



Margaret A. Cargill
PHILANTHROPIES

2018 ANNUAL REPORT

THE ROLE OF RELATIONSHIPS

THE ROLE OF RELATIONSHIPS



LETTER FROM THE
PRESIDENT & CEO 2

MACP IN 2018 5

OUR DOMAINS

DISASTER RELIEF
& RECOVERY 9

ARTS & CULTURES 11

ENVIRONMENT 13

ANIMAL WELFARE 15

QUALITY OF LIFE 17

TEACHERS 19

LEGACY & OPPORTUNITY 21

FINANCIALS 23

OUR BOARDS 25

Kennedy Center Teaching Artist Melanie Rick works with kindergarteners as they learn how to read portraits by examining facial expression, focal point, gesture, clothing, and setting.

Meaningful Relationships



EVERYTHING we do at Margaret A. Cargill Philanthropies (MACP) starts with a single question: How do we make a meaningful difference for the communities, causes, and people we support? There are no easy answers, but a common thread across all of the work we do is the role of relationships – be they long-standing partnerships that have evolved over time or newer relationships built on trust, respect, and shared values.

Meaningful relationships reflect how Margaret Cargill thought about philanthropy during her lifetime, and they are the backbone of the ongoing work supported by her legacy. Relationships take many different forms across the seven domains at the Philanthropies but are a cornerstone of our grantmaking. They make it possible for us to work with strategic partners while maintaining a strong connection to the critical work that is being done.

With strategies in place for most of our seven domains in 2018, we focused on further refining our approach and aligning our grantmaking. In a testament to the importance of relationships, we worked with our strategic grantee partners to identify the best opportunities to make an impact within the domains we support.

This impact cannot happen without constant evaluation and learning. This is true throughout MACP and even at the board level. In 2018, MACP's boards underwent their own process of evaluation and identified ways to further deepen our knowledge of the work carried out by our grantees. Our "Domain Learners"

program, for example, immerses each outside board member into a single domain for a two-year period. During this time, opportunities are identified for these board members to travel with program staff, attend related conferences, and seek additional insights related to their assigned domain.

Closer to home, we continue to fund local causes and organizations via our Opportunity Fund, which is dedicated to one-time grant opportunities aligned with our areas of interest. Through our community foundation partners, the Fund provided funding in 2018 for more than 30 organizations. Examples of this grantmaking include: Tolerance in Motion, a traveling exhibition that educates students on bias and prejudice; One Heartland, a Minnesota-based organization that provides camping experiences for young people facing stigma, intolerance, or serious health issues; and the Community Violence Intervention Center in Grand Forks, North Dakota to open a new shelter for women and children.

Margaret Cargill believed in helping vulnerable individuals and communities, providing for the welfare of animals, aiding disaster victims, and promoting artistic expression. We at MACP are constantly humbled and inspired by the impact Margaret's generosity and vision has on the causes, communities, and people MACP supports.

Warm Regards,

A handwritten signature in blue ink that reads "Paul". The signature is fluid and cursive.

Paul Busch
President & CEO
Margaret A. Cargill Philanthropies



OUR PHILOSOPHY
OF GRANTMAKING



In 2018, we were able to turn our attention to further refining our approach and forging still more meaningful relationships with strategic partners, grantees, and the communities in which they work.

Paul Busch,
President & CEO

MACP President & CEO Paul Busch together with Program Director Jayson Smart connect with staff and partners of Folk Arts & Cultures grantee Places in North Dakota. **PAGE 4:** MACP Board Chair Christy Morse visits the PBS production of *Wild Alaska Live*, pictured here with PBS staff.

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.**





MACP staff are briefed by grantee The Nature Conservancy while visiting community-based conservation work in Gabon. **PAGE 6:** MACP Managing Program Director Elizabeth Sullivan learns about community work in Rwanda.

OUR EMPLOYEE

matching gift program provides a three-to-one match for charitable gifts made by our employees to support work in Minnesota. Gifts outside of Minnesota are matched two-to-one. In 2018 the program made nearly 400 matching grants totaling \$550,000.



OUR COMMON MISSION

To provide meaningful assistance and support to society, the arts, and the environment.



Having the combination of different types of grantees working in an area can result in a more transformational change. In Quality of Life, for example, a health intervention may also encompass a housing intervention. Because if you don't have housing, you're not going to be healthy.

Terry Meersman,
Vice President, Programs

A Red Cross volunteer visits rural households in Kenya to ensure kids receive lifesaving vaccines. Local volunteers go door-to-door to identify children who are missing routine immunizations, update vaccination records at local health centers, and encourage parents to have their children vaccinated. Photo by Juozas Cernius/American Red Cross. **PAGE 8:** MACP Program Officer Jason Cole visits partners in Indonesia.

Refining Our Grantmaking

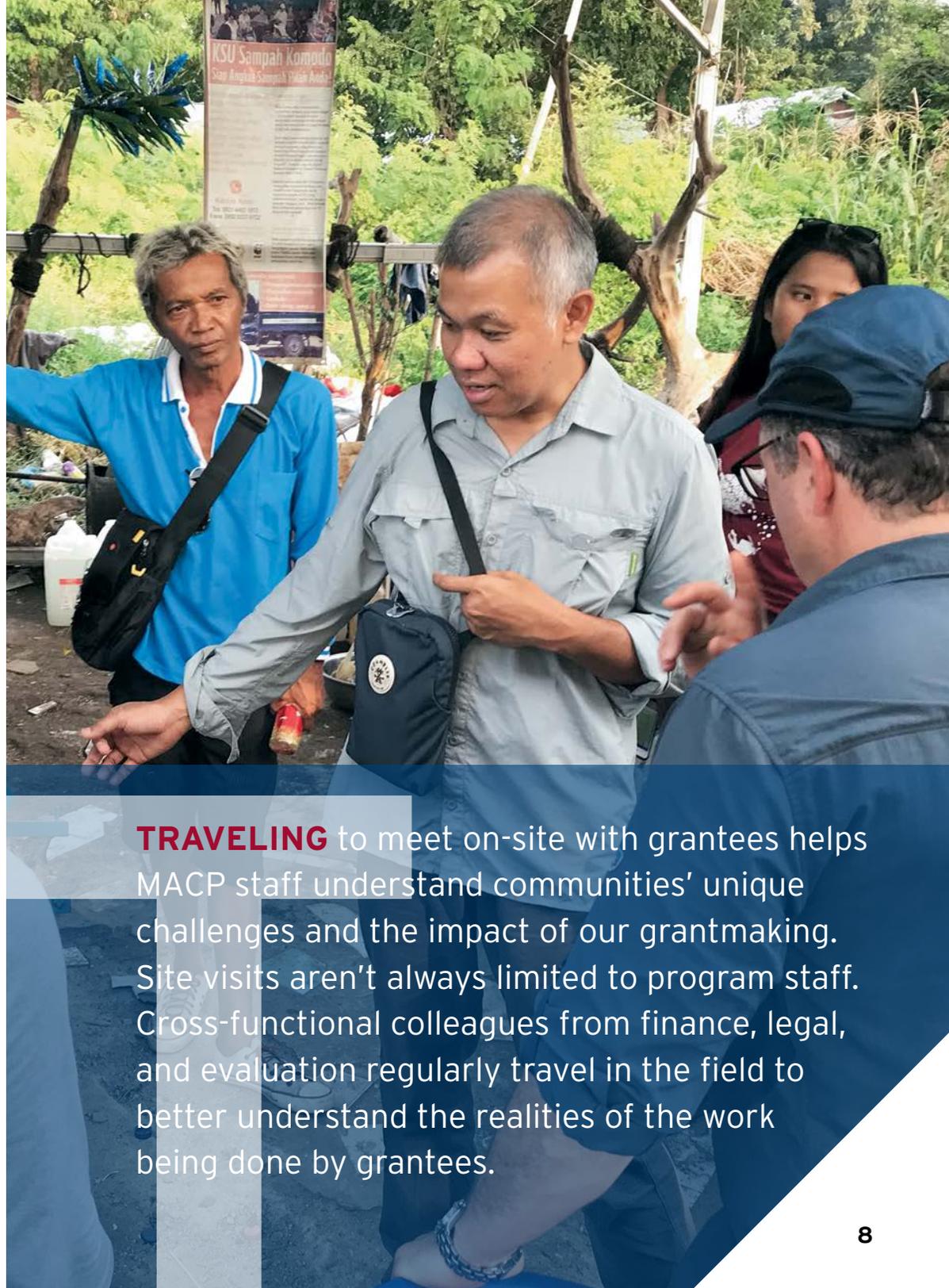
RELATIONSHIPS are a common thread across our seven domains, and they facilitate our grantmaking in different ways. Some relationships span decades; others are born out of new partnerships. Our program teams are always looking to deepen relationships, both with our strategic partners and grantees. Whatever the nature of the relationships, they are all built on collaboration, respect, transparency, and trust.

Over the last several years, MACP has been refining our strategies. We're working closely with our grantees to identify areas where their funding needs intersect with our grantmaking objectives. In fact, we see successful grantmaking as a two-way street in which our grantees provide critical input on what is and is not working – and where we can all do better.

In that vein, a key milestone for 2018 was defining grantmaking strategies in our Quality of Life domain. With the breadth of grantmaking represented by the domain, this was a significant step forward.

We continued to increase our operational capacity, both with investments in talented new staff members and software systems. These improvements are critical to streamlining our grantmaking processes, both for MACP staff and our grantee partners. Better operations translate to more effective grantmaking and allow our partners to focus on their key objectives.

MACP has always put a priority on learning and evaluating, and in 2018 we began implementing evaluation at a portfolio level to understand not only the impact of individual grants, but also how a combination of grants can work across programs within a domain. Our goal is to support grants that don't just complement each other but, collectively, create more impact.



TRAVELING to meet on-site with grantees helps MACP staff understand communities' unique challenges and the impact of our grantmaking. Site visits aren't always limited to program staff. Cross-functional colleagues from finance, legal, and evaluation regularly travel in the field to better understand the realities of the work being done by grantees.

DISASTER RELIEF & RECOVERY

MACP supports work in disaster preparedness, relief, and recovery with emphasis on communities prone to low-attention natural disasters.



Deep relationships allow us to have confidence in the organizations doing relief and recovery work – and give us a window into what’s happening on the ground. This would not be possible if our relationships were more transactional.

Mark Sanderson,
Managing Program Director

Grantees in Timor-Leste show their community preparedness efforts to MACP staff during a site visit. **PAGE 10, top:** MDS response efforts in Joplin, Missouri following the severe F-5 rated tornado. **right:** Volunteers from Mennonite Disaster Service raise the wall of a home in Pine Ridge, South Dakota. Tornadoes, hailstorms, and floods severely damaged or destroyed hundreds of homes in 2015 and again in 2016. Mennonite Disaster Service has been building new homes and performing repairs for residents impacted by these disasters since April 2017. Photo courtesy of MDS.



Mobilizing Local Volunteers to Respond to Disaster

IT'S OFTEN DIFFICULT to know exactly when or where a natural disaster will occur, much less how it will impact a community and what is needed to aid that recovery. Natural disasters can create chaos in communities in a matter of minutes, but recovery efforts can take weeks, months, and, in some cases, years.

To help communities respond quickly and effectively, MACP works with a mixture of disaster-mandate and social service agencies to help aid disaster recovery in these communities. Indeed, relationships are critical to relief and recovery efforts for myriad reasons. Grantees are working with people at their most vulnerable times, and they need to balance knowledge they've gleaned from other disasters with the unique needs of communities and individuals.

The importance of our relationships with our boots-on-the-ground partners is embodied in our connection to the Mennonite Disaster Service (MDS). MDS is a volunteer network of Anabaptist churches that responds to disasters, primarily by aiding in the cleanup, repair, and rebuilding of homes. Founded in 1954 in Hesston, Kansas, it is one of the oldest disaster mandate organizations in the United States, with a special role in the rebuilding of homes for the poorest and most vulnerable members of disaster-impacted communities.

With MACP support, MDS has trained more than 1,000 volunteers and helped dozens of communities recover from disasters ranging from tornados in Joplin, Missouri, to floods in Minot, North Dakota, to Montana wildfires.

MACP continues to support MDS's efforts to improve its disaster readiness by recruiting, training, and retaining more volunteers to lead recovery projects in their regions; securing equipment and material to rebuild and repair destroyed homes; and mentoring local leaders so that they can help communities move forward.

These connections are particularly important for disaster relief and recovery internationally. Working through strategic partners such as Mercy Corps, the American Red Cross, and Catholic Relief Services, MACP grants focus on community-based disaster preparedness and risk reduction in disaster-prone communities around the world.

Our relationship with Catholic Relief Services and its partner organizations within the CARITAS network is an example of how we partner with intermediaries to make fewer, larger grants and effectively support disaster work in disparate places. CARITAS is a network of church-based groups, and while disaster recovery is not its main focus, the network's presence and deep ties in communities make it a critical resource for mobilizing volunteers, providing resources for disaster preparedness, and taking the lead on recovery efforts in the event of a disaster.



ARTS & CULTURES

MACP supports cultural communities in 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 artistic skill and cultural knowledge across all these areas.

Cultivating trusted and candid relationships with intermediary partners helps us work more effectively in our focus geographies. It would be difficult to overstate how valuable it is to have that in-depth understanding of the artists and the arts communities in those regions.

Robyn Hollingshead,
Managing Program Director

LaVerne Whitebear is helping mothers and children learn how to put up a tipi, bringing back women's traditional role of lodge building. Photo courtesy of Erin Griffin. **PAGE 12, top:** Buffalo hide tanning workshop held at Sisseton Wahpeton College. Photo Courtesy of Erin Griffin. **bottom:** North House Folk School artisan Mike Loeffler talks about his wooden bird bowls with MACP Program Director Jayson Smart.





Revitalizing and Sustaining Native and Folk Arts & Cultures

THE VITALITY of traditional art and culture hinges on teaching, celebrating, and sustaining these cultural expressions. These art forms aren't merely decorative; they tell rich and nuanced stories and hold great meaning among practitioners and their communities.

A main focus of two programs within MACP's Arts & Cultures domain is the intergenerational transfer of artistic skill and cultural knowledge. Our grant-making strives to support established and emerging artists and culture bearers; facilitate formal education and hands-on learning; and increase community access, practice, commitment, and proficiency in these art forms.

Within Native Arts & Cultures, MACP works closely with our grantee partners to advance a mutually meaningful strategy at the community level. This work supports Indigenous communities in creating art and practicing traditions central to each community's self-determined cultural identity, so that a new generation of Native artists and culture bearers can thrive. These national and regional organizations have the capacity and expertise to manage significant grants while cultivating deep ties to the communities and organizations they support.

First Nations Development Institute offers broad support to Indigenous people and communities,

including language and cultural revitalization, local food systems, economic development, and youth services. It also has the resources and relationships to ultimately reach community artists, knowledge bearers, and committed learners. Similarly, the American Indian College Fund helps advance MACP's Native Arts & Cultures strategy by supporting programs and opportunities offered at Tribal colleges and universities throughout the Upper Midwest. This work includes specialized programming that offers degrees related to cultural arts, as well as community extension learning.

Because Native arts reflect diverse Tribal cultures and lands, it's critical to work through established and trusted community partners and programs where students and practitioners can teach and learn about the arts and cultural practices that are rooted in their specific lands, cultures, and languages. Students and community members attending a workshop on traditional basket weaving at Fond du Lac Tribal and Community College, for example, first learn how to identify a cedar tree, remove the bark, and prepare it for weaving. Students enrolled in Quillwork at Sitting Bull College in North Dakota begin the course gathering and sorting quills and collecting dyes before they learn to apply porcupine quills to leather and other materials using traditional patterns.

It's a similar story in Folk Arts & Cultures, where arts, crafts, and other practices have traditionally been passed down through families and networks of acquaintances. Today, schools, arts centers, and

cultural venues are honoring and continuing these traditions and making them more widely accessible. One MACP grantee, North House Folk School in Grand Marais, Minnesota, has become a destination for teaching artists and students who gather around activities ranging from blacksmithing to timber framing to needle felting, rooted in or connected to Scandinavian aesthetics.

In Decorah, Iowa, Vesterheim, the National Norwegian-American Museum & Heritage Center, is home to thousands of artifacts, several historic buildings, and a Folk Art School that offers classes in such Scandinavian traditions as embroidery, knifemaking, and rosemaling. But not all members and followers from around the region are able to attend Vesterheim regularly. With MACP support, the organization has been offering off-site classes all over the Upper Midwest to enable lovers of Scandinavian folk arts to remain connected and continue their learning. Participants are thrilled and grateful when world-renowned instructors arrive in their town to teach woodcarving at a local church, and it strengthens Vesterheim's connections to communities well beyond Northeast Iowa.



ENVIRONMENT

MACP works globally and domestically to support the conservation of natural resources and protection of natural habitats, including tropical rainforests, coastal ecosystems, freshwater ecosystems, and grasslands. To accomplish our goals, we work with grantee partners on community-based conservation.



Our grantees need to understand the interests of the communities in which they work so they can develop solutions that both address those needs and protect the environment. Our goal is to help communities get to a place where they have ownership of not only the resources, but also the solutions that protect those resources.

Mark Sanderson,
Managing Program Director

Artisanal fishermen in Benoa Harbor, Indonesia measure handline-caught marlin to improve management of local fisheries.

PAGE 14, top: Rili Djohani, Director of Coral Triangle Center, talks with MACP staff at the opening of their Center for Marine Conservation in Bali, Indonesia. **right:** Local fishing cooperatives in Wakatobi, Indonesia help fishermen collect catch data, improve the value of their fish, and increase community incomes.



Restoring Indonesian Fisheries

SOLVING some of the biggest threats to the environment really does take a village – and perhaps nowhere is this more apparent than in Indonesia. It is one of the most biologically diverse countries on the planet, with an estimated half of the world's fish species in its marine and freshwater systems. Unsustainable fishing practices and illegal poaching, however, not only threaten this vital ecosystem, they threaten the communities that depend on fish for subsistence and income.

As one part of the solution, MACP supports grantees that work with communities to help design, establish, and manage marine protected areas (MPAs) – in other words, empower Indonesians to manage their fisheries more sustainably, for the sake of the environment and their livelihoods. This approach is showing promise to conserve biodiversity, increase fish stocks, and, in the process, improve the livelihoods of communities that rely on the ocean.

While much of MACP's focus is at a community level, the greater challenge is to scale up impact across larger coastal ecosystems. Our grantees are gathering and sharing evidence around what works (and what doesn't) in community-based ecosystem management to help accelerate and scale up progress in Indonesia and elsewhere. The Alliance for Conservation Evidence and Sustainability (ACES) is a collaboration among World Wildlife Fund, Wildlife

Conservation Society, Conservation International, RARE, The Nature Conservancy, Fauna and Flora International, and others to gather evidence under a common framework to document results and share learning.

While MACP supports collaboration among its grantees, we also work with other funders as part of the Indonesian Marine Funders Collaboration (IMFC). This consortium of funders was formed in 2013 to share knowledge and coordinate our grantmaking in order to help Indonesia achieve its ambitious national goals for marine conservation.

As of 2018, 172 MPAs have been established across Indonesia, protecting over 50 million acres or 6.42% of Indonesian coastal and marine areas. MACP funding has focused on establishing networks of marine protected areas in the exceptionally biodiverse Sunda and Banda seas as part of a larger national initiative.

The strength and efficacy of our Environment work lies in working with partners that understand the importance and complexities of addressing environmental challenges from the ground up. Relationships are at the heart of this work, and on many levels. It hinges on grantees building trust with local stakeholders, understanding the needs of the people who depend on threatened natural resources, and collaborating with other partners to scale these efforts across entire ecosystems.



ANIMAL WELFARE

We focus on the wellbeing of domestic companion animals and injured wild animals, and ways to increase empathy toward animals among children and adults.



We rely on strategic partners to provide assistance to local organizations who provide care for companion animals within communities across our seven-state region. Where genuine and respectful relationships have been forged, so much progress has been made.

Robyn Hollingshead,
Managing Program Director

Pets for Life programming has been implemented in communities across the nation, including small communities in Idaho. Photo courtesy of Mountain Humane. **PAGE 16, top:** Staff from the Auburn Valley Humane Society in Washington attend training at ASPCA's Behavioral Rehabilitation Center. The Center hosts teams from shelters across the country to learn behavioral rehabilitation techniques for extremely fearful dogs. **right:** MACP staff toured the ASPCA Spay/Neuter Alliance, a national training center in high-quality, high-volume spay/neuter.



Keeping Companion Animals Healthy

THERE ARE MANY WAYS to tackle issues related to animal welfare, but at MACP we have always emphasized the relationships between humans and animals – whether it's via programs at zoos and aquariums that increase empathy toward animals, efforts to advance the care provided by wildlife rehabilitators, or improving the wellbeing of companion animals.

One of our key strategies is aimed at improving the health of companion animals. This strategy includes keeping pets with owners and out of shelters by making veterinary care more accessible, and helping shelters enhance their operations. We do this by supporting the work of three intermediary partners: the American Society for the Prevention of Cruelty to Animals; the Humane Society of the United States and its Pets for Life program; and the University of Wisconsin Shelter Medicine Program.

Through 2018, this collective effort delivered technical assistance and/or funding to more than 130 animal welfare organizations across a wide range of communities, from urban neighborhoods to some of the most remote parts of the country.

While each partner plays a distinct role, the intersection of the three partners is essential to improving the health and wellbeing of companion animals. Their approach includes promoting door-to-door outreach to pet owners in need, providing veterinary care in service deserts, and developing and sharing best practices in shelter medicine and operations.

For example, in 2018, our grantee partners helped local organizations improve sanitation systems and processes in order to reduce the transmission of disease within shelters. These changes, along with other technical improvements, not only resulted in better quality of care, they helped boost staff morale – both critical for achieving the best outcomes for animals.



QUALITY OF LIFE

MACP's Quality of Life Domain supports life's journey at vulnerable stages for children, young adults, families, and older adults.



Our hope is that in forging meaningful and lasting relationships we can help the organizations we support develop sustainable programs and in turn create a greater impact at the community level.

Elizabeth Sullivan,
Managing Program Director

Lydia Odinga received a visit from Red Cross volunteer Felista Njenga, who helps ensure kids in the dense urban community receive lifesaving vaccines – such as those for measles and rubella. “I volunteer because, as a mother, my desire is to have a healthier community free of diseases,” says Felista. Photo by Juozas Cernius/American Red Cross. **PAGE 18, top:** Staff interns at the YMCA of the Greater Twin Cities Camp Widjiwagan. Photo courtesy of YMCA of the Greater Twin Cities. **right:** Bahati, age 11-months, receives a vaccine in rural Kenya. Local Red Cross volunteers visited Bahati's home and encouraged his grandparents to get him vaccinated. Photo by Juozas Cernius/American Red Cross.



Making Everyone Feel Welcome at Camp

THE QUALITY OF LIFE DOMAIN is a true reflection of Margaret Cargill's wishes to give children, families, and older adults the care and opportunities they may not otherwise receive. In 2018, MACP leadership identified four strategic areas that will guide our support going forward: Aging, Family Stability, Postsecondary Success, and Youth Camping and Swimming.

While MACP now has greater clarity on where it can have the most impact, the Quality of Life domain continues to cover a wide range of initiatives from aging-in-place services for older adults to camping programs for youth.

One of Margaret's great passions was the outdoors, and MACP focuses on removing barriers to these experiences. Although MACP has long supported efforts to give more youth the opportunity to experience camping, the Camp Inclusion Project with the YMCA of the USA further emphasizes the importance of making campers with a variety of needs, identities, and backgrounds feel welcome. This effort includes identifying and funding capital projects, such as pool lifts and all-gender changing rooms, as well as rethinking recruiting approaches.

At YMCA of the Greater Twin Cities, for instance, MACP support is assisting one camp's efforts to recruit more staff from different economic and racial backgrounds. A cornerstone of this initiative is a

paid internship program that offers individuals the opportunity to gain skills and experience in working with youth outdoors, provides a stipend for outdoor clothing and equipment, and offers income and professional development in the process.

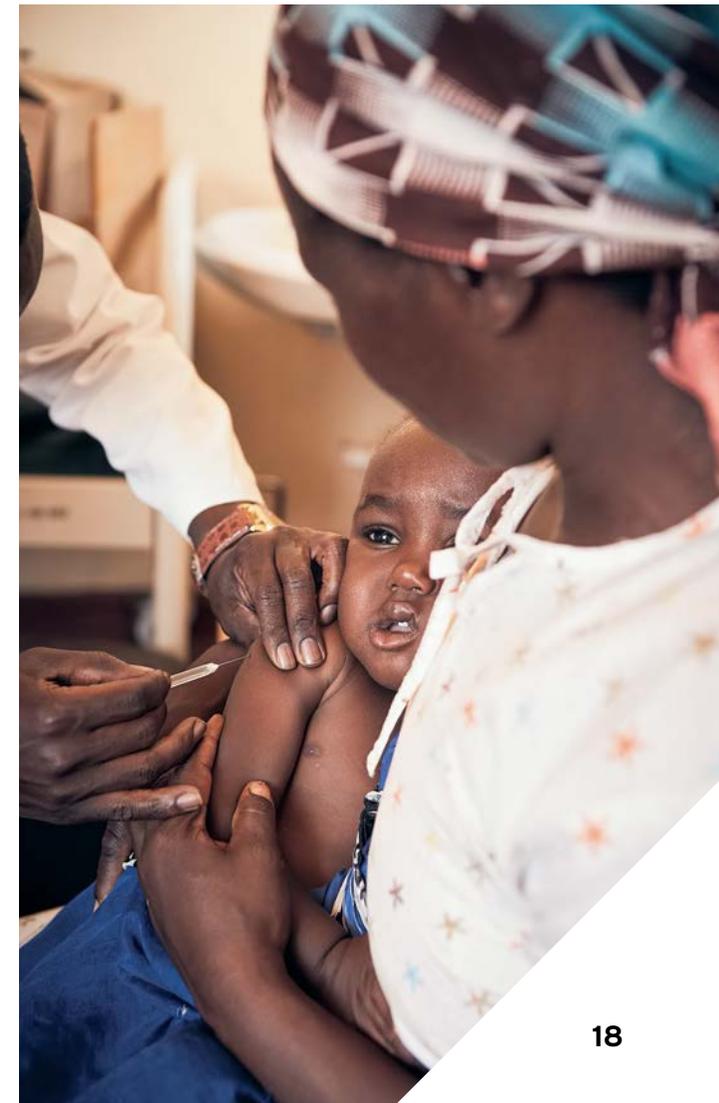
Saving Millions of Lives with Measles Vaccines

Many people associate the American Red Cross with its work during and immediately following a disaster, but the organization also works on the frontlines addressing a leading cause of death for infants and young children: measles.

Measles is one of the most contagious and severe childhood diseases, claiming the lives of hundreds of children around the world every day, and causing long-term health consequences and permanent disabilities such as blindness or brain damage for many who survive. Although incidents of measles have been on the rise in developing nations – due largely to a backlash against vaccination – vaccines remain profoundly effective.

Since its launch in 2001, the Measles & Rubella Initiative has delivered more than 2.9 billion doses of the measles vaccine, and in the process reduced measles-related deaths by 80% globally. Through its relationship with the American Red Cross, one of several leading humanitarian organizations involved in the initiative, MACP is helping vaccinate millions of children each year in the countries most susceptible to outbreaks. The impact cannot

be overstated: If the current program goals are realized, the vaccine initiative could avert more than 13 million deaths this decade – more than the impact of most other vaccines combined.



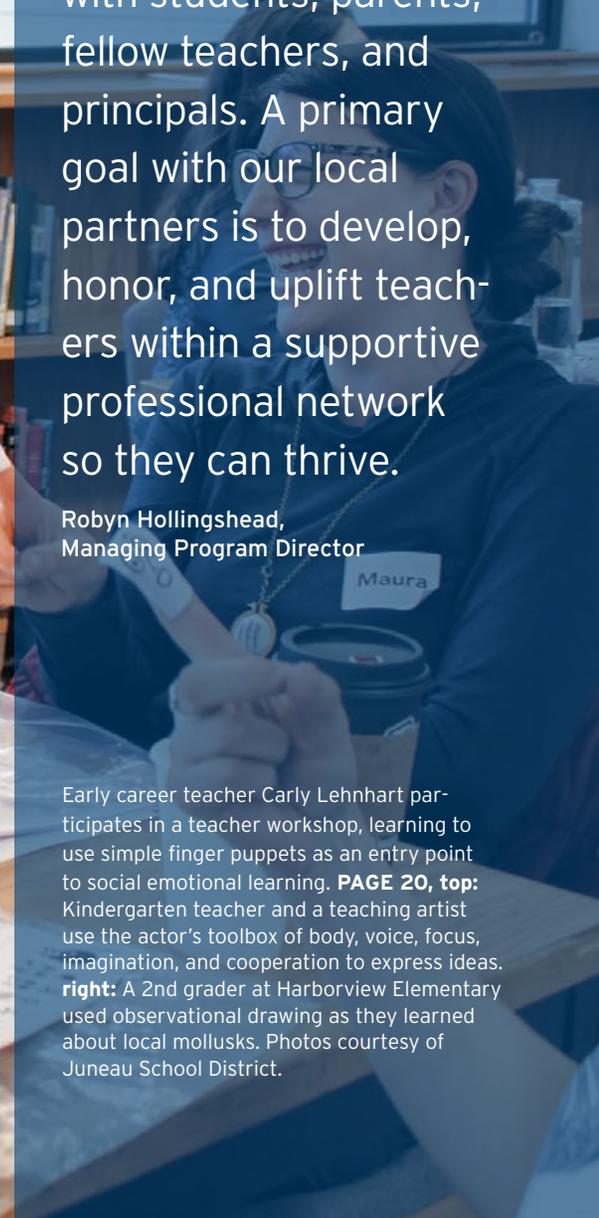
TEACHERS

We support recruitment, training, and retention of qualified people for the teaching profession.



Every day, teachers manage relationships with students, parents, fellow teachers, and principals. A primary goal with our local partners is to develop, honor, and uplift teachers within a supportive professional network so they can thrive.

Robyn Hollingshead,
Managing Program Director



Early career teacher Carly Lehnhart participates in a teacher workshop, learning to use simple finger puppets as an entry point to social emotional learning. **PAGE 20, top:** Kindergarten teacher and a teaching artist use the actor's toolbox of body, voice, focus, imagination, and cooperation to express ideas. **right:** A 2nd grader at Harborview Elementary used observational drawing as they learned about local mollusks. Photos courtesy of Juneau School District.



Improving the Teaching Experience with Arts Education

ARTS EDUCATION isn't just about teaching the next generation of painters or sculptors. In fact, teaching in and through the arts can be instrumental in developing early-career teachers, keeping talented educators in schools where they are needed most, and significantly improving classroom experiences.

The cornerstone of MACP's Teachers domain is a triad approach that matches school districts, higher-education institutions, and non-profit arts organizations to synchronize and strengthen their unique roles in developing future and new teachers as well as to incorporate arts education with standard curriculum. It focuses primarily on Wisconsin, which has traditionally been a net exporter of teachers, and Alaska, a net importer of teachers.

In many parts of Alaska, a lack of qualified teachers with local community experience and knowledge is a significant problem, not just for the students who are directly impacted, but for the vitality of their communities. Teacher retention rates in rural Alaska are among the lowest in the nation. Building resilient new teachers is a concern in the most remote parts of Alaska as well as in the state capital, Juneau, where MACP has for the last few years supported Artful Teaching.

This collaboration between the Juneau School District, the University of Alaska Southeast, and the Greater Juneau Arts and Humanities Council supports a corps of mentors who work with student teachers to integrate arts education into their standard curriculum – and with profound benefits. It not only enriches the classroom experience for students, it helps boost teacher confidence and competence, and connects new teachers with mentors and peers. Together, this paints a clear picture of improved teacher satisfaction and, ultimately, better retention.



LEGACY & OPPORTUNITY

We provide flexible funding for opportunities aligned with MACP's values and philosophy and support for specific geographies of importance to our founder, Margaret Cargill, including the Upper Midwest and Southern California.



Our long-term relationships with legacy partners have allowed us to focus on issues and communities of mutual importance. As we build this deeper understanding of their contexts and capacities, we hope to become a more helpful partner.

Terry Meersman,
Vice President, Programs

THIS PAGE & PAGE 22, bottom right: The Salvation Army's Club 60 meal program includes an important community and social component. Photo courtesy of The Salvation Army, San Diego Regional Office. **PAGE 22, top:** *Earth Focus* is KCETLink's environmental news magazine that features in-depth stories about our changing environment and how it affects people around the world. The image of abalone is from an episode on the lasting impact of rising sea temperatures, acidification, and pollution. Photo courtesy of KCET.



Honoring Margaret's Legacy

THE LEGACY & OPPORTUNITY DOMAIN

embodies the importance of relationships in MACP's grantmaking. The legacy aspect of the domain provides support to the designated beneficiaries that Margaret Cargill supported during her lifetime.

These are long-term relationships in the truest sense. Since 2009, MACP has provided funding to KCET, a public media group in Southern California, where Margaret lived for most of her adult life. Like most media outlets, KCET has had its challenges retaining audiences in an increasingly competitive media landscape. Along the way, MACP continued supporting KCET as it reinvented itself and pursued an innovative approach to developing locally relevant programming. Its beautifully rendered programs tackle social, environmental, and historical issues from a unique Southern California perspective, connecting with local audiences and earning it multiple awards.

In 2017 MACP provided The Salvation Army, another legacy grantee in Southern California, with a learning grant for its Club 60 senior nutrition program. This program, which has been in place since 1970, provides hot, nutritious meals five days a week to nearly 1,000 seniors in the area. In an effort to improve its operations and provide better services to Club 60 seniors, The Salvation Army engaged an outside consultant to assess the program. It is now using the results and recommendations from the study to create efficiencies in the Club 60 program. For example, The Salvation Army improved its ability to track budgets at each meal site and began providing site managers with management skills training. In 2019, with continued MACP funding, The Salvation Army will build on the first study. It intends to create measurement tools it can use to track seniors' needs and the contribution the program makes towards enhancing their nutrition, socialization, and quality of life.



KATHANGACHINI

HEALTH CENTRE

2018 Year-End Assets

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

\$6,817,930,000

2018 Grantmaking

Total number of grants paid in 2018

385*

Total dollar value of grants paid in 2018

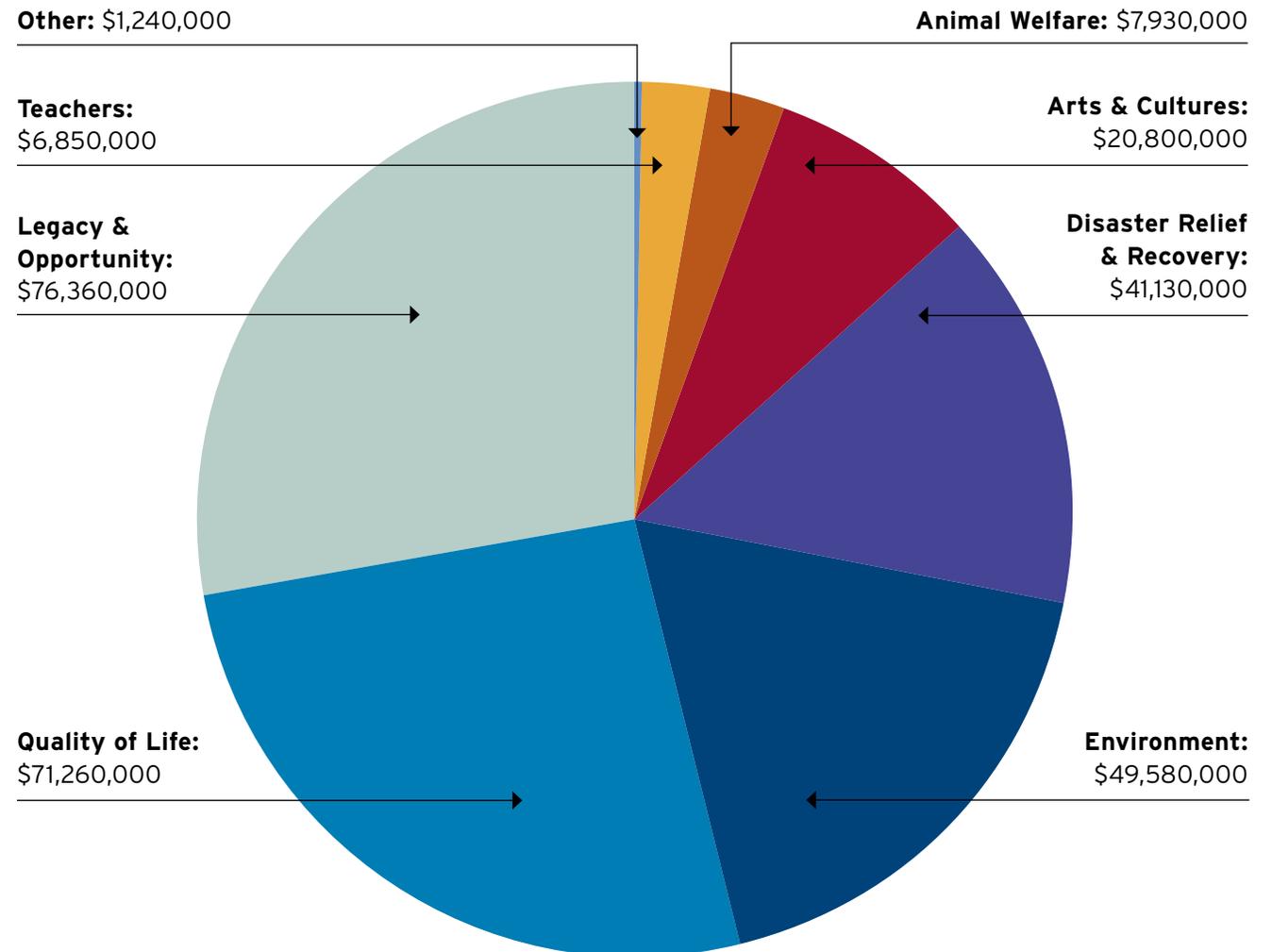
\$275,150,000

*This excludes 399 employee matching gifts.

Each year in Kenya, more than 350,000 children miss their scheduled routine vaccinations – leaving them vulnerable to vaccine-preventable diseases such as measles and rubella. The American Red Cross and the Kenya Red Cross have been working together to strengthen community-level routine immunization systems in both rural and urban counties. Photo by Juozas Cernius/American Red Cross.



2018 Grantmaking by Domain



OUR BOARDS



PAGE 26 group image, pictured from left:

Bishop John B. Chane, Director:

Margaret A. Cargill Foundation
Anne Ray Foundation

**Paul G. Busch, President & CEO
and Director:**

Margaret A. Cargill Foundation
Anne Ray Foundation

Christine M. Morse, Board Chair:

Margaret A. Cargill Foundation
Anne Ray Foundation

Win Neuger, Director:

Margaret A. Cargill Foundation
Anne Ray Foundation

Stuart P. Tobisman, Director:

Margaret A. Cargill Foundation
Anne Ray Foundation

PAGE 26 individual photos

top right:

Naomi Horsager,
Chief Financial Officer and
Board Treasurer

bottom right:

Heather Kukla,
Vice President & General Counsel
and Board Secretary

2018 Officers and Directors





Margaret A. Cargill
PHILANTHROPIES

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