



LEARNING THROUGH

CHANGE



Margaret A. Cargill  
PHILANTHROPIES

2021 Annual Report

## TABLE OF

# CONTENTS

**2 Letter from Our President & CEO**

**3 Our DEIJ Vision**

### **OUR DOMAINS**

**7 Animal Welfare**

**9 Arts & Cultures**

**11 Disaster Relief & Recovery**

**13 Environment**

**15 Legacy & Opportunity**

**17 Quality of Life**

**19 Teachers**

**21 Financials**

**23 Our Board Members**

## Learning Through Change



At the beginning of 2020, our Board of Directors approved our 2025 Strategic Vision for Margaret A. Cargill Philanthropies (MACP). It was a reflection on a decade-long growth and change journey, and a look ahead at the organizational needs and aspirations that will frame our priorities over the coming years. This 2025 Strategic Vision, and the goals established within it, were intended to be our North Star as we chart our path toward partnering for lasting community impact.

The course charted by this 2025 Strategic Vision has been challenged and tested by the COVID-19 pandemic, a crucial and overdue racial reckoning, and a commitment to learn and change that continues to shape MACP, our partners, and the communities where we work. In the midst of what felt like constant change, our path and plans have adapted, while our strategic goals have remained extremely relevant. This includes our priorities for diversity, equity, inclusion, and justice; grantee relationships; knowledge sharing; understanding impact; empowering and supporting our teams; and ensuring MACP's grantmaking processes and practices are efficient and effective for us and for our partners.

To further our strategic goals, we expanded our focus on principles of diversity, equity, and inclusion – later adding justice to that focus in a very intentional way. The result is MACP's DEIJ Vision statement, which was formally adopted by our Board of Directors at the end of 2021. The statement envisions a future in which "our philanthropic resources and relationships help remove systemic barriers that limit access to opportunity and marginalize people within communities, as well as help empower and support them as agents of the change they seek."

Embracing our DEIJ Vision will have a transformational influence on our organization, our partnerships, the work we do, and the impact we ultimately seek. Our DEIJ Vision statement is not an action plan, but rather a framework to guide our shared efforts. Developing plans and specific steps to achieve our DEIJ Vision will be a participatory process, involving our board, staff, grantees, and other partners, and we look forward to sharing updates on these efforts.

The COVID-19 pandemic continued to impact nearly every aspect of our personal and professional lives. Throughout the year, we remained committed to meeting the

evolving needs of our partners and the communities where they work. These efforts were supported by strong returns in our investment portfolios, which will result in increased grantmaking in the years to come.

Within MACP, we remained a remote workplace in 2021, but began planning for our eventual return to the office in 2022. We plan to be a hybrid workplace going forward, part in-person and part remote. And while our teams were highly effective in a virtual environment, we look forward to connecting, collaborating, and advancing formal and informal mentoring for our staff in an in-person environment.

Our teams and grantee partners have shared how they have felt real loss of personal connections during the pandemic, connections they typically gain from in-person site visits, gatherings, and convenings. It is our hope that even through so much change, strong and well-tended communities trust each other, are open in dialogue, and take care of one another.

Guided by the intent of our founder, MACP support is focused at a community level, and we strive to center the voices and priorities of the individuals within those communities. Community voices are reflected in the stories you will find throughout this year's report. We worked to center the stories of those doing the work, along with those most impacted by the work of our grantee partners.

A key player in our history and our program strategies at MACP, longtime Vice President of Programs Terry Meersman announced his retirement late in the year, and we began the process to identify his replacement. In his time at the Philanthropies, Terry has been a steadfast and trusted leader, and his insights and kindness will be missed. We wish him well in his retirement.

When I think back on this year, the things that stand out the most are the times we came together and found ways to learn, to offer support, to celebrate, and to advance our relationships. For this, I share my sincere gratitude with everyone in the MACP community for your dedication, resilience, and commitment to learning through change right along with us.

Warm Regards,

A handwritten signature in dark ink that reads "Paul".

Paul Busch

# OUR DEI J

Our commitment to  
diversity, equity, inclusion, and justice



# VISION

**The motivation and guidance for this diversity, equity, inclusion, and justice (DEIJ) work is drawn from our mission and vision, our direction from Margaret Cargill, and the caring, compassionate culture we strive for with grantees, partners, and each other. Embracing this vision will have a transformational influence on our organization, our partnerships, the work we do, and the impact we ultimately seek.**

## **Our vision for change**

At Margaret A. Cargill Philanthropies, we envision a future in which our philanthropic resources and relationships help remove systemic barriers that limit access to opportunity and marginalize people within communities, as well as help empower and support them as agents of the change they seek. In this way, our joint efforts deepen and sustain the impact we work to achieve.

To achieve this impact, we seek to foster a culture—both internally and externally with grantees, community members, and other strategic partners—where differences are seen and respected, voices are heard, and all individuals feel supported and valued for their authentic selves.

## **We will know we are living this vision when...**

- 1** We use our different roles (grantmaker, convener, networker, learner, investor, employer, coworker, community member) to advance our vision, mission, and diversity, equity, inclusion, and justice work.
- 2** Our work is transparent. Our commitments to diversity, equity, inclusion, and justice are explicit and embedded within both our grantmaking strategies and our organizational practices, and they are supported by clear accountability

measures. We confront racism in all its forms within our institutional culture, as well as within the work we support externally.

- 3** Our staff and board, together with our partners (including grantees, subgrantees, vendors, consultants, and investment managers), reflect the diversity of the communities where we live and work.
- 4** We work together with our grantees, community members, and other strategic partners to understand the systems and structures in which our work is being done and the impact they have on individuals and communities we support.
- 5** We engage in sustained learning and development with our staff and board that broadens intercultural competence, examines assumptions and norms, promotes self-reflection, and expands our understanding of institutional racism and other systemic inequities—including MACP's role in those systems.
- 6** We rely on engagement, trust, and long-term relationships to advance equity and inclusion in how we work. As a funder, we recognize the power dynamic in philanthropy and build partnerships where the voices of grantees, community members, and our other partners are heard and power is shared.
- 7** Our decision-making benefits from and is informed by a variety of perspectives, and we engage with those who are knowledgeable about the needs of the community.
- 8** Our processes and practices are aligned with these commitments and support efforts to address the needs of our grantees and the communities where they work. We empower staff and work to remove organizational barriers so our practices are more equitable.

### Where we go from here

We are committed to this long-term journey. There is a lot for us to learn, knowing our culture and practices do not yet fully reflect the diversity, equity, inclusion, and justice we want to see in our work. We appreciate this journey will require significant intention and sustained effort, and that by its nature, the work needs to challenge us and push us out of our individual and collective comfort zones. We also realize we can't do this alone, and we seek to engage with, learn from, and support our grantees, community members, other partners, and each other.

This DEIJ Vision statement is not an action plan; it is a framework to guide our shared efforts. Developing an action plan and specific steps to achieve our DEIJ Vision will be a participatory process, involving our board, staff, grantees, and other partners.

The work ahead will be significant, and at times, it will be messy. We must give ourselves and each other grace, knowing we are all at different places in our journey. Some of our initiatives will succeed, and others may fail, while still providing valuable learning opportunities. We also recognize that steps to advance this vision are already in place across MACP at individual, team, and organizational levels, and we will continue supporting that work.

### Holding ourselves accountable

We commit to establishing methods that hold us accountable with both internal and external audiences, including soliciting regular feedback and sharing our progress. And as we learn from the work we are implementing, we will update this Vision statement accordingly.

**RIGHT:** A funding initiative at The Minneapolis Foundation, Black Men Teach recruits, prepares, places, and helps retain Black male teachers in elementary schools. Its goal is that within six years, Black men comprise 20% of the teaching staff in select Twin Cities elementary schools. MACP's funding is for scholarships and student loan relief. *Photo courtesy of: Black Men Teach*



# 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.

**The goal of our Companion Animal program (one of three programs within the Animal Welfare domain) is to improve the health and well-being 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-Madison Shelter Medicine Program. The stories featured below show how each of these partners have worked with local organizations to support animals and the humans that care for them.

## **Keeping pets with their families in Leech Lake**

Rick Haaland, the Pets for Life community outreach manager for the Leech Lake Tribal Police in northern Minnesota, answered a call to help a large dog named Winston, who was covered in 150 quills after an altercation with a porcupine. It would take multiple surgeries to remove them, as some were embedded in the dog's joints. Winston's family was overjoyed he would survive but made the difficult decision to relinquish him because of the prohibitive cost of the surgeries.

This didn't sit well with Haaland, who learned from the clinic that the Veterinary Technology Program at Ridgewater College had offered to care for Winston free of charge. Prior to Winston's return, Haaland helped the family prepare the yard and dog houses for Winston and their other dog. After four months in care, Winston squealed with excitement in Haaland's car as they approached the

family's home. Winston is just one of hundreds of pets Haaland has helped since late 2019, when the Leech Lake Band of Ojibwe, through the Tribal Police department, joined the mentorship program of Pets for Life, a Humane Society of the United States program focused on community outreach and addressing inequities in access to pet resources in underserved regions.

*A longer version of this story was published by the Humane Society of the United States in All Animals magazine. This condensed version is shared with HSUS's permission.*



**LEFT:** Rick Haaland, Pets for Life Community Outreach Manager for Leech Lake Band of Ojibwe Police Department, checks in on Winston after his surgery.  
*Photo by Dan Koeck, HSUS*



**LEFT:** During a series of outreach events hosted by the Blackfeet Nation, Buttercup is getting ready for her spay surgery performed by Humane Society of Western Montana's veterinary team.  
*Photo by Kay Joubert, ASPCA*

### Partnerships paying off in Western Montana

Changes at the Humane Society of Western Montana (HSWM) illustrate the advancements made possible by working with the Northern Tier Shelter Initiative team of The American Society for the Prevention of Cruelty to Animals® (ASPCA®) and the University of Wisconsin-Madison Shelter Medicine Program. Based in Missoula, HSWM shelters about 1,400 pets per year and serves far more through Emergency Community Care programming, foster support, a free behavior hotline and Home to Home placements.

From 2017 through 2021, the ASPCA provided HSWM with seven grants totaling just under \$200,000 to improve shelter sanitation; increase veterinary capacity through the acquisition of equipment and in-depth training; update behavioral health practices; provide relief to the community during the pandemic; and strengthen leadership and management skills at the organization.

From 2016 through 2021, the University of Wisconsin-Madison team also consulted with HSWM on multiple aspects of shelter operations and medical processes, and also provided in-depth coaching and networking through the Northern Tier Fellowship program for shelter leaders and the Maddie's® Shelter Medicine Fellowship Program for shelter veterinarians.

These resources have helped to: reduce respiratory disease in the shelter, resulting in reduced wait times for pets to be adopted; create modest capacity to provide veterinary care to the public via the shelter facility; deliver 75,000 pounds of pet food to the community during the pandemic; coach other nearby shelters about behaviorally challenged dogs; serve as a peer resource to other shelters facing similar challenges that University of Wisconsin-Madison previously consulted on; and launch a mobile veterinary unit that serves another shelter and three Indigenous communities.



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In its first six months, HSWM's mobile unit provided 15 clinics to four locations, serving over 2,100 animals, traveling between 26 and 278 miles each way.

— Tricia Sebes, ASPCA Northern Tier Shelter Initiative Senior Director

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# ARTS & CULTURES



We help support folk arts, Native American art, music, tactile art, and artistically significant crafts that foster human creativity.

The stories presented here are from our Native Arts & Cultures program area, where we work with grantee partners in particular regions of interest to help advance and sustain the intergenerational transmission of artistic skill and cultural knowledge at a community level.

Our grantmaking helps ensure that Native arts & cultures are more deeply understood, more widely practiced, and more broadly recognized.

## Building community connections through hide work with a story from grantee partner The CIRI Foundation in Alaska

For this Graduate ARTShop Project I was able to meet all my goals with slight adjustments with the delivery of the project to my community. Working in Dgheyey kaq' (Anchorage) I was able to connect with a small group of hide workers and hide work teachers. To work on hides in a good way we first needed to establish a connection to both our human and animal relatives. This involves building trust within our community of learning and developing deep kinship relations with each other and our knowledge of the animals.

For this project I networked with friends and friends of friends to collect the animal materials from roadkill. I received two hides and four front legs of one moose and one caribou. Creating a virtual group was quite difficult as the spring and summer are primarily reserved for subsistence activities. What I was able to do was have concentrated relation-building and co-learning time with several individuals separately. I plan on continuing to learn about hide work with them.

The Graduate ARTShops Project really helped me continue my journey in hide work. It is a process of learning that requires an integration into one's life. A truly

decolonial approach into learning is understanding that it is a continuum and way of being. I am truly grateful for the support in deepening my relationship to the individuals in this project. As we grow in community so does our collective knowledge and our trust of one another. It is our responsibility to honor these animal relatives through processing their gift in hide work.

*This story, from ARTShop Leader Melissa Shaginoff, originally appeared September 17, 2021 under the title "Hide Work in Continuous Community" on the CIRI Foundation website for the series: "A Journey to What Matters and ASCA Partnership - Graduate ARTShops."*

**BELOW:** Melissa Shaginoff, ARTShop Leader. Melissa is part of the Udziyuu (caribou) and Cui Ui Ticutta (fish-eater) clans from Nay'dini'aa Na Kayax (Chickaloon Village, Alaska). She is an Ahtna and Paiute person, a social activist, and is an artist and curator living and working on Dena'ina land in Dgheyey Kaq' (Anchorage).

*Photo courtesy of: The CIRI Foundation*



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Over the summer I created two hide scrapers, fleshed and brain-soaked three hides, established an online cohort of hide learners, connected with Elders, and worked alongside my family.

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## Educating the next generation of Indigenous artists with a story from grantee partner University of South Dakota - Oscar Howe Summer Art Institute"

In June of 2021, high school students with a demonstrated interest in the visual arts and American Indian culture studied with professional artists at USD in the 2021 Oscar Howe Summer Art Institute (OHSAI).

OHSAI honors longtime University of South Dakota professor and American Indian Northern Plains artist Oscar Howe by helping educate the next generation of potential Native American artists. Howe established a summer art institute in the 1960s that provided instruction to avid students desiring to learn more about Native American art. Although this Institute only lasted a few years, the spirit inspired the current form of OHSAI. To date, the Institute has supported many students who have gone on to become professional artists.

The Institute provides workshops for a group of talented and committed high school art students to learn about contemporary Native American Fine Arts with a focus on Native American culture, history, and traditions. All courses are taught by accomplished professional artists and all students attend free of charge, including meals, housing, instruction, and art supplies. The 2021 instructors included Melanie Yazzie, Keith Braveheart, Henry Payer and Joe Williams.

Joe Williams's talk provided insights on how young artists can pursue interests in the arts.

Students learned to draw the human figure from a variety of models, explored printmaking, and even took a trip to Omaha, NE to visit the Joslyn Art Museum, KANEKO, and Bemis Art Center. The Light Space gallery at KANEKO presented an interactive environmental experience.

The 2021 OHSAI ended Friday, June 18 with the student art exhibition and honoring ceremony. We thank everyone for their support for these amazing and inspiring young artists. We were excited to get back to helping students express their artistic visions. Thank you to the students for their hard work and resilience, the counselors for their guidance, and our instructors and speakers for fostering a creative and educational environment.

*Cory Knedler is Chair of the Art Department at the University of South Dakota (USD) and sent email updates on the students' activities throughout the 2021 Oscar Howe Summer Art Institute. Shared above is a compilation of those emails that has been edited for length and clarity.*



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The most important advice for a young artist is resilience. Show up every day and draw; they don't have to be masterworks; you just have to be present and work every day.

— Joe Williams, OHSAI Instructor, Storyboard Artist, Director of Native American Programs at Plains Art Museum

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# DISASTER RELIEF & RECOVERY

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

**Our Disaster Relief & Recovery (DRR) funding is dedicated to the relief of suffering associated with low-attention natural disasters. Through work in the areas of disaster relief, recovery, and preparedness, our partners support communities as they develop the organizing capacity and assets to withstand a natural disaster with less suffering and with improved recovery rates.**

## **Local food banks train and connect to manage times of crisis**

Feeding America is an integral partner of the Midwest program of DRR. With support from MACP, Feeding America provides disaster-related training and capacity building to local food banks that are part of its vast network across the region through their Building a More Resilient and Disaster-Ready Midwest programming. This multi-year program reinforces relationships and connections within the network prior to a disaster and positions local food banks to be able to continue their operations and be reliable community partners during disaster relief and community recovery.

After participating in the program training, a Feeding America affiliate in St. Louis, Missouri shared: “We felt that the connections we made with other food banks were invaluable during our disaster response. Organically, we were reaching out to each other when a disaster started to have impact in a regional community. As we jumped on calls and assessed the need, it was easy to work together. Within days food banks were sending necessary supplies and we were jumping in to help others with deliveries in areas close to jurisdictional lines. Personally, I learned a lot from the veteran food bankers and felt that others were there to support me and guide me through the process.”

## **Women tackle the drought emergency in El Salvador**

In the dry corridor of Central America, persistent drought—interrupted by violent storms that do further damage to crops—is driving farmers from land they’ve cultivated for generations. The sobering conditions created by the climate crisis are driving communities to explore a wide variety of solutions to reduce risks and increase adaptation efficiencies. Here, on a clear day in October outside the town of San Antonia del Mosco in El Salvador, seven women have gathered in an open field for a practice session with a new tool for predicting the future: a drone.

**BELOW:** “I want to fly higher than a drone can fly.” Near San Antonio del Mosco, in El Salvador, Ana Hernández flies a drone that may one day save lives. She’s excited about her own future as a community leader and expert humanitarian. *Photo by Tania Moreno/Oxfam*





**LEFT:** This trailer was an investment made possible due to MACP's support. The St. Louis Area Food Bank was able to use this during the July/August 2022 flooding events and it was a critical component response efforts to move large quantities of product quickly. *Photo courtesy of: St. Louis Area Food Bank*

Ana Hernandez has been an avid participant in a series of projects organized by Oxfam and partners that are focused on helping women take the lead in reducing disaster risks. When she's not cultivating her land and caring for her two youngest children, Ana is coordinating her town's civil protection commission, participating in women's leadership initiatives, and taking university courses to deepen her knowledge of disaster-related topics.

So where do the drones come in? They'll enable the women to monitor water levels in the rivers, crop growth in the fields, and areas badly affected by drought—without navigating the rough terrain they'd otherwise need to travel. And in emergencies like floods, they can help locate people whose lives may be in danger.

"In my community there are 200 women taking part in projects based at our multi-threat center," says Hernandez, referring to an Oxfam-funded base of operations. "They're working on civil protection commissions and participating in agricultural field schools. Women have so much energy and capacity, and there are no limits to what we can learn," she says. "My big dream is to see all the women in my community trained and empowered. I feel that we are achieving it."

*This story is excerpted from Taina Moreno's article for Oxfam America, [which you can read in full online](#).*



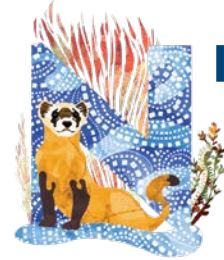
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As we jumped on calls and assessed the need, it was easy to work together. Within days food banks were sending necessary supplies and we were jumping in to help others with deliveries in areas close to jurisdictional lines.

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MACP works globally and domestically to support community conservation of natural resources and protection of natural habitats, including tropical rainforests, coastal ecosystems, freshwater ecosystems, and grasslands.

# ENVIRONMENT



**We support the conservation of natural resources and protection of natural habitats. Forest, freshwater, marine, and grassland ecosystems are vital to the many peoples who depend on them. We support community-based solutions that help address ecosystem degradation and improve human well-being at scale.**

## **Native-led conservation in the Northern Great Plains**

MACP has been supporting the First Nations Development Institute's tribal stewardship work in the Northern Great Plains since 2014. First Nations provides grants and technical assistance to organizations in Native communities that are growing or expanding programs that support sustainable economic opportunities and preserve native grassland in North Dakota, South Dakota, and Montana.

Shaun Grassel, Director of Programs, Stewarding Native Lands shared the following in a First Nations Development Institute video series, [which you can view here](#). "My great uncle said that the Missouri river was our wildlife mother, that area along the river historically provided almost everything that we needed. He was a beaver trapper and hunter and they used to collect a lot of plants and berries, but when they were building the dams that was the beginning of the end of using the Missouri river in that traditional way.

When I think about stewardship of our lands, it's doing what's best for the land under the circumstances. I first became interested in black-footed ferrets and the possibility of reintroducing them here in the late '90s. Ferrets were thought to have knowledge of medicines that are underground, and so quite often ferret pelts are used in regalia, they're used as medicine bundles, and they're used to carry other sacred items.

One of the reasons why I'm really drawn to black-footed ferrets or populations that are declined is because I see those similarities of what happened to us as a people. I see those wildlife species like prairie dogs as an underdog. The federal government did the best they could to try to exterminate those species of wildlife. The buffalo was another example, they tried to wipe out buffalo and almost did. They almost did it with prairie dogs, almost did it with us.

Every time we see [a black-footed ferret], and especially when we catch one, it's a sense of accomplishment, that we're succeeding. Black-footed ferrets have a rightful place here and so we have a responsibility to bring those species back and take a more holistic or ecosystem approach to what we do. We're all hopeful that someday the ferret will be recovered and removed from the endangered species list.

We're part of that story, as Tribes develop and grow our wildlife programs, we're bringing in the western science but also our traditional cultures and science. To me that's very hopeful. What we're doing here has national significance. Our view of conservation extends beyond our reservation borders."



**LEFT:** Dr. Shaun Grassel leads First Nations Development Institute's efforts to steward Native lands in the Northern Great Plains. Photo courtesy of: First Nations Development Institute, Spruce Tone Films

### Renewed community forest protections in Guatemala

Nearly 25 years ago, the Association of Forest Communities of the Peten (Asociación de Comunidades Forestales de Petén, ACOFOP) secured sizable community management concessions for half a million hectares of tropical forest within the Maya Biosphere Reserve in Guatemala. Granted by the government for a 25-year duration, these ACOFOP concessions represent one of the most successful and long-standing examples of community forest management in the world.

Teresita Chinchilla, Technical Coordinator at ACOFOP shared, “ACOFOP has created a conservation and development model that is unique in its category. This model has shown that conservation that includes natural and cultural heritage is possible, while generating socioeconomic benefits for families.”

Forestry concessions are managed by local Indigenous and peasant communities, with conservation, livelihoods, and collective wellbeing in mind. Roughly half the Maya Biosphere Reserve allows for productive activities, with local communities sustainably producing timber, xate palm, allspice, chicle gum, and wicker, among other things. Youth membership and participation in enterprises is increasing. Women are beginning to occupy more leadership positions, which means that addition to generating livelihoods, their voices and perspectives will be increasingly accounted for in community planning.

The tropical forests of the Maya Biosphere Reserve are in exceptional hands. Deforestation within concession areas have remained near zero. Even during peak forest fire season in Guatemala, virtually none of the community managed forests are impacted. Less than one percent of the forest fires that affect the Maya Biosphere Reserve in Guatemala occur in the areas managed by community concessions. Communities implement innovative early fire detection systems using GPS and drones operated by community youth.

The first forest concessions secured by ACOFOP were set to expire between 2022 and 2025. However, thanks to the diligent work of ACOFOP and others, 7 of the 9 concessions were successfully renewed for another 25 years. This major success also sets a precedent for the renewal of remaining community management concessions in the coming years.

*MACP's tropical forest program has supported ACOFOP through our partner the Climate and Land Use Alliance since 2014 – and before that through a direct grant to ACOFOP in 2012.*



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ACOFOP has created a conservation and development model that is unique in its category. This model has shown that conservation that includes natural and cultural heritage is possible, while generating socioeconomic benefits for families.

– Teresita Chinchilla, Technical Coordinator at ACOFOP

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# LEGOACY

## & OPPORTUNITY

We provide funding for opportunities aligned with MACP's strategic priorities and support for specific geographies of importance to our founder, Margaret Cargill.

Legacy giving supports organizations in Southern California named specifically by our founder, as well as our work with PBS. Opportunity funding includes Local Giving, which supports efforts across the Twin Cities, the state of Minnesota, and the Upper Midwest.

### Furthering the commitment to our community

San Diego Humane Society (SDHS) has a long-standing commitment to support animals and people in need. That commitment was certainly put to the test during the pandemic, but the SDHS team was able to adapt quickly to deliver programs safely and as remotely as possible.

Foster volunteers have been a huge part of the organization's success, stepping up to care for animals in their own homes, and allowing SDHS to greatly reduce the number of animals in the shelter. SDHS used this opportunity to develop intake diversion programs that help reduce reliance on their facilities and support the ability of families to keep their animals.

A few ways SDHS provided support in this work:

- **Offering free pet food for families that need it at its facilities and through human service partners, such as food banks;**
- **Providing assistance to families struggling to pay veterinary bills;**
- **Adding staff to help reunite lost pets with their families; and**
- **Growing the number of foster volunteers and empowering volunteers to adopt directly from their homes, decreasing the time animals spend in shelters, and freeing up resources to provide more comprehensive behavioral and medical care.**

Working to keep animals with their families provides a better outcome for families and their pets.

### Local Giving

COVID-19 continued to impact the ability of Minnesota nonprofits to meet emergency and ongoing needs of individuals and communities across the state. In 2021, local giving prioritized these organizations, with an added focus of supporting Black, Indigenous, and people of color (BIPOC) led, and serving, nonprofits that work in Minnesota communities that have been routinely neglected and underserved. Giving has prioritized mental health and trauma as well as leadership development and network building of historically marginalized groups. MACP support also focused on community needs resulting from social, economic, and racial inequities, including issues of business revitalization, rural broadband access, and food security.

**BELOW:** Gompers. Photo courtesy of: San Diego Humane Society



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Getting a sick kitten healthy and then dropping them off to eventually find their forever home is incredibly rewarding... you have in fact truly and very directly helped to save that animal's life.

— SDHS Foster Program Volunteer

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**LEFT:** Members of the LinkingLeaders Partnership at a 2021 retreat.  
*Photo courtesy of: LinkingLeaders Partnership*

### **Building equitable leadership**

Established in 2013, the LinkingLeaders Partnership includes four networks — African American Leadership Forum, Coalition of Asian American Leaders, Latino LEAD, and Tiwahe Foundation. Collectively, its membership consists of more than 7,000 leaders of color across Minnesota that are connected by a shared goal of “building alliances, partnerships, and collaborations to change systemic conditions to make Minnesota work better for everyone.” LinkingLeaders has become a model of cross-racial collaboration and solidarity, strengthening and building leadership, and co-creating initiatives that are authentic and accountable to BIPOC communities.

MACP provided support to the Initiative in 2021 for capacity building as well as its History Project designed to deepen understanding of interconnected and divergent histories of Black, Indigenous, LatinX, and Asian-American communities. The History Project also provides anti-racism education while developing community leadership to address systemic inequities.

LinkingLeaders commented, “This support is coming at a crucial time when this partnership has had to support communities in crises, but also design healing. The funding is allowing us to do both so that we can move forward together.”

### **Creating connections among rural women**

In 2021, MACP supported 100 Rural Women’s 100 in 100 Initiative, which provided 100 convenings for rural Minnesotan women leaders. Leadership at the organization shared this input: “We learned how to develop capacity remotely and through young women in colleges and universities who are drawn to rural causes. Our organization was able to connect with more than 1,000 women across Minnesota in virtual meetings, webinars, book groups, and wellbeing workshops.

A 100 in 100 Initiative participant from Northwest Minnesota commented, “A nonprofit in town had a series of webinars on how to start a nonprofit, how to build a website, how to get grants. We don’t have to feel like we’re starting from scratch—there are others who have successfully blazed a trail.”

*100 Rural Women and LinkingLeaders were supported through the Margaret A. Cargill Foundation Fund at the Saint Paul & Minnesota Foundation.*



“

It’s nice to have that structured space and time and, like, have a focus on leadership, but it’s more about just connecting as women. [...] it’s just an open space to have conversation and dialogue that’s really authentic and genuine and it can help people not feel so isolated as well.

— Northwest Participant

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# QUALITY OF LIFE

We support children, young adults, families, and aging adults through holistic approaches to improve their quality of life.

**Our work seeks to remove barriers which prevent children, youth, families, and older adults from improving their quality of life. We support holistic approaches that center the voices of children, youth, families, and older adults that equitably meet the needs of the whole person, whole family, and whole community.**

To do this we partner with organizations like American Red Cross, Camp Fire, and Girl Scouts USA, among others. These partnerships and the stories highlighted below demonstrate the ways in which organizations can effect change through listening and research.

## **A plan that begins with engagement and listening**

"Globally, 25 million children are unvaccinated against measles and are at risk of illness and death. In Bobasi, Kenya the Red Cross working with the Ministry of Health identified specific vaccination barriers which the country's immunization managers can act on."

Globally, routine vaccination coverage had stagnated at 86% for three doses of the combined diphtheria, tetanus toxoid and pertussis vaccine (DPT3) and now with COVID-19's added impact has fallen to 81% (a standard indicator used to measure routine immunization coverage of the percentage of surviving infants who have received DPT3). To reach under- and unvaccinated children, the American Red Cross International Services Department (ISD) responded with an innovative plan to take a complete look at the situation and address it while making use of its network of volunteers and healthcare professionals already in place, named the 5-Point Plan.

The first step of this 5-Point-Plan is to work with the Ministry of Health (MoH) and in-country Red Cross or Red Crescent volunteers to go door-to-door, locating under-vaccinated and unvaccinated children. The second step? Engaging community leaders and key focal persons such as religious leaders and teachers, to conduct interviews with the people who love and care for the children to determine why their vaccinations were missed.

With this information in-hand, the American Red Cross meets with the local government, community-led organizations, and additional partners like the World Health Organization and UNICEF as step three, to share the needs and concerns of the caregivers and frontline health workers.

Barriers to getting vaccinated now identified, the fourth step is fixing these issues, in collaboration with MoH and local organizations, and once completed, the in-country Red Cross and Red Crescent volunteers return to the caregivers with



**LEFT:** The American Red Cross' 5-Point Plan allows the Red Cross to engage with communities to first find these children and then understand why the children are unvaccinated by interviewing caregivers and frontline health workers. *Photo by Juozas Cernius / American Red Cross, September 2018.*



the news that they were seen and heard, that the support they needed was available and that their concerns were addressed. In the fifth and final step, an evaluation is conducted of the entire plan's process to see what worked well and prepare it to be shared in other communities.

The International Health domain is supporting a grant to ISD to further expand the 5-Point Plan to other country and geographical contexts, including urban informal settlements. With this grant, ISD will also incorporate maternal and child health (MCH) into the 5-Point Plan and administer a small grants program to community-led organizations to co-design interventions, with communities, that directly address the identified challenges for MCH services.

### **Camp as a safe space**

To make their programs more inclusive, grantee partners such as Camp Fire and Girl Scouts USA reported they first needed to learn about and understand the barriers youth face in fully participating.

Camp Fire has identified areas for improvement in camp facilities and program delivery. They worked with ten local Camp Fire Affiliates to address these barriers, including adding Inclusion Specialist staff roles at each camp. Inclusion Specialists proactively address accessibility needs of campers and their families through pre-camp consultations and advise on training and policy changes at camps.

Girl Scouts USA conducted a research study on the lack of inclusion of historically marginalized populations at Girl Scout camps. This study included the voices of Girl Scouts that do and do not attend camp, girls that are not in Girl Scouts, caregivers, and others. Girl Scouts USA is now launching its work to reduce identified barriers such as lack of family history with camp, fear of exclusion, and costs.

MACP's Youth Camping & Swimming program seeks to increase the number of youth who have the opportunity to experience high-quality swim lessons and nature-based overnight camping. To achieve this goal, MACP works with national organizations to address barriers to inclusion, especially for youth who have been historically marginalized from camp or swim experiences, youth from families of low income, youth who identify as LGBTQIA2S+, and youth with disabilities.



“

My kid absolutely loved camp because they identify as they/ them and it was the first time they found others they could relate to.

— Parent of a Camp Fire camper

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We support communities to explore innovative ways to recruit, develop, and retain new and more diverse teachers.

# TEACHERS



**Sustaining Indigenous and Local Knowledge, Arts and Teaching (SILKAT) is one of six project sites within MACP's Teacher Development Arts portfolio of strategic grants. SILKAT is a collaboration between the Bering Strait School District (BSSD), the University of Alaska Fairbanks (UAF), and Kawerak, a regional Alaska Native corporation. BSSD, a remote district in Northwestern Alaska, is challenged with high teacher turnover each year with most teachers hired from outside the state. Beyond remote distances, there is a racial and cultural gap between teachers and students, with 98% of the district's students identifying as Alaska Native and only 5% Alaska Native certificated teachers in the district.**

SILKAT's Sabbatical Pathway program recruits and supports local BSSD Alaska Native paraprofessionals to continue their higher education to teacher certification and to fill teaching roles in BSSD's schools. With support from the district's school board, Sabbatical Pathways allows participants to remain employed and earning their salary while taking time for course requirements, removing a key barrier to completing a teaching degree. Further, SILKAT's teacher preparation courses through UAF leverage local cultural knowledge to strengthen curriculum and instruction. Tyler Ivanoff is a SILKAT Sabbatical Pathways participant, and this is his story.

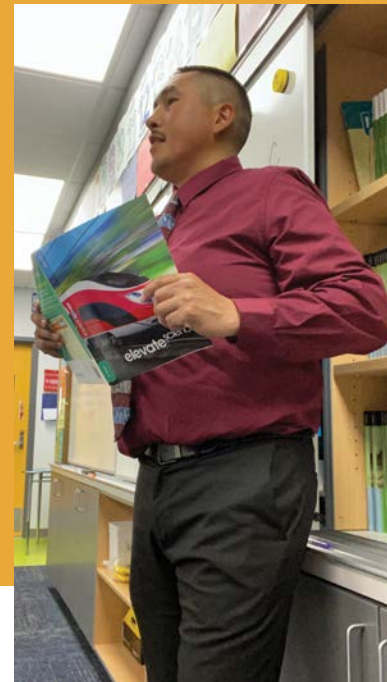
### **Integrating teaching into the subsistence lifestyle**

"For me teaching began as a special education aide, helping in classrooms for Bering Strait School District in northwestern Alaska in 2009. Being from the region, I share a lifestyle and perspective that gives me an inside connection with students and even other teachers in the school district. In fact, it was at the

encouragement of other teachers that I chose to pursue full-time teaching. But the path to achieving a teaching certification was not an easy one.

I am in a busy time of life. I am a loving father of six and have two grandchildren as well. In addition to a full family life, I am Iñupiaq, and I live a subsistence lifestyle which means I reserve time throughout the year to hunt and fish and put away food for my family. I received an emergency certification to teach fourth grade from the state of Alaska.

**BELOW:** Tyler Ivanoff in front of his classroom at the start of his second year of teaching fourth grade in northwestern Alaska. *Photo by Tyler Ivanoff*



“

Being from the region, I share a lifestyle and perspective that gives me an inside connection with students and even other teachers in the school district.

— Tyler Ivanoff, 2022 SILKAT Sabbatical Pathways participant

”

Three years ago, I started the SILKAT and Sabbatical Pathway coursework with six other aspiring teachers, and I liked how well the program fit into my life. Being able to continue to be employed [in the school] while you are taking classes is really beneficial to my family. If it were a choice between working or taking classes I would have to choose to work because the bills are there.

[University of Alaska, Fairbanks] quarters often line up with the end of the school year, which allows me and other SILKAT participants to focus on our coursework and training. I would say, no matter how hard it gets, don't give up and communicate with your instructors. The biggest thing I got out of this program was communicating with my college professors. Having that communication helped me get through this program and I have used that to develop a really good relationship with the principals I work with. If I struggle with teaching a topic, they're able to give me ideas.

Previously, I coached high school boys basketball for ten years. This year, I began coaching with the Little Dribblers in the spring but this had to be put on hold when I started teaching. I accompanied the team to a tournament in Teller, AK and our team won the tournament. We were just happy! This was the students' first opportunity to travel since COVID-19 and half of the team were my students. [The] kids got to make friends and meet new people from another community, shoot around.

I'm looking forward to having more time to put into work and home when I graduate from the program. Being able to better my ability to teach will be a benefit to my community."

*This story is a condensed version of a conversation with Tyler Ivanoff from May 2022 and is shared with Tyler's permission. He is currently teaching 4th Grade for Shishmaref School and pursuing a degree in Elementary Education.*



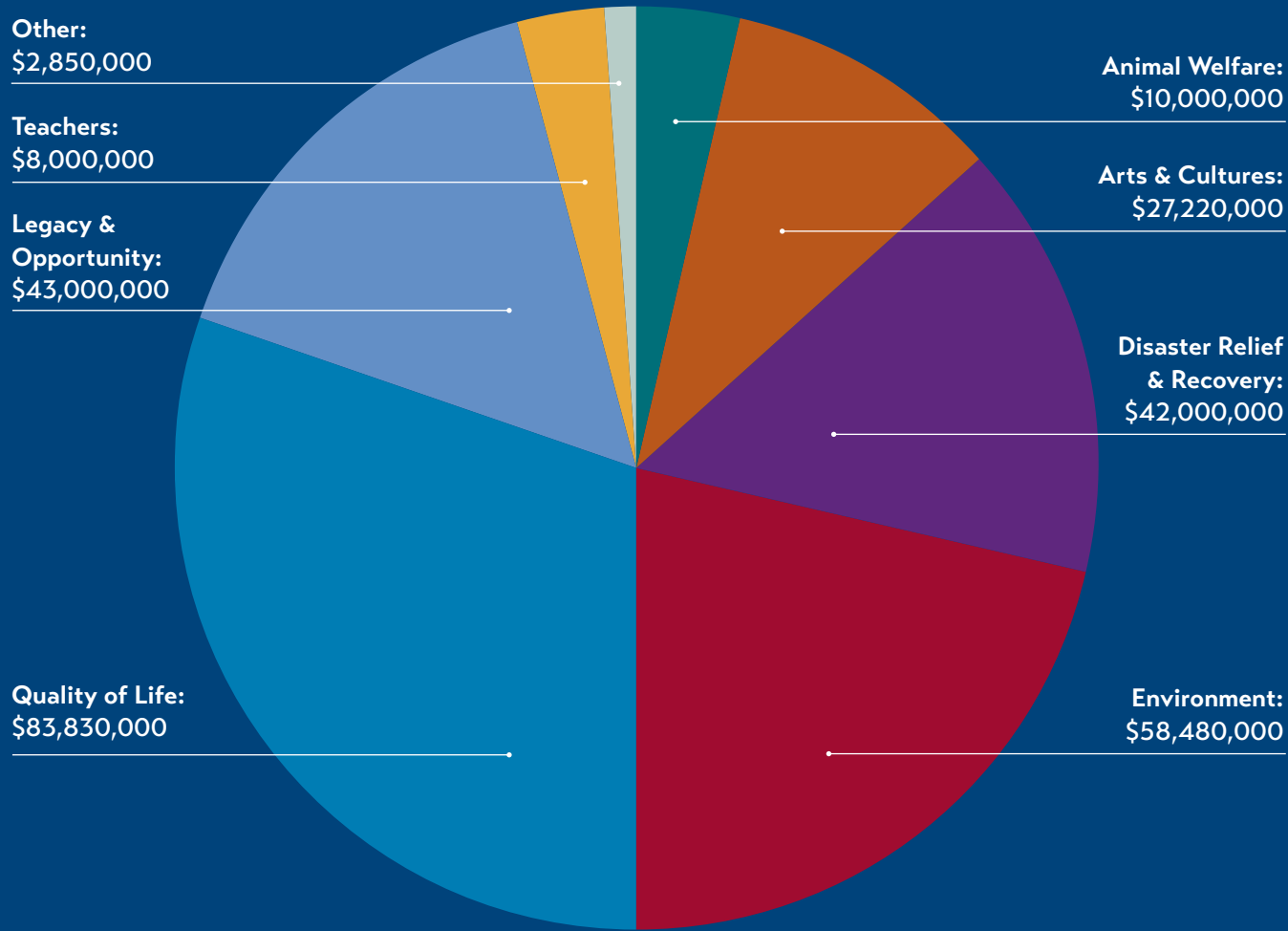
“

Being able to continue to be employed [in the school] while you are taking classes is really beneficial to my family

— Tyler Ivanoff, 2022 SILKAT Sabbatical Pathways participant

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## Grantmaking by Domain



### Year-end MACP assets

\$9,278,170,000

### Total number of grants paid

345\*

### Total dollars of grants paid

\$275,380,000

\*excluding employee matching gifts and service awards

A funding initiative at The Minneapolis Foundation, the Catalyst Initiative honors and fosters culturally authentic self-care practices to advance health and wellbeing, especially for people experiencing generational trauma and violence caused by systemic inequities and racial discrimination. MACP supported its healing justice work for Black and Indigenous Communities, youth of color, and Islamic East African and Southeast Asian immigrants. The work is in partnership with these organizations: Healing Justice Foundation, Indigenous People's Task Force, Irreducible Grace Foundation, Liberty Northside Healing Space, Manidoo Ogitigaan, Native American Community Clinic, Open Path Resources, Rebeka Ndosi/Healing Illuminated, Southeast Asian Diaspora Project, Voices for Racial Justice, and White Earth Land Recovery Project.

*Photo courtesy of: Catalyst Initiative*



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