



Margaret A. Cargill
PHILANTHROPIES

2019 ANNUAL REPORT

*Working in and
with Communities*



TABLE OF CONTENTS



ILLUSTRATIONS BY
MARTIN HAAKE ©2020

LETTER FROM THE PRESIDENT AND CEO	2
MACP IN 2019	3
OUR DOMAINS	
ANIMAL WELFARE	5
ARTS & CULTURES	7
DISASTER RELIEF & RECOVERY	9
ENVIRONMENT	11
LEGACY & OPPORTUNITY	13
QUALITY OF LIFE	15
TEACHERS	17
FINANCIALS	19
2019 OFFICERS AND DIRECTORS	21

LETTER FROM THE PRESIDENT AND CEO



IN THE SPIRIT and direction from our founder, we at Margaret A. Cargill Philanthropies (MACP) approach our grantmaking by supporting work in and with local communities. While it is a common theme in our grantmaking, we know

that “community” can be interpreted in different ways. It can be defined by geography, by shared practices, by history, or by heritage.

In 2019, we funded work that directly impacted 31 states in the U.S. as well as 34 Indian Reservations. Globally, our funding reached more than 60 countries. The element that connects all of our grantmaking is the focus on working with these communities through our grantees. Each community has its own character, its own challenges, and its own strengths. Our grantee partners work alongside these communities to assist them in achieving the meaningful and lasting change they desire.

This focus at a community level is evident throughout the pages of this annual report, which includes examples of our grantmaking from each of our seven domains. In the Environment domain, our grantee partners worked with the people of Southeast Alaska to plot their own path to sustain their livelihoods while safeguarding the Tongass National Forest, the largest

tract of coastal temperate rainforest in the United States. More than 8,000 miles away on the shores of Lake Tanganyika in Africa, grantees are working with communities to protect one of the world’s largest and most biodiverse freshwater lakes, and in the process improve the health and wellbeing of the people who live near it.

Extreme weather in 2019 resulted in devastating damage throughout the Midwest, but it also underscored the power of community, as a group of grantees came together at the Pine Ridge Reservation to help rebuild homes and erect an emergency services center. Meanwhile, a number of historic churches throughout the Midwest are getting much-needed renovations — making it possible to restore and preserve the artistic heritage that is part of the fabric of these communities.

As I write this, the world is confronting the widespread impact of the coronavirus. There are no words to describe the devastation on lives, economies, and everyday life. We at MACP have been working with our grantees to sustain ongoing programs while providing immediate support where needed.

Meanwhile, the senseless killing of George Floyd here in our own community has shone a spotlight on the inequities and institutional racism that are pervasive throughout our country. Equity, inclusion, and social justice are implicit in much of our work, but the events following Mr. Floyd’s death have been galvanizing. We are taking meaningful steps to be more explicit in our

efforts to address racism and support equality, in our grantmaking, within our organization, and here in our local community.

I’ve never been prouder of the people who, together, comprise the community of MACP — and I have no doubt that Margaret Cargill would be moved by the work that her legacy is supporting during this unprecedented period in history. Ironically, at a time when “social distancing” has been a necessary reality, the importance of working in and with communities has never felt more important.

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

Seeking Feedback, Striving for Excellence



Above: MACP board members visit Santa Cruz Island in California, where funding for The Nature Conservancy's science and planning work have contributed to preservation of biodiversity.

Right: MACP, in partnership with the American Red Cross's International Services Division, supports the Philippine Red Cross to implement disaster preparedness programming. Here, a community shows off their produce after participating in activities focused on increasing household income to help communities better prepare for and recover from natural disasters.

Pg 4: MACP boards visit the community of San Felipe Oriente on the Yucatán Peninsula of Mexico to see how they are using charcoal production as part of their sustainable forest management activities.



MARGARET A. CARGILL PHILANTHROPIES supports ongoing, meaningful projects at the community level. This is a common thread across all seven of our domains: Animal Welfare, Arts & Cultures, Disaster Relief & Recovery, Environment, Legacy & Opportunity, Quality of Life, and Teachers.

For our organization, 2019 marked the culmination of years of planning, growing, and learning. After consolidating MACP's strategies in 2016 and introducing new grantmaking software and processes in 2017, we turned our attention to analyzing and identifying other areas where we could improve.

Using Center for Effective Philanthropy (CEP) perception reports, we asked our grantees to candidly and confidentially share their observations and suggestions. It is incumbent upon us to hear from our grantees and make sure their experiences are reflected, not just in the work we support, but in how we support it.

We also surveyed our staff via CEP to hear their ideas for how we can better support them and operate more effectively and efficiently. In doing so, we heard themes of managing workloads, empowering staff to take action, and continuing to emphasize diversity, equity, and inclusion. We also received feedback on the importance of streamlining aspects of our grantmaking, and we continue to prioritize enhancements and improvements in both our platform and our processes.

Ultimately, we strive to lead with our values and have those priorities reflected in our processes and grantmaking. In both operational and interpersonal realms, we're learning to do things more effectively and more efficiently. Taken together, these initiatives are helping us evolve into a more mature organization, but with a caveat: mature does not mean stagnant. Learning and improving are at the heart of everything we do, and those values only become more important with each passing year.





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.



Above: A small number of rehabilitation sites in our region are permitted to rehabilitate marine animals, such as this seal pup.

Supporting a Community of Wildlife Rehabilitators

THE WORK MACP DOES in and with communities is equally important when it comes to animal welfare. Under the Animal Welfare domain, we focus on three core areas: companion animals, wildlife rehabilitation, and empathy and compassion for animals (primarily through zoos and aquariums).

Within this domain, MACP has been working closely with our grantee, The Raptor Center (TRC) at the University of Minnesota College of Veterinary Medicine, and through its Partners for Wildlife program. Established in 1974, TRC is a leader not just in raptor veterinary medicine but in the broader field of wildlife rehabilitation.

Wildlife rehabilitation can take an emotional toll on its practitioners, some of whom work in isolation and with more losses than wins at times. By virtue of this line of work, rehabilitators are often operating with shoestring budgets or at their own expense. Even larger organizations, such as TRC at the University of Minnesota, rely heavily on volunteers. Lack of resources also limits rehabilitators' ability to connect with, learn from, and support one another.

With funding from MACP, TRC created the Partners for Wildlife program to act as a regional resource and funder for wildlife rehabilitators. Within our target states — Minnesota, Wisconsin, North Dakota, Montana, Washington, Idaho, and Alaska — this community of wildlife rehabilitators takes in approximately 50,000 animals and 200 species each year. Through fellowships and internships, the funding also supports rehabilitators and veterinarians to improve the quality of the animal welfare network.

The Partners for Wildlife program offers a unique solution for supporting wildlife rehabilitators and, in the process, ensuring more humane outcomes for thousands of animals across hundreds of species.



COMMUNITY SPOTLIGHT

MONTANA WILD

When Helena-based Montana Wild opened its doors in 2010, the facility was intended to serve as a refuge for orphaned black bear cubs. As the years went by, however, the state-run rehabilitation center saw its population of wildlife grow to include grizzly cubs and a wide range of raptors, including eagles, osprey, and hawks, among others. It also opened an adjacent conservation education center, where visitors can engage with resident raptor “ambassadors.”

Montana Wild was a success by many measures, but they needed more (and better) space. By 2018, the small center had taken in 180 animals. Bear cubs were outgrowing their enclosures, and raptors were sheltered in common areas throughout the facility.

After visiting the center in 2019, TRC’s Partners for Wildlife proposed several immediate improvements for making the space more conducive for rehabilitating wildlife. Moreover, it provided a grant to help Montana Wild expand and renovate. When the project is complete, enclosures for the bear cubs will have additional enrichment features and improved containment, while raptors will have space of their own—allowing for better recoveries and long-term outcomes.

Left: Montana Wild is one of the few locations in our region that works with orphaned bear cubs, raising them without human contact so they can be released to the wild.

ARTS & CULTURES

MACP supports cultural communities in folk arts and Native American art as well as music, tactile art, and artistically significant crafts that foster human creativity. Specifically, in our Folk Arts & Cultures and Native Arts & Cultures programs, we focus on the promotion of intergenerational transfer of artistic skill and cultural knowledge.



Above: Dale Beach caulks a window in Swedish Zion Lutheran Church, in Bottineau County near the town of Souris, ND, as part of a larger masonry project to restore and stabilize this stone church, constructed by Swedish immigrants from glacial granite stones.

PHOTO BY SCOTT WAGAR, THE BOTTINEAU COURANT

Caring for Cultural Centers

NEARLY THREE MILLION Scandinavians immigrated to the United States, mainly to the Upper Midwest, in the late 19th and early 20th centuries. In many communities, churches were more than places of worship: they were centers for arts and cultures, music and crafts, and other diverse community needs.

The cultural legacy of Scandinavian Americans lives on through many institutions, but many of the churches they built are quickly degrading, impacting their viability as community gathering places.

While developing the Folk Arts & Cultures program in the Upper Midwest to help perpetuate Scandinavian American folk arts & cultures, MACP found an additional opportunity to consider the role of churches as places that foster cultural and social connections. A non-sectarian nonprofit called Partners for Sacred Places (PSP) has for decades worked with local communities to rebuild and repair sacred places for continued use. The Philanthropies partnered with PSP to identify these cultural gems for a grant program that preserves architecture, art, and community.

PSP then worked with advisors to narrow the field to arrive at a cohort, representing geographic diversity across the Upper Midwest states and the various Scandinavian cultures, that would benefit from additional technical and grant support.

PSP works directly with prospective grantees to assess their needs and commitment to growing and sustaining the culture for its communal functions. At the end of 2019, MACP extended its boundaries to historic churches in Central Appalachia that serve as shared community resources.

Grantees have used the funds to renovate or recreate artwork, altars, and architectural features. Yet, the work goes well beyond the physical restorations. With MACP support, PSP works with churches to build and strengthen relationships with local organizations, expanding the possibilities around how the church can serve as a cultural center to its local communities.

Inspiring New Connections



COMMUNITY SPOTLIGHT

TUNBRIDGE LUTHERAN CHURCH

In 1988, Tunbridge Lutheran Church in Rugby, North Dakota held its last service. For more than three decades the iconic church, built in 1914, sat in its bucolic setting as a decaying vestige of Norwegian-American culture in turn-of-the-century America.

Community and culture are powerful forces, and eventually local leaders came together with plans to preserve the church, honor its history, and ensure its future. With information and encouragement from Partners for Sacred Places, the community is working to restore its architecture, artwork, and once again open its doors to the people of Rugby.

Left: Leadership from eight churches who received capacity-building training as part of the Engaging Artists and Communities to Preserve Scandinavian Heritage Churches project, with training facilitators from Partners for Sacred Places, framed by the iron gate in front of Springdale Lutheran in Mount Horeb, WI.

PHOTO BY BOB JAEGER

DISASTER RELIEF & RECOVERY

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



Above: Day laborers and volunteers unload non-perishable foods from a truck during an emergency delivery by the Food Distribution

Program in Oglala, SD on the Pine Ridge Indian Reservation.

PHOTOGRAPHY: KRISTINA BARKER/
THE NEW YORK TIMES/REDUX

Rebuilding Homes and Restoring Hope

IN 2019, major natural disasters occurred at a brisk pace. Hurricanes Barry and Dorian pounded Louisiana, Florida, and South Carolina, with combined damages totaling \$1.8 billion. At the same time, a bigger tragedy was slowly unfolding across the Midwest. Record levels of rainfall in March on top of a wet winter combined to create a disaster that didn't receive nearly the media attention the major hurricanes did.

Referred to by the *New York Times* as a “bomb cyclone,” a mixture of straight-line winds, tornados, hailstorms, and floods severely damaged or destroyed hundreds of homes across several states in the upper Midwest. For residents of the Pine Ridge Indian Reservation in South Dakota, the storms exacerbated underlying vulnerabilities, ravaged homes, and threatened to leave a lasting and irreparable impact on the community. However, the devastation also gave rise to a unique partnership between seemingly disparate MACP partners.

Together, the Mennonite Disaster Service, Partnership With Native Americans, Center for Disaster Philanthropy, and the Salvation Army worked alongside the community to rebuild several homes and construct a new Pine Ridge Volunteer and Emergency Services Center.

While this kind of partnership is unique, it represents another facet of community that is so powerful — multiple grantees with unique capabilities working

together to make a meaningful and lasting impact. Moreover, it offers a look at how organizations can effectively work in and with Native communities to help them meet their needs.

STUDYING SUSTAINABLE RESILIENCE

Between 2013 and 2016, MACP grantee Catholic Relief Services (CRS) worked with communities in Guatemala, Bangladesh, and Vietnam to improve disaster preparedness, response, and recovery. These initiatives included: hazard-resistant construction techniques, early-warning systems, and alternative agricultural techniques.

To better understand whether its work was having a lasting impact, CRS returned to the project areas last year and enlisted community members to carry out a study to determine whether systems were still in place and effective. The results strongly indicate that, with the right project design, household and community resilience can, in fact, be self-sustaining.

Moreover, the study offers invaluable insights for improving future project design and implementation to best meet the needs of communities that are frequently impacted by low-attention disasters.



PINE RIDGE INDIAN RESERVATION

Pine Ridge Indian Reservation spans more than 2 million acres in southwest South Dakota and is home to the 46,000-member Oglala Lakota tribe. While the reservation is known for its extreme beauty and rich heritage, it is also a place of extreme poverty — and weather.

In the process of working on disaster recovery efforts following the 2019 bomb cyclone, volunteers — many of whom traveled from outside of the state — saw an opportunity to help the reservation better prepare and respond to emergencies and disasters. With support from MACP, they built a 16,000 square-foot Pine Ridge Volunteer/Emergency Services Center from the ground up. This new facility has the capacity to house up to 48 volunteers. Moreover, it serves as a year-round emergency operations and training center, and a critical resource for this rural community.

Left: David Gibbons, left, and Shane Mesteth ride down a muddy road to the highway to gather food, water and medical supplies for residents on the Pine Ridge Indian Reservation in South Dakota, March 22, 2019.

PHOTOGRAPHY: KRISTINA BARKER/THE NEW YORK TIMES/REDUX



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.



Above:
Members of the Hydaburg Stream Team assess the conditions of salmon-bearing streams on Prince of Wales Island.
PHOTO COURTESY OF THE NATURE CONSERVANCY



Planting the Seeds for a Sustainable Future

IN 2011, following two decades of challenging efforts to improve management of old-growth forests and wild salmon habitat in Southeast Alaska, local conservation organizations partnered with Alaska Native organizations and communities to change the conversation and find solutions. Communities, particularly Alaska Native communities, had been left out of the decision-making process, even as unsustainable logging continued on public lands and lands owned by Alaska Native Corporations. Tribes, local fishers, area business owners, mayors, and other community leaders sought a solution that involved greater community representation.

Their vision placed local communities, both Native and non-Native, at the center of natural resource management decisions. The proposed path centered on working with communities to move the region toward sustainable, resilient community economies and effective management of the forest and wild salmon.

MACP's grantee partners, Alaska Conservation Foundation and The Nature Conservancy, worked closely with community leaders, organizations, and businesses throughout the region to design and demonstrate sustainable solutions and give a voice to their collective interests. This work evolved into the Sustainable Southeast Partnership (SSP), a rural collective impact initiative spanning Southeast Alaska. The SSP network focuses on maximizing the long-term productivity of resources and seeks the triple bottom line of ecology, social equity, and economic wellbeing.

Over the last nine years, SSP has grown to include a majority of the region's communities, dozens of NGOs and local businesses, the region's Alaska Native Corporation, and many natural resource management agencies. It has played a central role in helping shift the paradigm of the region toward sustainability and local community benefit. The SSP has also been successful in diversifying its revenue sources beyond philanthropy so that today they are on a solid path toward long-term sustainability.

With this success, 2020 will mark an important milestone for both the SSP and for MACP as we wind down our financial support for this work in Southeast Alaska. Through the hard work and creativity of our grantees and their local partners, the original program outcomes have been largely accomplished and the SSP is committed to continuing supporting local communities and amplify community voices. For MACP's Environment domain, the SSP story provides strong evidence that our approach of providing meaningful funding over a relatively long and clearly articulated period of time can put grantee partners on a path toward long-term success.

WORKING AT THE INTERSECTION OF HEALTH AND HABITAT

Africa's Lake Tanganyika is one of the world's most biologically diverse and intact freshwater systems. It is home to 2,000 species of fish, plants, crustaceans, and birds — hundreds of which are not found anywhere else on earth. The lake has nourished the indigenous communities living

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.



Above: KPBS's 2019 One Book for Kids author and illustrator Yuyi Morales delights readers of all ages with her Pura Belpré Award winning book, *Dreamers*, at the San Ysidro Public Library. PHOTO BY MARGO PORRAS

Right: These artists work tirelessly to carve a cedar tree into a prominent figure in the Kwakwaka'wakw culture – Moon. PHOTO COURTESY OF PBS



Elevating Native and Indigenous Voices

CREATING CONVERSATION THROUGH LITERATURE

The "One Book, One San Diego" program led by San Diego State University's public television and radio station, KPBS, showcases reading as an outlet for increasing community engagement and understanding. Each year, a volunteer committee selects one book of high literary quality that addresses issues relevant to San Diegans, features people of different backgrounds, and inspires conversation and action. Beyond the main book selection for adults, KPBS also selects books on related themes for young children and teens.

One Book reaches across San Diego County and into Baja California with more than 110 local partners, including schools, libraries, and other organizations that work together to coordinate author talks, book club discussions, and related events.

In 2019, KPBS embarked on a deeper learning effort to explore how to engage more readers in the program. They intend to grow the program by choosing books that engage the public in new ideas and developing new partnerships with organizations that focus on the ideas explored in the books.

IN 2018, MACP supported the PBS production of a four-part series, *Native America*, which tells the story of the first people of the Americas long before the arrival of European settlers. Narrated by Robbie Robertson (Mohawk), the series was produced by Native and Indigenous peoples to share their perspectives and stories. The production takes viewers on a tour of sacred and historic Native sites, such as caves in the Amazon displaying art, solar maps, and networks of tunnels beneath an ancient pyramid. *Native America* aired nationally on PBS and was accompanied by a national community outreach and education campaign, including free classroom resources on PBS LearningMedia (pbslearningmedia.org).



COMMUNITY SPOTLIGHT

JUXTAPOSITION ARTS

Juxtaposition Arts (JXTA) was founded in 1995 as an after-school arts program in the Sumner Olson public housing community in North Minneapolis. 25 years later, it is a social enterprise that empowers young artists with training and initiatives, including: graphic arts and mural arts courses, visual literacy, paid apprenticeships, and personal and professional development. JXTA has impacted thousands of teens — many of whom have gone on to become successful artists and entrepreneurs — while bringing art to public spaces via commissions throughout the city.

In 2019, MACP worked with one of our community foundation partners to contribute seed funding toward a \$14-million capital campaign that will renovate and expand JXTA's facilities. The new campus is slated to include a 20,000 to 27,000 square-foot center that will be home to hands-on programs, artist studios, historic archives, public galleries, and event spaces. The upshot: more opportunities to help talented and enterprising youth make a positive mark in their communities.

QUALITY OF LIFE

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

Giving Elders the Care They Need



This problem has been particularly pervasive on the Spirit Lake Reservation, a remote Dakota community of 7,000 people on the southern shores of North Dakota's Devil's Lake. In partnership with MACP, the University of North Dakota's Center for Rural Health supported the Spirit Lake Tribe in creating a Tribally-controlled agency, named Okiciyapi, that provides training and resources to help elders age in place.

Through this initiative, tribal members now have the opportunity to train to become certified nurse assistants. In addition to providing medical care, they assist with personal services, such as cleaning, cooking, or home improvements for better mobility and safety. Meanwhile, the agency — as a provider of services and as an employer — is expected to become self-sustaining in part through Medicaid reimbursements.

While the program has improved the quality of life of elders and provided jobs, it has strengthened community ties in an unexpected way: elders are sharing stories with their caregivers, and in doing so, helping to preserve their family histories and culture.

TRIBAL ELDERS play a vital role in their communities, but many small towns and reservations lack the resources to support them as they age in place.

Because many reservations don't have assisted-living or long-term care facilities, elders often have no choice but to leave their homes and move hours away to get the care they need. This not only impacts the health and quality of life of these individuals, it tears at the very fabric of their communities.

Right: Caregivers participating in a Native Elder caregiver curriculum training session.
PHOTO COURTESY OF THE UNIVERSITY OF NORTH DAKOTA





COMMUNITY SPOTLIGHT

BEREA COLLEGE BRIDGE

In 1855, abolitionist Reverend John G. Fee founded Berea College, the first interracial and co-educational college in the South. Today, the college offers a tuition-free education to all enrollees, most of whom come from impoverished communities in surrounding Appalachia.

Ensuring success for college students from backgrounds that are underrepresented in higher education is a unique challenge, which is why MACP helped Berea College launch its Bridge programs to support students at every stage of the college experience. Bridge In hosts intensive summer workshops and helps students through the admissions process. Bridge Through helps students get the most out of their time at Berea. Bridge Out prepares students for the next chapter of their lives through career counseling, job referrals and graduate school applications.

Since its debut in 2013, the Bridge program has improved recruitment, retention, and outcomes, particularly for Black male students and first-generation college students — the very communities that inspired John G. Fee to found Berea.

TEACHERS

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

Bringing Art Back to the Classroom



Above: Milwaukee's ArtsECO teacher network meets regularly outside of school, building professional relationships and exploring teaching in and through the arts.

Right: ArtsECO teachers find sustaining peer support through regular workshops such as this one held at the Haggerty Museum of Art.

PHOTOS COURTESY OF ARTSECO



GOOD TEACHERS are hard to find — and keep — particularly in rural or urban schools where resources are limited, days are long, and support networks may be few and far between. Among new teachers, attrition rates are particularly high; between 30 percent and 50 percent leave the profession within five years.

With support from MACP, the University of Wisconsin, Milwaukee has led the development of the ArtsECO project. Established in 2013, the project is a growing ecosystem of Milwaukee arts partners and Milwaukee Public Schools focused on addressing teacher shortages and reinstating teaching positions cut during the

Great Recession of 2008-2009. The project fosters support for future teachers in college and new teachers through their first five years in the profession.

ArtsECO in Milwaukee creates a pathway for new teachers leveraging social justice informed preparation and deepening understanding of Milwaukee's diverse communities. A focus on the arts, offers new professionals — both arts teachers and generalist teachers — powerful strategies to engage students in deep, relevant learning across content areas.

As of 2019, 47 new teachers have been supported through UW Milwaukee's arts education preparation by the ArtsECO program and are now teaching in the Milwaukee public school district. This project offers insight into the challenges and opportunities in reimagining teacher pathways and safety nets of support to reduce teacher turnover and shortages.





COMMUNITY SPOTLIGHT

MILWAUKEE

An early participant in ArtsECO, Jeanette Arellano was an ideal candidate for the teacher certification program. A bilingual Spanish-English speaker, she had experience as an artist, an arts educator, and an engaged community member in the Milwaukee area. In 2016, the ArtsECO project helped place Ms. Arellano at the Milwaukee Public School’s Hayes Bilingual School, where she was able to teach full time while completing her coursework and testing. Now a certified teacher and in her fourth year at Hayes, she is recognized as a leader among her peers, a strong advocate for her students, and a key part of the growing ArtsECO network of resilient new teachers.

“ArtsECO has truly created a network of support for arts education throughout the city of Milwaukee. Educators know they can come to ArtsECO events to find like-minded and creative individuals that help sustain them as they return to their school communities and provide meaningful arts education experiences. ArtsECO has benefited greatly from the gift of time to develop programming, deepen partnerships and establish systems that have become a stabilizing force for arts education in Milwaukee.”

-JOËLLE WORM, ARTSECO DIRECTOR

Left: Ms. Arellano shares her elementary students’ expressions of social justice from her lesson “Mensajes in Arte” with peers at an ArtsECO teacher meetup.

PHOTO COURTESY OF ARTSECO

FINANCIALS

2019 YEAR-END ASSETS

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

\$7,653,810,000

2019 GRANTMAKING

Total number of grants paid in 2019

394*

Total dollar value of grants paid in 2019

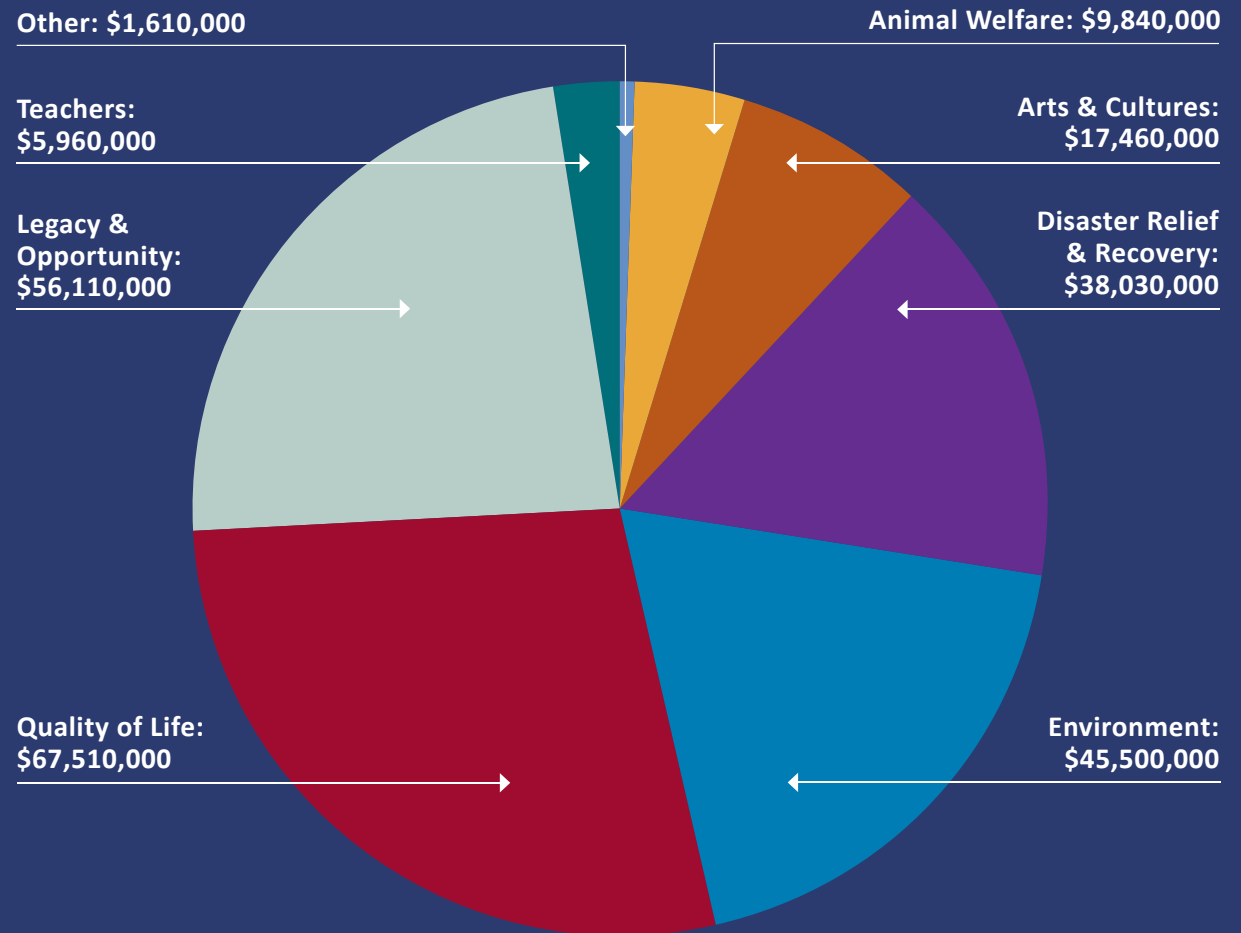
\$242,020,000

*This excludes 429 employee matching gifts and 102 employee service awards.

Pg 20: In late 2019, MACP staff and partners witnessed buffalo being returned to a part of the Badlands in South Dakota they hadn't been on since 1874. Buffalo are key to maintaining and preserving the biodiversity and health of these grassland ecosystems.



2019 Grantmaking by Domain





**2019 OFFICERS
AND DIRECTORS**



Heather Kukla (left)
Vice President & General
Counsel and Board Secretary
Margaret A. Cargill Foundation
Anne Ray Foundation

Naomi Horsager (right)
Chief Financial Officer
and Board Treasurer
Margaret A. Cargill Foundation
Anne Ray Foundation



MACP's joint board on a Southern California site visit to observe the results of biodiversity preservation work.
Pictured from left:

**Stuart P. Tobisman,
Director:**
Margaret A. Cargill Foundation
Anne Ray Foundation

**Christine M. Morse,
Board Chair:**
Margaret A. Cargill Foundation
Anne Ray Foundation

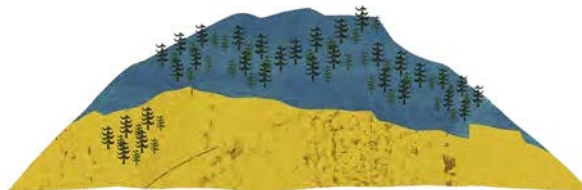
**Bishop John B. Chane,
Director:**
Margaret A. Cargill Foundation
Anne Ray Foundation

**Paul G. Busch, President & CEO
and Director:**
Margaret A. Cargill Foundation
Anne Ray Foundation

**Win Neuger,
Director:**
Margaret A. Cargill Foundation
Anne Ray Foundation

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We produce only a small number of printed copies, but an electronic annual report is available on our website at www.macphilanthropies.org/resources.





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