall Conference speakers include Edward W. Barnholt, Richard Ciecka, Peter F. Drucker, William Flynn, Frances Hesselbein, Kevin Kelly, Steven Kerr, Christine Letts, Hugh B. Price, Stratford Sherman, and Deborah Szekely.

1997

- *The Organization of the Future* published.
- Web site inaugurated.
- Frances Hesselbein Community Innovation Fellows Program started.



It is the support of our generous partners and contributors that enables the Drucker Foundation to continue bringing the best of leadership and management thought and practices to social sector leaders.

The Foundation is grateful to the following generous supporters and the many other friends who provide financial and volunteer contributions.

Multi-Year Partners

Anheuser-Busch
James Belasco
Robert Buford
Drake Beam Morin
Marshall Goldsmith
Edward D. Jones & Co.
Herman Miller Inc.
W. K. Kellogg Foundation
John A. McNeice, Jr.
Motorola
ServiceMaster
Texaco
Yamazaki Baking Co.

2000 Program Partners

Bright China Management
Institute

Collaboration Workshop
W. K. Kellogg Foundation

*Drucker Innovation
Award Video*
AT&T

*Leadership and
Management Conference*
Robert Buford
Marshall Goldsmith

*Self-Assessment Tool
Workshops*
Mandel Foundation
Target Foundation

2000 Major Gifts

David R. Beatty
Jack Bradt
William Bridges
Patrick Burns
Richard Cavanagh
Charitable Gift Fund
Max De Pree
Peter F. & Doris Drucker
C. Herbert Emilson
Christina Gold
Sidney E. Harris
Dudley Hafner
Frances Hesselbein
Lyda Hill
Kathleen J. Horsch
Geneva B. Johnson
Rob & Stacie Johnston
Michael S. Josephson
W.K. Kellogg Foundation
Anthony Kerr & Associates
Kenneth Kirschner
Frank D. Lanterman
Regional Center
LaSalle D. Leffall, Jr.
Dr. L.S. Lyons
University of Maryland
Foundation—M. Peacock
Dan Moore
Thomas J. Moran
National Benefits
Association
Iain Somerville
Jean M. Tennyson

1997

- Over 10,000 people participate in a *Nonprofit Leader of the Future* nationwide satellite seminar featuring Bobby Austin, Max De Pree, Peter F. Drucker, Frances Hesselbein, Michele Hunt, and Richard Schubert. Lead funding from Pew Charitable Trusts.
- Drucker Award to *Computer Clubhouse*, Computer Museum, Boston, Massachusetts.
- Fall Conference Speakers include: Bobby Austin, James E. Austin, Geneva B. Johnson, Patricia Lewis, David Mercer, Kash Rangan, Peter Senge, and Nadya Shmavonian.



1998

- *The Community of the Future* published.
- Frances Hesselbein awarded Presidential Medal of Freedom for accomplishments as CEO of Girl Scouts USA and the Drucker Foundation.



Major In-Kind Support

William R. Bonnell,
Bonnell Associates Ltd.
Murray Dropkin,
Dropkin & Company
Jossey-Bass Publishers
Frances Hesselbein
Kenneth Kirshner, Esq,
Kelley Drye & Warren
Mutual of America Life
Insurance Company

In-Kind Support

The following individuals wrote for, spoke for, served on a selection committee, or otherwise provided a valuable contribution to the Foundation's work.

James E. Austin
Sharon Bailey
Joel Barker
John C. Beck
Jeffrey W. Bennett
Gail Breslow
William Bridges
Richard Brown
Robert Buford
Gregory Bunker
Marjorie Bush
Claudia Byrnes
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Pam Gerber
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Christina Gold
Marshall Goldsmith
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Carole V. Rylander
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Peter Skarzynski
Douglas K. Smith
Nancy Tennant Snyder
Iain Somerville
William C. Steere, Jr.
Gary J. Stern
Patricia Stewart-Gordon

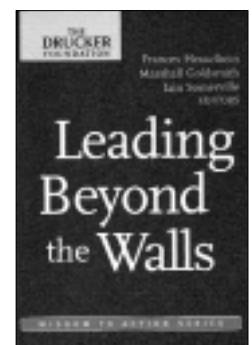
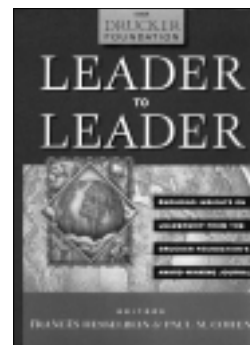
Donald N. Sull
Margo Sullivan
Kathleen Sutcliffe
Allison Thompson
Cathy L. Walt
Karl Weick
Tamara J. Woodbury
John W. Work

- *Joint Organization of the Future Conference with the Conference Board. Speakers at 1998 conferences include: Warren Bennis, Jim Collins, Peter F. Drucker, Esther Dyson, Frances Hesselbein, Michele Hunt, and Leonard A. Schlesinger.*

- *Times Square Jobs Training Program, Common Ground Community, New York City, wins Innovation Award.*
- *Leader to Leader wins Maggie Award for General Excellence.*

1999

- *Leader to Leader book published.*
- *Leading Beyond the Walls published.*
- *Drucker Award to California Transportation Training Institute, California Emergency Foodlink, Sacramento, California.*



Join the Drucker Foundation and Help Further the Mission and Change Lives

If you share the Drucker Foundation’s vision of a society that recognizes the social sector as the leading force in creating healthy and vibrant communities, and where the social, public and private sectors work in partnership for a better tomorrow, please join us in our efforts.

As a member, you will receive:

- weekly email updates on organizational innovation
- the Drucker Foundation’s quarterly newsletter
- access to over 250 national and international thought leaders
- a monthly members’ email message with news of the Foundation, suggested resources, and program opportunities
- complimentary copies of *Leader of the Future* with pre-paid shipping costs
- a member discount at the 2001 Annual Leadership Conference (November 12-13 in Los Angeles)

The Peter F. Drucker Foundation for Nonprofit Management is a 501(c)3 nonprofit, operating foundation. Our strength does not come from funding reserves or endowments. Our work “to lead social sector organizations toward excellence in performance” is made possible by individual,

corporate, and foundation gifts. As we serve those who serve, gifts to the Drucker Foundation also benefit diverse nonprofit organizations that are working to build strong families, healthy children, and cohesive communities.

The Foundation welcomes gifts of cash and securities for program support and general operations and is pleased to help you explore special opportunities such as tribute and memorial gifts, bequests, and gifts designated for specific projects. Multi-year partnerships and endowment gifts help sustain and ensure the future for the Foundation. Your commitment to the Drucker Foundation will play a critical role in the Foundation’s efforts to serve countless nonprofit organizations by bringing together thought leaders from all three sectors to inspire, educate and mentor the leaders of today and tomorrow.

For more information about the work of the Drucker Foundation—both how you can benefit, and how you can help—please write, call, or email us. We welcome your inquiries, feedback, and involvement. You can contact the Foundation to make a credit card gift by telephone or to request a donation envelope. You can also use the secure payment services of Paypal to make a contribution at our Web site.

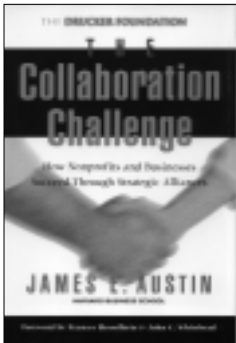
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Web: www.drucker.org

1999

- Conferences feature: Bobby Austin, Peter F. Drucker, Claire L. Gaudiani, Frances Hesselbein, C. William Pollard, Noel M. Tichy, and Margaret Wheatley.

2000

- *The Collaboration Challenge* by Dr. James E. Austin published.
- Drucker Award to Peer Educator Training Program, SAGE Project, Inc., San Francisco, California.



- Speakers at two conferences included: Jerome Adams, Nancy M. Barry, William Bridges, Peter F. Drucker, Christina Gold, Stedman Graham, Frances Hesselbein, Dee Hock, Beverly Kaye, Thomas Petzinger, Jr., Dorothy Ridings, Peter Senge, and Robert I. Sutton.

About The Drucker Foundation

The Peter F. Drucker Foundation for Nonprofit Management is named for and inspired by the acknowledged father of modern management. The Drucker Foundation furthers its mission by providing educational opportunities and resources.

Since its founding in 1990, the Drucker Foundation's special expertise and role have been to serve as a broker of intellectual capital, bringing together the greatest thought leaders, consultants and authors, in the world with the leaders of social sector voluntary organizations. By providing intellectual resources to leaders in the business, government, and social sectors, and by fostering partnerships across these sectors, the Drucker Foundation works to strengthen the social sectors of The United States and of nations around the globe.

What We Believe

The Foundation believes that a healthy society requires three vital sectors: a public sector of effective governments; a private sector of effective businesses; and a social sector of effective community organizations. The mission of the social sector is to change lives. It accomplishes this mission by addressing the needs of the spirit, the mind, and the body—of individuals, the community, and society. This sector also provides a significant sphere for individuals and corporations to practice effective and responsible citizenship.

What We Do

The Drucker Foundation is a 501(c)3 charitable organization that does not make financial grants; rather, its offerings include:

- The *Self-Assessment Tool*, the *Collaboration Challenge*, and workshops for nonprofit organizations;
- Conferences and video teleconferences featuring great thought leaders;
- Leadership and management resources and publications;
- The Peter F. Drucker Award for Nonprofit Innovation; and
- The Frances Hesselbein Community Innovation Fellows Program.

The Drucker Foundation Board of Governors

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Claremont Graduate
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Gloria Fahlikman
Executive Assistant

Phyllis Entzminger
Administrative Assistant

“The 21st century will be the century of the social sector organization. The more economy, money, and information become *global*, the more *community* will matter. And only the social sector nonprofit organization performs in the community, exploits its opportunities, mobilizes its local resources, solves its problems. The leadership, competence, and management of the social sector nonprofit organization will thus largely determine the values, the vision, the cohesion, and the performance of the 21st century society.”

Peter F. Drucker

Drucker Foundation 1999 *in Review*



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