

## STRENGTH IN COMMUNITY



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**OUR COMMON MISSION:  
TO PROVIDE MEANINGFUL ASSISTANCE AND SUPPORT  
TO SOCIETY, THE ARTS, AND THE ENVIRONMENT.**



# MACP PHILOSOPHY OF GRANTMAKING

**Our grantmaking reflects our values and Margaret Cargill's guiding principles and is always directed toward our mission and core purposes. We expect our grantmaking to have these characteristics:**

- We lead with our values, internally and externally.
- We partner with capable organizations that have demonstrated their ability to work successfully in our interest areas and in a manner consistent with our values. We look to our grantees as partners and co-learners.
- We provide meaningful support to strategic grantees.
- We support work in and with communities toward sustainable solutions.
- We pay special attention to underserved or low-attention areas, populations, or issues.
- We value and affirm the integration of all functions of the Philanthropies in our grantmaking.
- We make measurable impact on focused goals.
- We evaluate our work, reshape our approaches as we learn, share and apply our learning to future grantmaking.

**All this we do, not to bring recognition to ourselves, but to support our grantees in the work they do to provide meaningful assistance and support to society, the arts, and the environment, in a manner consistent with our founder's wishes and intent. Done well, this will distinguish us.**



## LETTER FROM THE PRESIDENT & CEO:

### A YEAR OF TRANSITION AND COLLABORATION



**TOP:** A green roof and garden make up a portion of the rooftop at the Philanthropies headquarters. This helps insulate the structure below and reduces stormwater runoff, which can contribute to erosion and poor water quality.





“Through the work of our partners, we strive to make a meaningful difference at the community level.”

**Margaret Cargill** cared deeply about making a difference in the lives of individuals and their communities. While philanthropy often focuses on effecting change at the policy level, Margaret Cargill’s giving was very much rooted in making a difference from the ground up.

For those of us who have the privilege of carrying out her work, this has at times posed a challenge: How do we have the greatest impact across varied interest areas around the world, while staying true to the wishes of our founder? As we learn more and more from our grantmaking, one way has become clear, and that is by strengthening communities.

Through the work of our partners, we strive to make a meaningful difference at the community level by strengthening the capacity of the community to identify and manage sustainable solutions. While this has been our philosophy since the early days of Margaret A. Cargill Philanthropies, in 2017 we continued to formalize this approach and to embed it in our updated strategies.

Our work today centers on seven domains that reflect Margaret’s areas of interest and concern: Animal Welfare, Arts & Cultures, Disaster Relief & Recovery, Environment, Legacy & Opportunity, Quality of Life, and Teachers. The needs and goals for each of these areas vary greatly. Yet, at the heart of these domains are communities, whether they are defined by geography, profession, circumstance, or culture.

To accomplish this, we continue to cultivate our own community at the Philanthropies. Our brand promise to “Engage. Build Trust. Make a Difference.” is a guidepost for all our decisions, whether in grantmaking, how we run our operations, or ways that we express our cultural values.

In 2017 we hosted five grantee convenings, bringing together more than 70 different grantee organizations to share ideas, capture learning, and think strategically and creatively about how to collectively make a deeper impact. Going forward, we see convenings like these as a cornerstone of how we engage with our grantee partners and how we help them to connect and engage with each other.

After several years of laying the groundwork to align our grantmaking, governance, and operations across all of the Philanthropies, 2017 marked the beginning of a new chapter at Margaret A. Cargill Philanthropies: With all the foundational pieces in place, we began the final stages of integrating our strategies and unifying our processes across

the Philanthropies to ensure we have as much impact as possible in the areas where we work.

We also made the final transition from three entities to two — Margaret A. Cargill Foundation and Anne Ray Foundation. To simplify our structure and provide a strong governance framework from which to work in the future, we transitioned our three existing entities into two new corporate foundations. We transferred assets into these new structures in early 2017. We also recruited three new members to our investment committees, bringing the number of outside investment professionals on the committees to five. The committees join our recently expanded boards, which will help ensure our new governance structure takes us successfully into the future.

I’m also thrilled to share that in 2017 we received LEED Platinum certification for the expansion of our headquarters, which we call “The Preserve.” This recognition is a testament to the planning and innovation behind the many sustainable features of our headquarters, and it reflects our organization’s mission.

Finally, in mid-2017, our founding CEO, Christy Morse, reached her own milestone — stepping down as CEO and announcing her retirement. Christy will continue to provide guidance as Board Chair for both Anne Ray Foundation and Margaret A. Cargill Foundation, ensuring that the big-picture decisions we make in grantmaking and as an organization continue to reflect the values and wishes of our benefactor. We greatly appreciate Christy’s leadership these past many years as we established and ramped up the Philanthropies.

While 2017 was a year of transition for us at Margaret A. Cargill Philanthropies, it was also a year of accomplishments. As reflected in the following pages, and demonstrated through the efforts of our staff and our external partners, the work we support is indeed making a difference at a community level. We look forward to furthering this impact in the years to come.

Warm regards,

Paul Busch  
President & CEO  
Margaret A. Cargill Philanthropies

## ON TO THE NEXT ADVENTURE:

# CHRISTY MORSE, FOUNDING CEO, RETIRES



**When Christy Morse** accepted a management trainee position at Cargill, Inc. in 1977, the Gustavus Adolphus College accounting major could not have imagined that the decision would eventually lead to an enduring friendship, a crash course in philanthropy, and the opportunity to help build a foundation from the ground up. At the time she didn't have a passport; to think that her work would eventually take her around the country and to nearly every continent in the world as the founding CEO of one of the country's largest philanthropies was unfathomable.

Yet, this position put Christy on a path to eventually become a financial planner, Controller, and Vice President with Waycrosse, the family office for the Cargill and MacMillan family owners of Cargill. It was in this role that Christy first reached out to Margaret Cargill in 1991 to assist her with her personal finances. Margaret was extremely private and happily living a quiet life in La Jolla, California.

Christy earned Margaret's trust and became one of her closest confidants. Although Margaret had always been generous — anonymously supporting organizations in and affiliated with her community — she had no formal structures in place. Christy, along with Margaret's dear friend Cathy Hopper, helped Margaret think about how to ensure that her wealth would continue to make a difference well beyond her lifetime.

In 1995, Christy began working regularly on the foundation's business and later became the first employee of what is now Margaret A. Cargill Philanthropies. Under Christy's leadership, the Philanthropies grew from a handful of employees working around Margaret's dining room table to a \$7 billion global philanthropy with annual grantmaking in 2017 that topped \$235 million.

Perhaps more importantly, Christy played a critical role in nurturing a culture and a grantmaking philosophy that reflects the values and the generous spirit of Margaret Cargill.

While she will continue in her role as Board Chair of Anne Ray Foundation and Margaret A. Cargill Foundation, in 2017, Christy retired from her position as founding CEO, passing her leadership role to her long-time colleague Paul Busch. Although Christy is no longer involved in the day-to-day work at MACP, her curiosity, integrity, and commitment to building enduring relationships is forever woven into the fabric of everything we do.



**ABOVE LEFT:** Christy Morse, Cathy Hopper, and Margaret Cargill on a site visit to Washington, D.C. in 2004. Christy and Cathy helped Margaret formalize her charitable giving into what eventually became Margaret A. Cargill Philanthropies. **ABOVE RIGHT:** Christy Morse pictured at MACP headquarters in Eden Prairie, Minnesota.

## MACP IN 2017:

# BRINGING TOGETHER PEOPLE AND PROCESSES

**Margaret Cargill** cared deeply about many different issues. The seven domains at MACP are anchored in her wishes to help make a lasting difference in the world, with particular attention to under-served communities and issues. Over time, our strategy has evolved to support philanthropy that is large in scale but also has an impact in individual communities.

Drawing from years of grantmaking and a commitment to learning, our leadership and program staff saw the value of integrating the grantmaking strategies of the three prior entities in a way that would have more impact.

To accomplish this, we further defined high-priority issues in our seven domains, working closely with key grantee partners and making more significant grants, while still focusing on change at a community level. This balance is often achieved through intermediary grantees that have demonstrated expertise in their respective areas and can deliver targeted programs across many geographies, as well as have capacity to identify and deploy smaller grants at a grass-roots level.

As of the end of the year, our boards, working with program leadership, outlined strategies in four of the seven domains — no small challenge given the breadth of interests and geographies within each domain. We anticipate having strategies largely in place across most of our seven areas of focus by the end of 2019.

At the same time that we integrated our strategies, we also took steps to improve our internal systems and standardize the application process for our grantees. Among other changes, we moved from three different processes for our grantmaking to a single, cohesive platform for developing, managing, and monitoring grants.

Learning has always been at the core of everything we do, but with a more focused approach and a unified system and platform, we were able to gain even greater insight into our grantmaking. With better visibility into the work our grantees are doing, we can continue to stay true to Margaret's philanthropic vision while striving to make a meaningful and lasting impact.



**ABOVE:** Members of program leadership discuss the evolution of the organization's philosophy of grantmaking at our 2017 Founder's Day gathering.

“Recent changes in our structure, strategies, and approach have clearly benefited our grantmaking, our grantmaking relationships, and ultimately, our shared impact. But in the midst of these changes, there is more about MACP that did not change — our core principles, our Philosophy of Grantmaking, and above all, our valued relationships with grantees.”

— Terry Meersman, Vice President, Programs



# LEARNING THROUGH CONVENING



**ABOVE:** Participants in various convenings hosted at MACP headquarters in Eden Prairie, Minnesota. Convenings have provided opportunities for networking, idea sharing, and evaluation of work happening in communities.



**With community and learning** at the heart of nearly everything we do at MACP, it is only fitting that we bring together grantees and partners to share ideas, best practices, and inspiration. Convenings have become a vital opportunity for us to collaborate with our grantees and a chance for grantees to connect with each other.

MACP has hosted convenings within each of our launched domains. Many of these convenings have been held at our Eden Prairie headquarters, and additional convenings have taken place around the world.

Each convening has followed its own agenda and focused on unique objectives.

Within Native Arts & Cultures, grantee partners from twenty different organizations reconnected through culturally meaningful dialogue practices, shared program highlights, and delved into such topics as the benefits and limitations of evaluation.

Participants at MACP's first Teachers convening got to know each other quickly through concise "PechaKucha" style slide presentations. The group also connected on qualities of art teaching and developed specific site logic models.

Among Aging Services grantees, key themes focused on the unique challenges of helping older individuals living

in rural areas. Over the course of the three-day convening, grantees from thirteen different organizations explored common challenges, such as helping seniors successfully age in place and improving the quality and quantity of caregivers.

Still other convenings brought together partners working under Disaster Relief & Recovery, as well as freshwater grantees supported by our Environment domain.

The outcome? Based on feedback from attendees across all of these areas, the myriad of benefits have included:

- **Getting to know other grantees;**
- **Learning how other organizations solved similar problems;**
- **Identifying possible collaborations; and**
- **Gaining new inspiration from others' experiences and accomplishments.**

"Although our grantees are working on similar problems, many work in some degree of isolation," commented Terry Meersman, Vice President, Programs. "Convenings are an opportunity for them to get together, compare notes, and really understand where our strategies align with the work they are doing."

"It was inspiring to connect with others who understand this subject matter on such a thoughtful level and with such diverse opinions, backgrounds, and focus areas. What a group!"

— Attendee, Aging Services Convening

## 2017 CONVENINGS BY THE NUMBERS

### Environment, Freshwater Ecosystems

- 12 attendees
- 5 grantee organizations

### Arts & Cultures, Native Arts & Cultures

- 53 attendees
- 20 grantee organizations

### Disaster Relief & Recovery, Midwest

- 45 attendees
- 17 grantee organizations

### Quality of Life, Aging Services

- 42 attendees
- 13 grantee organizations

### Teachers

- 41 attendees
- 18 grantee organizations



**DOMAIN:**

DISASTER RELIEF & RECOVERY

MACP supports work in natural disaster preparedness, relief, and recovery, with emphasis on communities prone to low-attention disasters. Our focus is on a ten-state region in the U.S., as well as some of the most vulnerable populations internationally.



**ABOVE:** Homeowner Paul Schroeder looks at the damage to his property after a 2017 tornado in Perryville, Missouri.  
PHOTO BY JON DURR/GETTY IMAGES.





### Answering the Call After a Storm

When a flood or tornado rips through a small town in the Midwest, the story often does not make national news. Yet, these events are devastating for the families whose homes and belongings are damaged, in some cases beyond repair. During the long road to recovery, organizations such as the Center for Disaster Philanthropy (CDP) are able to make a meaningful and personal impact on the families whose lives were upturned by the disaster.

In 2014, MACP partnered with CDP to develop and implement the Midwest Early Recovery Fund to award smaller grants — typically \$5,000 to \$150,000 — to help individuals, families, and organizations rebuild and recover following flooding, tornadoes, wildfires, and other disasters. With speed and efficiency in mind, the fund sends staff into communities to award grants through an expedited process that ensures applications are processed as efficiently as possible.

Tragically, 2017 was marked by a number of high-profile and catastrophic storms, both in the U.S. and abroad. But while a handful of major disasters made global headlines, lower-profile events were no less devastating to the communities that endured them. Meanwhile, low-attention disasters are the norm in the Midwest, an area that represents twenty percent of America's land-mass but only ten percent of the country's population.

In keeping with our long-standing commitment to making a difference for individuals and communities whose needs don't always make headlines, MACP focuses on helping families and communities deal not just with the immediate impact of a disaster but with ongoing recovery efforts needed to repair households, rebuild livelihoods, and restore hope.



### Building Disaster Capacity in Timor-Leste

The small Southeast Asian country of Timor-Leste is one of the youngest nations on the planet, having gained independence from Portugal in 1975, and then again from Indonesia in 2002 following a hard-won war.

Like many countries in this part of the world, Timor-Leste is vulnerable to extreme weather, from enduring drought to torrential rains. The tragedy of natural events can take a particularly heavy toll here, where most of the population lives in rural communities and depends on subsistence rain-fed agriculture, both for food and for their livelihoods.

Through our partnership with Catholic Relief Services (CRS), MACP is supporting the citizens of Timor-Leste as they learn to better manage their natural resources and protect themselves from the natural disasters and extreme weather events that punctuate their lives.

Here too, local organizations play a key role in helping communities better prepare for disasters when they occur. Building off of insight from disaster risk reduction efforts with other vulnerable populations, CRS has been enhancing flood preparedness in Timor-Leste by developing community risk mapping, establishing early warning systems, and strengthening linkages with government bodies that can provide evacuation kits and planning tools.

While CRS is able to provide farmers with access to emergency funds in the aftermath of a disaster or drought, it is largely focused on minimizing the impact of such events. Key disaster preparedness initiatives include working with farmers in Timor-Leste to plant drought-resilient vegetables, using grey-water irrigation for gardens, and safeguarding seeds and animal feed. Through these efforts, farmers are sharing resources, working cooperatively, and in the process building resilience in their communities.

“When we select countries, we aren’t just looking at how frequently they are visited by natural disasters. We are looking at how vulnerable the populations are to those disasters, and the capacity of the government to help communities bounce back from disaster.”

— Charmaine Brett-Mills, Program Officer,  
Disaster Relief & Recovery

**ABOVE LEFT:** Volunteers worked together in May to remove flood-damaged materials from a home in northeast Arkansas. PHOTO PROVIDED BY THE CENTER FOR DISASTER PHILANTHROPY. **ABOVE RIGHT:** Small-holder farmers examined drought-resistant crops in the Viqueque District of Timor-Leste.



**DOMAIN:**  
ARTS & CULTURES

MACP supports folk arts, Native American art, music, tactile art, and artistically significant crafts that foster human creativity. Specifically, we focus on programs that promote the intergenerational transfer of skills and knowledge across all of these areas.



**ABOVE:** The opportunity for young people to learn and master their own culturally significant art forms (Pacific Northwest weaving traditions pictured above) is a priceless treasure that will sustain this skill and knowledge far into the future. PHOTOGRAPH BY JASON S. ORDAZ, IAIA.



### Assessing the Impact of Native Arts Education

How can data help perpetuate and revitalize the intergenerational transfer of artistic skill and knowledge of Native arts and cultures? While it may seem in stark contrast to traditional art forms and expressions, technology is helping our grantees across the Native Arts & Cultures domain see a more complete picture of their impact on the art forms and practices they are trying to continue in their communities.

With insight and technical assistance from evaluation firm Kauffman and Associates, MACP and our Native Arts & Cultures grantees developed a dashboard through which grantees can evaluate, visualize, track, and share details about the work they're doing. At the same time, this information helps inform their own program decisions, and it supports their funding efforts with other philanthropies and organizations.

While evaluation is a key component across our domains, it is particularly notable for Native Arts. There have been few formal mechanisms for tracking or evaluating intergenerational knowledge transfer in this area, especially in a way that is meaningful and gives Native stakeholders autonomy over their own data.

As one of twenty grantee partners actively using the dashboard, the Institute of American Indian and Alaska Native Culture and Arts Development (IAIA) is using this tool to measure outcomes, make strategic program decisions, and provide its funders with a quantitative perspective on how Native arts can have a greater impact.

First established in 1962 to serve the academic and artistic needs of Native American and Alaska Native people, IAIA has expanded and evolved into a premier academic institution focused on Native arts and cultures. It is now a congressionally-chartered college charged with the study, preservation, and dissemination of traditional and contemporary expressions of Native American language, literature, history, oral traditions, and the visual and performing arts.

IAIA has long had processes in place to track individual student achievement. The challenge, however, was how to tie that information in with overall program development. Through the dashboard, IAIA has gained a better understanding of where students originate; what art forms they study; phases of proficiency, skill and knowledge; where core arts activities are taking place; and what resources are available to them.

More specifically, they are able to: survey communities more effectively, create reports and map their results to share with stakeholders, see where their programs overlap with other grantee partners, and measure changes over time.

Technology is only a small piece of the puzzle, but with better tools for quantifying and illustrating their impact, all MACP Native Arts & Cultures grantee partners are making progress in growing and improving their programs. They can now show the connection between art and cultural vitality — and the ripple effect their work is having in the communities they serve.

“The dashboard is tied to a broader community, and that is the crux of our work in Native Arts & Cultures. Each of our grantee partners is taking on a piece of a puzzle in which to revitalize, renew, and reclaim the traditional Native arts knowledge, skill, and cultural practices that were suppressed for generations.”

— Gabrielle (Gaby) Strong, Program Officer,  
Native Arts & Cultures

**ABOVE LEFT:** Master artists, teachers, and mentors continue to offer silversmithing traditions using the precious stones of the Southwest.

**ABOVE RIGHT:** A younger generation of aspiring artists, arts curators, and leaders gain insight and inspiration from those who have nurtured their own cultural and artistic expressions and blazed the trails before them as arts professionals. PHOTOGRAPHS BY JASON S. ORDAZ, IAIA.



**DOMAIN:**  
ENVIRONMENT

MACP works globally and domestically to support the conservation of natural resources and protection of animal habitats, namely tropical forests, coastal ecosystems, freshwater ecosystems, and grasslands. To accomplish our goals, we work with key partners, such as The Nature Conservancy, World Wildlife Fund, and Conservation International, at a community level.



**ABOVE:** In San Agustín, located on the Yucatán Peninsula of Mexico, the community is using a traditional milpa mixed agriculture system for better yields and less deforestation. PHOTO PROVIDED BY THE NATURE CONSERVANCY, COPYRIGHT ERICH SCHLEGEL.





### Bringing Community Conservation into Focus

Blanketing more than thirteen million acres across Mexico's Yucatán Peninsula and parts of Belize and Guatemala, the Mayan Forest is one of the largest tropical rainforests in the Americas, second only to the Amazon. It is not only home to jaguar, monkeys, and other biologically significant species, it sustains a population of nearly one million people. All told, more than sixty percent of these forests are already legally designated for community forest management, offering an important opportunity for securing their long-term, sustainable management.

As with most forests on the planet, however, the Mayan Forest faces many threats, including extreme weather, deforestation, conversion to commercial agriculture, and, consequently, the deterioration of biodiversity. The challenge, then, is how to preserve and restore these ecosystems in a way that improves the wellbeing of the communities who call them home.

As a solution, MACP grantee The Nature Conservancy has joined other organizations in bringing together government leaders, businesses, and individual communities to work toward net-zero deforestation on the Yucatán Peninsula by 2020. Among other initiatives, they have designated areas for protection, sustainable use, and development — and are helping communities build awareness, develop monitoring tools, and improve their farming and forestry practices.

To be sure, tackling big conservation problems requires working from many angles. Although MACP has emphasized work at the community level since the beginning of its grantmaking, 2017 was notable because, for the first time, we articulated exactly what kind of community-based conservation projects we plan to support as we move forward.

Put simply, all of our support focuses on helping the communities that depend on important but vulnerable ecosystems build their capacity to sustain those ecosystems. This approach depends on identifying those places where communities have rights to natural resources and desire assistance in establishing stronger capacity to exercise those rights in a sustainable manner. Whether tropical forest, grassland, freshwater, or coastal, the future of many significant and vulnerable ecosystems goes hand in hand with the communities that depend on them.

Our hope is that by working with and supporting these communities as they design, implement, and enforce their own conservation efforts, our grantee partners are able to effect change that makes a deep and lasting impact.

Our investments in community-based conservation fall into three distinct categories:

- **Community Engagement and Planning**, including developing resource management plans and governance systems, and helping communities exercise their rights to access resources.
- **Community-based Resource Management**, ranging from implementing plans and strengthening skills to creating sustainable enterprises and long-term finance mechanisms.
- **Diffusion of Ideas and Scaling Up Impact**, such as supporting community exchanges, and improving communication and training to spread successful models to other communities.

By helping communities develop proven and replicable processes — and cultivating local champions and mentors — we believe it's possible to improve outcomes not just for individual communities but for entire ecosystems.

“We believe conservation efforts are best achieved in partnership with local communities. They have traditional knowledge and have long served as stewards of these ecosystems, so we focus on how to support their ability to define and manage the resources they depend on.”

— Jason Cole, Program Officer, Environment

**ABOVE:** In the Bethania ejido, The Nature Conservancy has worked to support sustainable forest management and income-producing activities. In the past, Bethania sold timber from their forests to logging companies. But now, by learning forestry and carpentry skills, ejido members can create jobs, eliminate the middle-man, and sell finished wood products for a higher price. PHOTO PROVIDED BY THE NATURE CONSERVANCY, COPYRIGHT ERIKA NORTEMANN.



**DOMAIN:**

QUALITY OF LIFE

MACP's Quality of Life domain supports life's journey at vulnerable stages for children, young adults, families, and aging adults. In 2017, our boards and program leaders examined our past grantmaking, with a focus on refining our key strategies in this area.



**ABOVE:** A May 2017 Berea College graduate “bridging out” and receiving her degree. PHOTO PROVIDED BY BEREA COLLEGE.



### Discovering the Network Effect in Rural Communities

Among her many areas of interest, Margaret Cargill was interested in helping older adults maintain their autonomy while receiving the support they need.

Coordinating healthcare and other services can be a challenge for many individuals and their families; every community is different, and rarely is there a single resource for seeing the full spectrum of resources and supports available. These challenges are further amplified in rural communities, where people and services are more dispersed.

Enter LeadingAge Minnesota and its Silos to Circles (STC) model, which serves as a central resource for learning about and accessing services, programs, and events promoting health, wellbeing, and social engagement for older adults. Based on a model developed in Winona, Minnesota, STC fully partnered with four rural Minnesota communities — Moorhead, Perham, Crosby, and Southern Chisago County — to create their own STC programs in 2017.

With support from STC and funding from MACP, each community designed and coordinated their own plans for developing localized resource hubs, which are now being implemented. While staff and volunteers maintain updated information online, volunteer “navigators” offer individuals specific guidance on a wide range of offerings, from traditional healthcare and social services, to home maintenance, non-medical transportation, and dog walking. While every community offers its own options, the end goal is universal: improving the quality of life for older adults.

### Building a Bridge In, Through, and Out of College

Sitting at the intersection of Kentucky’s bluegrass region and the foothills of the Appalachian Mountains, Berea College was founded in 1855 by abolitionist Rev. John Gregg

Fee to provide education to “all peoples of the earth.” Today, Berea College continues to honor that mission with its no-tuition promise to every enrolled student.

Even without the burden of the high cost of higher education, the transition into, through, and out of college can be challenging, both academically and socially. In an effort to help students put their best foot forward at every stage, MACP has, for the last four years, supported *Berea Bridge* and related initiatives.

Berea’s *Bridge In*, *Bridge Through*, and *Bridge Out* efforts focus on improving recruitment, retention, and outcomes for students who, for any number of reasons, need additional support. *Bridge In* focuses on recruiting promising students who might not otherwise have the resources or support to needed to visit campus, or navigate the admissions or financial aid process.

The Berea Bridge intensive summer orientation program brings a diverse group of students together in the summer before their first year, blending academic courses, workshops, extracurricular activities, and work on campus. These experiences help pave the way for a successful and productive transition into students’ first semester in college.

Once classes commence, these students have access to ongoing academic and social resources designed to ensure a smooth transition as they go through their first academic year. *Bridge Through* continues with academic support, degree planning, and other resources aimed at helping students get the most out of their time at Berea.

As graduation approaches, *Bridge Out* prepares students for the next chapter in their development with a range of services, from career counseling and paid internship placements, to graduate school applications and job referrals.

“College can be a challenging transition for any student, but when you think about Berea students, they often lack the support system that many college students rely on during tough times. The Bridge program helps fill that gap in a variety of ways.”

— Erin Bowley, Program Director, Quality of Life

**ABOVE:** Community partners with the Moorhead Silos to Circles team develop solutions to support older adults in the region.

PHOTO PROVIDED BY LEADINGAGE MINNESOTA.



**DOMAIN:**

ANIMAL WELFARE

MACP's Animal Welfare domain focuses on improving the wellbeing of domestic animals and injured wild animals, as well as increasing empathy toward animals among children and adults.



**ABOVE:** Alula, a red-tailed hawk from The Raptor Center at the University of Minnesota, during an educational program.



### Raising the Bar on Wildlife Rehabilitation

Wildlife rehabilitation is a unique undertaking. Virtually every type of animal — ranging from robins and raccoons to bats and bobcats — requires specialized care. Consequently, the estimated 175 rehabilitators in the seven-state Animal Welfare region vary by size and specialty. Few have large facilities; many are home-based or other small operations with limited budgets and capacity.

As a solution to this dilemma, MACP approached The Raptor Center (TRC) at the University of Minnesota College of Veterinary Medicine with a unique proposal: Leverage TRC's own experience treating raptors — and training veterinarians and raptor rehabilitators — to help the broader community of rehabilitators receive additional training, implement best practices, and access the resources they need to improve their quality of care.

Established in 1974, The Raptor Center is widely viewed as a leader, not just in raptor veterinarian medicine, but the broader field of wildlife rehabilitation. With funding from MACP, the Center is now taking steps to expand its capacity as a regional resource and re-grantor for smaller rehabilitators.

### Making a Lasting Impression

Meanwhile, at the Woodland Park Zoo in Seattle, school children and other visitors don't just marvel at penguins, monkeys, and tigers. They learn how to better understand these animals, their needs, and how to help them.

This is just one of many zoos and aquariums around the country that are taking a closer look at the impact animals have on humans. With support from MACP, the *Measuring Empathy: Collaborative Assessment* project, led by the Woodland Park Zoo, has made significant progress in developing tools for measuring empathy of the children who participate in programs at zoos and aquariums.

The role of zoos and aquariums has evolved considerably, from a focus on entertainment to one of education and, increasingly, active wildlife conservation. Sparking empathy is more frequently seen as an important part of helping people to have compassion for and care about animals. Given that every year millions of people visit or participate in programs at institutions accredited by the Association of Zoos & Aquariums, the potential to help visitors develop more empathy for the animals they see is substantial.

The implications, moreover, are wide-reaching. With the right approach, zoos and aquariums can help visitors gain a deeper appreciation not just of the animals before them, but also how human behaviors and decisions affect animals beyond the zoo.

“The Raptor Center’s commitment to establishing a program that helps others elevate their practices represents an important step for the field, and for MACP’s Animal Welfare domain.”

— Monica Neal, Program Officer, Animal Welfare

**ABOVE:** Hidalgo, a gray-banded kingsnake, and Blueberry, a knobbed hornbill, working as ambassador animals at the Woodland Park Zoo.

PHOTO PROVIDED BY WOODLAND PARK ZOO.



**DOMAIN:**  
TEACHERS

MACP supports organizations and programs that support the professionalism of teachers to better serve their students and the communities in which they teach. We currently focus on programs in Alaska and Wisconsin, emphasizing preparation during teachers' early careers, as well as competence and confidence to teach in and through arts and cultures.



**ABOVE:** Through ArtsECO's monthly Teacher Meet Ups, new and future teachers share resources, find peer support, and practice new ways to teach in and through the arts in Milwaukee schools. PHOTO PROVIDED BY ARTSECO.



### Teaching In and Through the Arts

Once a pillar of public school curriculum, arts education has been marginalized by the one-two punch of budget cuts and standardized testing. In addition, many large urban districts struggle with teacher shortages and turnover. So, when Milwaukee Public Schools (MPS) set out to reintroduce art into public schools, they needed a source of well-prepared and resilient new teachers, particularly new arts specialists.

ArtsECO, a unique collaboration between MPS, University of Wisconsin-Milwaukee (through its Peck School of the Arts), and the Lynden Sculpture Garden, is addressing this challenge. MACP's strategy invests in three partner organizations to come together in a community: a university teaching program, a school district, and an arts or cultural nonprofit, to better coordinate and support a pipeline of new teachers. All three ArtsECO organizations receive funding from MACP, with the challenge of coordinating their activities, reaching across institutional barriers, and supporting teacher recruitment and retention across systems.

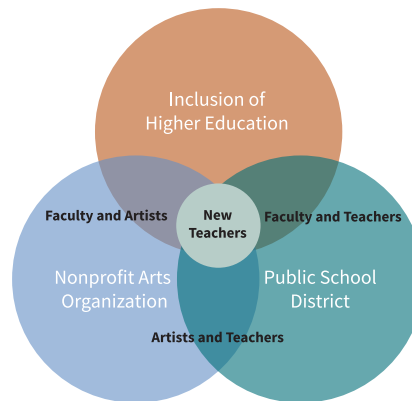
ArtsECO-designed experiences in arts and cultural learning help build responsive and creative teaching skills, along with resiliency. This triad approach of three organizations working together holds true in each of the nine community projects MACP supports in this domain.

The benefits are multifaceted. When teachers are well-prepared, creative, and supported, their students benefit. Through ArtsECO, MPS has filled over twenty new art specialist positions, each mentored and prepared by faculty from University of Wisconsin Milwaukee (UWM).

ArtsECO also prepares UWM non-arts teacher candidates with early grounding in arts integration through a unique Innovative Educators Institute coordinated by the Lynden Sculpture Garden. Experience in arts integration is highly valued by MPS to further strengthen teaching. Thematic ArtsECO monthly teacher meet-ups offer networked professional support for new teachers, adding a further way to build competence and confidence at this critical time in their ongoing development.

For many new teachers, these early successes and professional relationships influence their decisions to stay at a school, and in some cases, in teaching altogether.

#### ARTS EDUCATION STRATEGIC FRAMEWORK



“Each local group of grantees collaborates to identify and address their unique needs. Even with that diversity, emerging themes across both states reveal the value of teacher-led networks, and the power of arts and cultural education to build relationships and meaningful learning.”

— Judi Petkau, Program Officer, Teachers

**ABOVE:** An ArtsECO teacher candidate from the University of Wisconsin Milwaukee helps middle school students interpret meaning from artwork.  
PHOTO PROVIDED BY ARTSECO.



**DOMAIN:**

LEGACY & OPPORTUNITY

Our Legacy & Opportunity domain provides flexible funding for opportunities aligned with MACP's values and philosophy, as well as support for specific geographies of importance to Margaret Cargill, including the Upper Midwest and Southern California.



**ABOVE:** The National Park Foundation's Every Kid in a Park program is removing barriers to accessing our nation's public lands and waters, with a focus on underserved and urban communities. PHOTO BY NATIONAL PARK FOUNDATION / DAWN KISH.





Legacy & Opportunity grantmaking at Margaret A. Cargill Philanthropies includes designated beneficiaries that were among MACP's earliest grantees, as well as unique one-time opportunities, such as capital grants.

### Legacy Grants

In Southern California, MACP has been a long-time supporter of the Mingei International Museum, located in San Diego's Balboa Park. Dedicated to "art of the people," Mingei collects, conserves, and exhibits folk art, craft, and design. In 2017, MACP awarded a substantial capital grant to help fund an extensive renovation. Among other benefits, the project will create a better physical and visual connection between the museum, the park plaza, and the surrounding landscape; improve how the museum functions behind the scenes; and accommodate new program offerings, such as classes and events.

Last year, MACP supported environmental and musical programming at KCETLink, an independent public media channel and long-time grantee. This support has included *SoCal Connected*, a weekly series produced by KCETLink that provides online and broadcast updates and in-depth reporting for viewers living within the culturally diverse and geographically complex region. The longest running program of its kind in Los Angeles, *SoCal Connected* examines critical decisions that impact Angelinos.

### Opportunistic Grantmaking

In celebration of the 100th anniversary of the National Parks Service, the National Park Foundation launched a signature initiative of its Centennial Campaign called "Every Kid in a Park" to engage young people on educational field trips in parks across the country, including those in MACP's targeted geographies. In 2017 MACP supported Centennial Campaign efforts to bring kids to Minnesota and Wisconsin parks, expand the range for bison in the Badlands, conserve the Mississippi River waterfront, and promote health and wellness on Washington hiking trails.

Another local opportunity benefited families in the Twin Cities. Founded in 1908, Merrick Community Services is one of the oldest nonprofit agencies in Minnesota; its mission is to assist individuals and families in transitioning from poverty to economic stability. MACP support helped Merrick relocate to a new space — an underutilized wing of a church — and renovate the space to better serve the needs of the individuals and families with whom it works.

Both projects were supported by the Margaret A. Cargill Foundation Fund at local community foundations.

"Finding funding partners for major capital projects can be a challenge for any nonprofit. Our support of these projects has been an exciting way to help grantees be better positioned to serve their communities far into the future."

— Aili Langseth, Program Officer, Legacy & Opportunity

**ABOVE LEFT:** Mingei's renovation plans include free public access to the first floor, expanded cafe, and new terraces offering views of the Plaza de Panama.

**ABOVE RIGHT:** KCETLink's programming in 2017 included a focus on urban habitats in Los Angeles and the animal species that are thriving despite human interference, and in some cases because of it. PHOTO PROVIDED BY KCETLINK.



FINANCIALS

2017  
Year-End Assets

Combined assets of our grantmaking entities: Anne Ray Foundation and Margaret A. Cargill Foundation

\$7,295,180,000

2017 Grantmaking

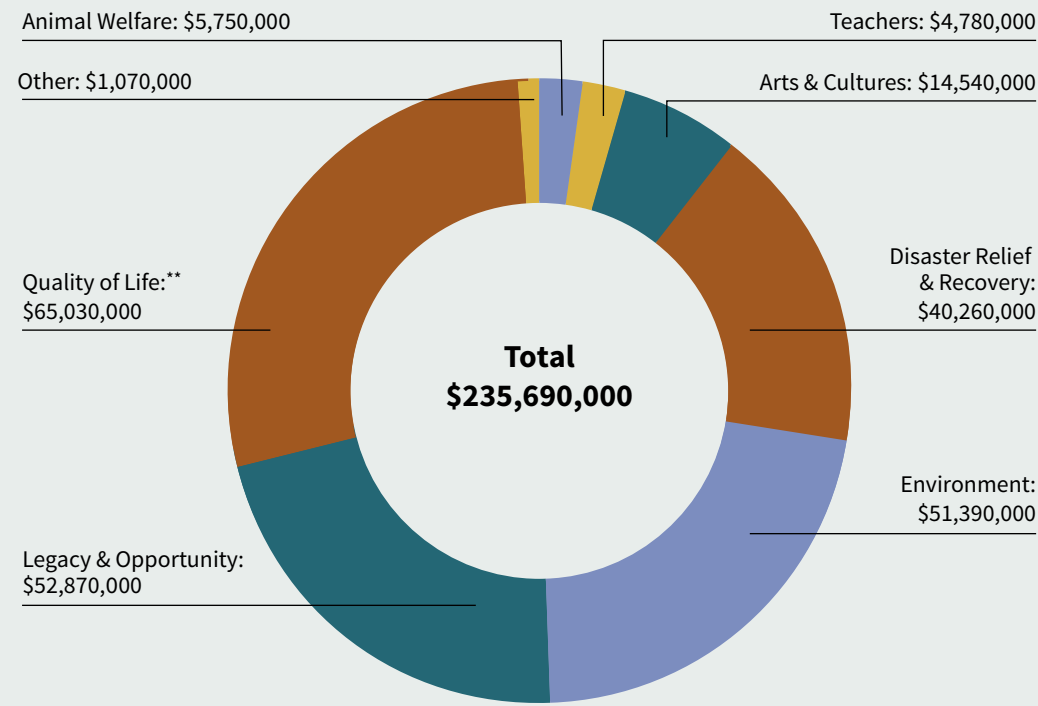
Total number of grants paid in 2017

339\*

Total dollar value of grants paid in 2017

\$235,690,000

2017 Grantmaking by Domain



\* This excludes 363 employee matching gifts.

\*\* While Aging is the only fully launched program in our Quality of Life domain, our boards approved significant exploratory and learning grants in additional areas to help us understand issues in the field and support development of this domain's eventual strategies.



**ABOVE:** Our Eden Prairie home is a place to convene and to enjoy the company of friends and partners. We openly share our social traditions, as we did with this round dance; coming together to celebrate the culmination of our first Native Arts and Cultures grantee and partner convening in September 2017.



## OUR BOARDS:

# 2017 OFFICERS AND DIRECTORS



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Anne Ray Foundation

**Paul G. Busch**

President & CEO and Director:  
Margaret A. Cargill Foundation  
Anne Ray Foundation

**Christine M. Morse**

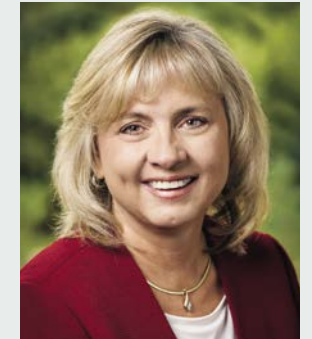
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Anne Ray Foundation

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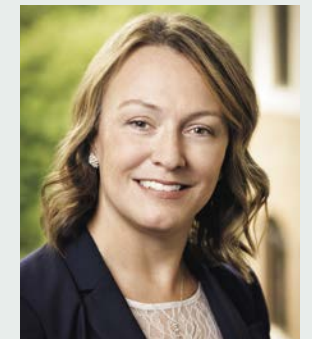
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Board Treasurer



**Heather Kukla**

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**ABOVE:** Community-based seaweed farming off the coast of Timor in southeastern Indonesia. The Nature Conservancy works closely with local families to improve the sustainability and profitability of the traditional practice of seaweed cultivation. Done well, this practice improves and protects critical habitat for sea turtles, juvenile reef fish, and dugongs. **BACK COVER:** During her tenure as President & CEO, Christy Morse enjoyed daily inspiration when she entered her office through what was once Margaret Cargill's front door. The stained glass on the door was later extended to include the glass panels shown on the left by artist James Hubbell. PHOTO BY JOHN ABERNATHY PHOTOGRAPHY.





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