

2025

ANNUAL REPORT



About the **INSTITUTE**

OUR MISSION

We continue Winthrop Rockefeller's **collaborative approach** to creating **transformational change**.

OUR VISION

We envision a future where every person is **empowered** to bring their **unique perspective** to bear on the most monumental of challenges and **participate** in the **search for solutions**.

OUR METHOD

**THE
ROCKEFELLER ETHIC**

**COLLABORATIVE
PROBLEM SOLVING**

+

RESPECTFUL DIALOGUE

+

DIVERSITY OF OPINION

=

**TRANSFORMATIONAL
CHANGE**



Dear **SUPPORTERS,**

This past year, we not only advanced key organizational priorities, but we also marked a major milestone: the Winthrop Rockefeller Institute's 20th anniversary.

We celebrated two special moments in 2025. In August we gathered with our staff to celebrate two decades of shared commitment and community. We later welcomed more than 180 friends and partners for a day-long event on October 18 filled with music, great food, and other festivities. Our guests had the opportunity to reconnect with our mission and experience firsthand the spirit of warm, intentional hospitality that continues to define the Institute.

Concerning operations, our work over the past year focused on broadening the understanding and use of the Rockefeller Ethic, strengthening partnerships across the state, increasing brand awareness, and continuing to build operational excellence throughout the organization. These efforts have helped position the Institute to support better collaboration, leadership development, and long-term impact in Arkansas and beyond.

We also made significant progress on deferred maintenance across our campus. Phase 2 of this work is now 90 percent complete, reflecting our continued commitment to responsible stewardship of the Institute's 188-acre property and facilities.

While most 2025 Strategic Plan initiatives are now complete, a small number remain in progress. These are primarily longer-term efforts, including continued software enhancements, master facilities planning, and donor engagement strategies. This work will extend into the 2026-2027 fiscal year and will inform the next strategic plan, which is expected to be completed in calendar year 2026.

As always, our progress is made possible by the dedication of our staff, partners, and supporters. Together, we continue to carry forward Winthrop Rockefeller's belief in collaboration as a catalyst for meaningful, lasting change.

On behalf of our board of directors and staff, thank you for your continued support and trust in our work.

With all good wishes,

A handwritten signature in black ink that reads "Janet Harris".

JANET HARRIS

Executive Director/CEO



989

IMPACT HOURS

442

PARTICIPANTS

WORKSHOPS

The Institute's professional development and team building workshops aim to inspire and educate Arkansans about Gov. Winthrop Rockefeller's life and legacy, celebrating his vision for creating transformational change through what we call the **Rockefeller Ethic**.

Workshops can be added to conferences already scheduled at the Institute or booked independently, either at the Institute, our office in Little Rock, or at your chosen location.

Whether you're exploring our historic campus during **Walks with the Governor**

or cooking up competition in the **Rock Chop Challenge**, every workshop is rooted in Gov. Rockefeller's values. The Institute equips participants with the tools to create transformational change through leadership development, personal reflection, and facilitated team building.

"The Beyond Civility workshop was really eye-opening...Sometimes, we don't have to avoid things; we can go through the process of managing our own emotions and our own thoughts, like hearing better, listening better, and then being able to get to a level of engagement that's respectful and that leads to not just civic discourse, but to citizenship."

— BEYOND CIVILITY PARTICIPANT

Beyond Civility

We break down “civil discourse” into its most basic elements. Learn the necessary strategies to encourage respectful conversations when working with people who don’t share the same opinions or beliefs.

SILO Team Building

Participants will enjoy hands-on activities centered around *Strengthening Individual Leadership Opportunities (SILO)*. The group will participate in a whole-team assessment designed to identify team strengths and future opportunities for improvement.

Tools for Respectful Dialogue

We’re the experts in meeting design. Let us show you how we do it and share some of the “tools” we use.

Walks with the Governor

This “walk” through Gov. Winthrop Rockefeller’s life incorporates team building exercises and personal reflection as you visit various sites on the Institute campus, his historic former cattle farm and conference center.

Barrels & Bites

This new add-on offers a more elevated, seated experience with plated courses and strategic drink pairings by our expert kitchen team.

Pizza Challenge

Who can make the most interesting (and delicious) pizza? One group creates two pizzas to dazzle our judges while the other group creates a compelling sales pitch — jingles included!

Rock Chop Challenge

A workshop for those who like to be creative in the kitchen and can think on their feet! With a basket of mystery ingredients, join together in teams of 3-4 and create a full meal in less than two hours.

Sips & Sweets

Unlike our two other competitive offerings, this “workshop” is all about enjoyment and relaxation. After your group has done their best work all day at the Institute, come together to toast your efforts with a variety of wines and desserts.





1,382

IMPACT HOURS

555

PROGRAM ATTENDEES

PROGRAMS

At the Institute, we design programs that help create lasting, positive change to make life better for all Arkansans. Our program officers guide groups through focused conversations that tackle real issues. By bringing together the ideas and experiences of everyone in the room, we make problem-solving collaborative and engaging through structured activities and open dialogue.

Every program is built around its specific goals — whether that’s shaping recommendations for a government agency, connecting organizations with shared interests, or working toward something completely different.

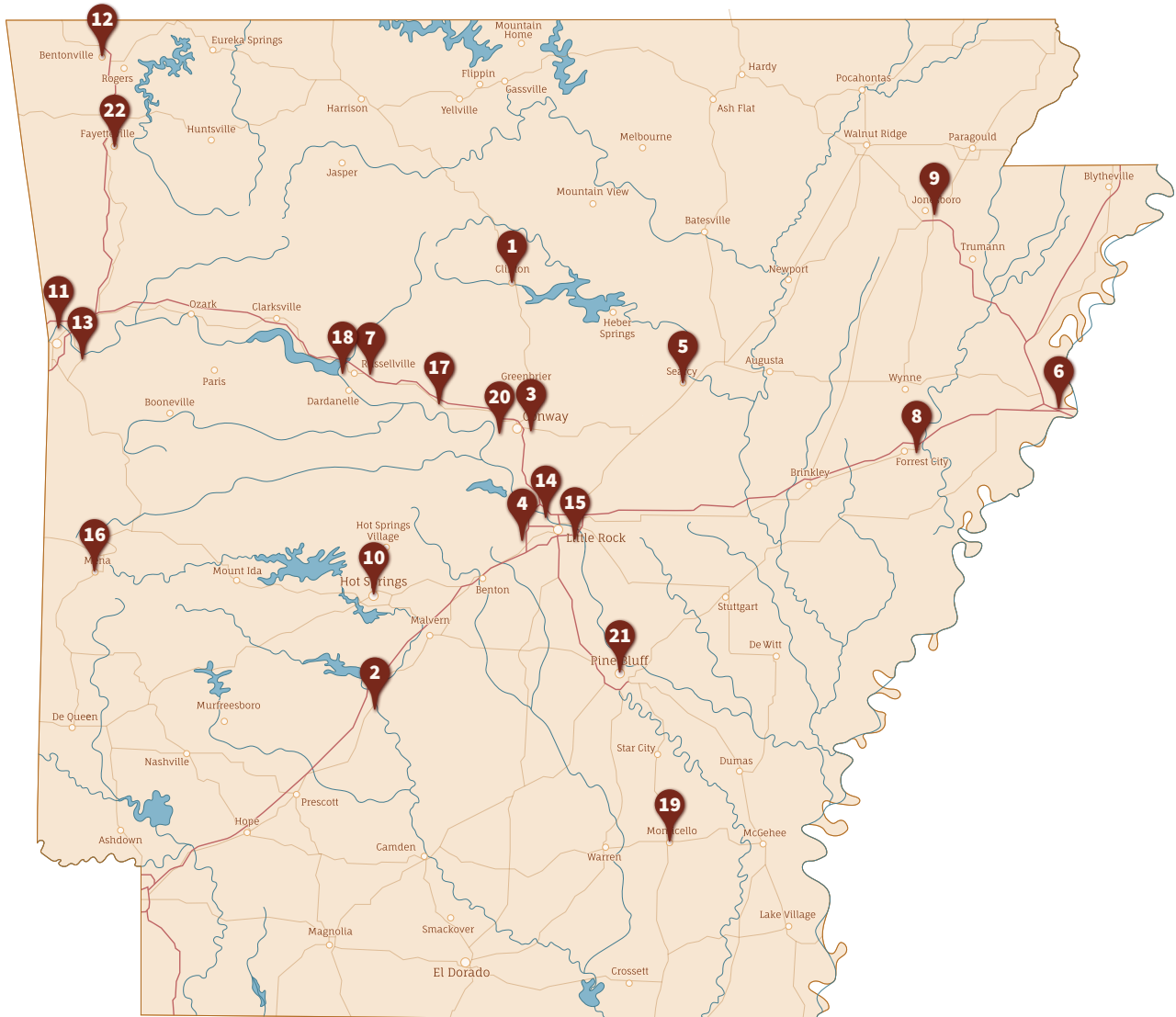
CIVIC ARKANSAS

Civic Arkansas is the Institute’s effort to strengthen civic health across the state. It’s all about building connections and empowering local communities. At the heart of this initiative is a network of leaders called **Civic Activators**, who bring people together to tackle challenges and find solutions through collaboration.

With the help of Activators, our team has visited 22 communities and colleges, conducting 28 listening sessions in partnership with community and university leaders. We wanted to hear directly from as many local communities as possible to learn more about their barriers, experiences, and hopes for civic engagement.

Based on that feedback, the Institute hosted a series of convenings that brought together Activators, college students and faculty, community members, local leaders, journalists, and media professionals to explore the issues shaping Arkansas.

CIVIC ARKANSAS LISTENING SESSION LOCATIONS



1 Clinton Community	5/9/24	12 Bentonville Community	8/13/24
2 Arkadelphia Community	5/28/24	13 Fort Smith Community	8/14/24
3 Conway Community	5/30/24	14 University of Arkansas Pulaski Tech	9/18/24
4 Little Rock Neighborhood	6/8/24	15 Little Rock Community	10/16/24
5 Searcy Community	6/25/24	16 University of Arkansas Rich Mountain	10/25/25
6 West Memphis Community	6/27/24	17 University of Arkansas Community College Morrilton	11/4/24
7 Arkansas Governor's School	6/13/24	18 Arkansas Tech University	11/15/24
8 Forrest City Community	7/25/24	19 University of Arkansas Monticello	11/19/24
9 Jonesboro Community	8/1/24	20 Conway Colleges	11/20/24
10 Hot Springs Community	8/6/24	21 University of Arkansas Pine Bluff	11/21/24
11 Fort Smith Community	8/12/24	22 University of Arkansas Fayetteville	1/30/25

CIVIC ARKANSAS COLLEGIATE SUMMIT

This one-day gathering on April 4, 2025, brought together representatives from nine two- and four-year colleges to connect, share, and strategize around one central question: **How can we deepen civic engagement on our campuses in ways that matter to students?**

Through both small- and large-group facilitated exercises, attendees generated practical ideas to enhance civic engagement.

- ✔ Embedding civic opportunities into academic curriculum
- ✔ Centering engagement around student interests and leadership
- ✔ Using high-attendance campus events to promote civic activities
- ✔ Hosting civic events in visible, high-traffic campus locations
- ✔ Streamlining communication of civic opportunities to students

“What surprised me most was how students and faculty think about civic engagement differently. At first, everyone was focused on curriculum, and as a student, I felt I didn’t have a voice in that conversation. But then the conversation shifted to how students could actually be involved in shaping the curriculum. That really stuck with me. It was inspiring to see people genuinely care about how students engage civically on campus. It gave me hope, especially for my little brother heading to college next year.”

— MADDIE GWINNER, UNIVERSITY OF ARKANSAS STUDENT

CIVIC SPACES CONVENING

The following month, the Institute brought together community members and leaders to explore how public spaces can be powerful tools for fostering connection and encouraging community involvement.

Melissa Carter of the Walmart Foundation shared findings from the *More in Common* report, which highlighted a shared desire for unity and the barriers that stand in the way of it. Other discussions reflected the Institute’s guiding philosophy, the **Rockefeller Ethic**, emphasizing inclusive dialogue and collaborative problem-solving.

Many participants shared with Institute staff that they had arrived at the convening feeling drained, as if their tanks were empty. Happily, by the end of the session, they felt reignited, inspired, and ready to lead with renewed passion. The experience challenged a common misconception: that community members aren’t interested in engaging civically. In reality, they’re hungry for authentic opportunities to connect and contribute.

PRESS & COMMUNITY CONVENING

115 community members and representatives from the Arkansas press gathered at the Institute for this one-day discussion on August 1, 2025. Participants included individuals from print media, radio, nonprofit news, communication firms, municipal leadership, universities, and philanthropic organizations..

To start the day, the Institute shared feedback from our Civic Arkansas listening sessions, which highlighted a recurring



Our programs bring Arkansans together, and your gifts make it possible to reach more towns, campuses, and leaders with programs like Civic Arkansas. Whether you give to the Program Fund or direct your gift to the area of greatest need, your gift today supports civic connection, leadership, and lasting change across the state.

theme: the need for increased access to local information and news. This led to a panel discussion showcasing the obstacles, innovative practices, and hopes for the future of journalism in Arkansas. Moderated by Chris Bahn, the panel featured I.C. Murrell (*Pine Bluff Commercial*), Clint Schaff (KUAF), Warwick Sabin (*Deep South Today*), Ashley Wimberley (Arkansas Press Association), Andrew Bagley (*Helena World*), Eliza Gaines (WEHCO Media), and Roby Brock (*Talk Business & Politics*). Following the panel, participants engaged in exercises to imagine the future of local news in Arkansas, moving beyond traditional models to consider more inclusive, community-centered possibilities. Based on those conversations, we've identified several key areas for collaborative action and investment.

- ✔ Explore a citizen-led engagement council to serve as a resource for local government and news outlets. The Institute will connect press members with groups that have completed the Civic Arkansas Credential to pilot this initiative in 5-6 communities.
- ✔ Develop training opportunities, such as learning about the nonprofit news model and training citizens to report back to a central reporter.
- ✔ Develop collaborative philanthropic support to fund these initiatives.
- ✔ Increase partnerships with high schools and colleges for internships and service-learning opportunities.
- ✔ Continue to explore opportunities for future regional and statewide convenings.



CIVIC ARKANSAN CREDENTIAL

The Civic Arkansas Credential was developed to address the growing challenges many Arkansans face in participating in civic life.

Through its programmatic partnership with the University of the Ozarks' **Town Square Collaborative** — an initiative committed to strengthening rural communities, congregations, and their leaders — the Institute **secured a \$600,000 subgrant** to launch this effort.

The credential debuted in April 2025, followed by a second session in June 2025. This three-hour workshop equips participants with the knowledge and practical skills needed to engage meaningfully in their communities.

Designed to foster connection and understanding, the workshop helps individuals identify their core values, align those values with civic action, and bridge ideological divides to create stronger, more inclusive communities. Learn more about this new tool or reach out to our team at wrinst.org/credential.

Facilitation SERVICES

Our expert facilitators completed **4,157 impact hours** with more than **485 participants** in FY25. We've honed this craft through work with:

- ✔ National and local philanthropic organizations
- ✔ Grassroots community initiatives
- ✔ Government and public sector collaborations
- ✔ Higher education and research institutions
- ✔ Cross-sector innovation spaces

LAFAYETTE COUNTY, ARKANSAS

The Lafayette County Planning Committee held a three-day retreat with the Institute to prepare for economic opportunities from lithium industry investments, resulting in a shared 10-year vision focused on industrial growth, quality of life, tourism, education, and population increase.

They set milestones for eight-, four-, and two-year intervals, identified key stakeholders, and developed a flexible two-year action timeline, with next steps including refining the timeline, defining the committee structure, and maintaining strong communication.

A follow-up retreat is scheduled for February 2026 in Lafayette County with new members joining to broaden collaboration, as the group seeks fresh perspectives and new projects to strengthen progress toward its vision.

HEALTHY SMILES, HEALTHY LIVES

Arkansas ranks near the bottom in oral health due to underinsurance, dental care deserts, changes in Medicaid reimbursement, and cultural attitudes. Efforts across the state aim to improve outcomes through clinics, outreach, and education.

A partnership between Delta Dental of Arkansas Foundation and the Institute gathered feedback from citizens, providers, and community leaders through interviews, focus groups, and surveys to validate challenges and highlight successes.

Findings revealed barriers like cost, insurance coverage, access to care, and language or cultural differences; health impacts linking oral health to heart disease, nutrition, mental health, and academic performance; and promising interventions such as education programs, community-based solutions like mobile clinics and sliding scale billing, and greater integration of medical and dental care.

Give today to invest in Arkansas-led solutions. Your donation supports local leaders, inclusive conversations, and practical next steps that strengthen communities across the state.



Conference SERVICES

“ Winrock has become something else besides a farm. It has become a center for people to bring all manner of problems. Their themes vary, but their purpose is usually the same: to improve mankind’s quality of living. They say we entrap them in a web of hospitality starting at the front door. I hope you can appreciate the paradox of private property being put to such public use. I know I can and do.” — WINTHROP ROCKEFELLER IN *TO DO JUSTLY* (1970)

If you were one of the **9,104 guests** who came to the Institute in FY25, you probably heard it said that “convening is in our DNA.”

We know that during his 20 years in Arkansas, Winthrop hosted more than 200 formal and informal discussions with leaders across various sectors to hammer out solutions to a wide range of issues. We know this because books written about his life and the people who knew him said so.

But what were they doing? Who attended? What was their goal? Why did they need to meet here, specifically? Consider the quote above. It comes from a mini-documentary produced by Winthrop in 1970. In it, he recounts his move to Arkansas, the development of Winrock Farms, and its contributions to the state’s progress. Hearing those lines, in his voice, was the most succinct confirmation of how we think of our work today: that we carry forward a legacy of convening.

Our team visited the UA Little Rock Center for Arkansas History & Culture, which houses Winthrop’s personal archives, with that quote in mind. Examples of what we found:

April 7, 1961

100 delegates from 10 states attended a National Association for Mental Health regional conference at Winrock Farms. Meals were hosted at Winthrop and Jeannette’s home.

July 20, 1963

The Southern Regional Conference of the National Urban League met at Winrock Farms to discuss objectives for improving overall community relations throughout the South. Eight states were represented.

March 14, 1966

13 Arkansas private college presidents gathered for a dinner discussion about the long-range contribution these institutions can make to Arkansas’s educational future.

In total, we found 11 complete examples of a meeting either hosted or organized by Winthrop and Jeannette Rockefeller on this campus. By complete, we mean we could see the list of invitees, agendas, lodging room assignments, and discussion questions. ***Sounds familiar, doesn’t it?*** And as a bookend to each convening, almost all included a collection of thank-you notes.



“It is difficult to tell you what a wonderful opportunity it was to visit again with you at Winrock Farms. Many thanks for your gracious hospitality, which impressed us both tremendously.”

“I thoroughly agree with you that the best way to tell guests goodbye is to give them a good breakfast.”

“You continue to be the perfect host, and once again we felt completely at home. I hope that something good comes out of our discussion.”

“Everyone isn’t lucky enough to have Winrock as a partner when putting on a conference.”

“I think what you both have done in such a short time to better the spirit of an entire state is nothing less than a miracle. I am so glad I had an opportunity to observe it.”

We hope that by reading this, you feel as I do: that what we’re doing today — welcoming

people to this place, making space for them, offering not just rooms but room to think — isn’t new. **It’s a continuation of what started more than 70 years ago.** Chalkboards and typewritten agendas may be things of the past, but the intention remains the same. We’re creating a setting where people feel heard, supported, and inspired to do meaningful work.

Every detail, from the way we greet our guests to the way we facilitate dialogue, is an extension of the same hospitality that once welcomed scientists, business leaders, politicians, advocates, and celebrities to the top of Petit Jean Mountain (and still does).

We don’t just host meetings. We’re not just another conference center. We are convening people focused on bringing the best solutions forward for my neighbors and yours. We’re helping shape outcomes that will improve the lives of Arkansans now and in the future — just as Winthrop and Jeannette did.

It is a legacy worth continuing.

Continue a legacy of convening for change. Fill out our Conference Application Form today to get started!



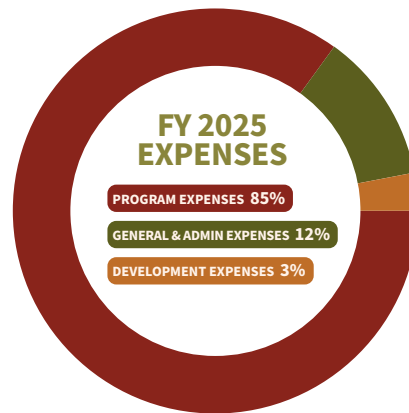
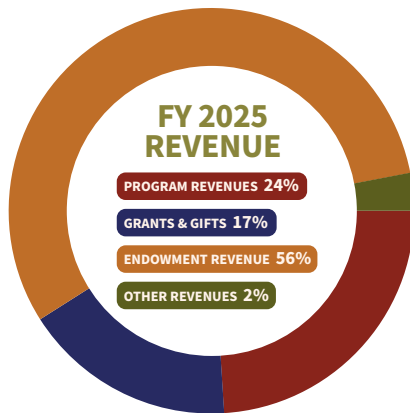
Fiscal Year 2025 FINANCIALS

STATEMENT OF ACTIVITIES

The Institute’s audited financials, IRS Form 990, and other information are available. Please contact the Advancement department for the most up-to-date forms.

REVENUE TYPE	FISCAL YEAR 2024	FISCAL YEAR 2025
Program	\$1,713,437	\$2,117,313
Grants & Gifts*	\$2,006,395	\$1,528,091
Endowment**	\$4,950,000	\$4,950,000
Other Revenues	\$107,253	\$165,820
TOTAL	\$8,777,085	\$8,761,224

EXPENSE TYPE	FISCAL YEAR 2024	FISCAL YEAR 2025
Program	\$6,530,448	\$6,845,705
General & Administrative	\$975,276	\$951,159
Development	\$206,361	\$291,696
TOTAL	\$7,712,085	\$8,088,560



Strong financial stewardship allows us to invest where it matters most, and contributions from supporters like you play a vital role in complementing endowment support and expanding what’s possible. Help strengthen programs, grow impact, and sustain our mission for the long term by becoming a donor.



*This revenue includes grants, donations from individuals and organizations, and the spendable fund from the endowment.

**These figures reflect funds from the Governor Winthrop Rockefeller Endowment, held at the University of Arkansas Foundation, allocated yearly to assist in carrying out our mission. This number does not reflect endowment gains and losses as affected by financial markets.



Your Support **STRENGTHENS US**

When Winthrop Rockefeller expressed hope that his mountaintop cattle farm would be used for the public good, he couldn't imagine what Arkansas and the world would look like more than 50 years after his death.

However, he had experienced deep polarization and seemingly intractable problems during his 20 years in Arkansas, and he believed that concerned citizens would need a special place **(the Institute)** and a process **(the Rockefeller Ethic)** to work through differences and forge new paths for the betterment of our state. **It is because of Winthrop's foresight that the Winthrop Rockefeller Institute exists today, and we are proud and humbled to perpetuate his legacy of collaboration and creation today.**

Winthrop's personal philanthropy paved the way for the Institute, but gifts from individuals, foundations, and businesses make this work possible today.

Your donation supports those who are dedicated to the complex yet vital work of collaboration.

Your contribution bolsters the students who are learning valuable lessons about their civic obligations at the **Arkansas Collegiate Civic Leadership Academy**. Arkansans across the state, from tiny towns in the Delta to the booming Bentonville, have had access to Civic Arkansas programming and built local connections thanks to donor funding. Workshops like **Walks with the Governor** build cohesion within convening groups while simultaneously inspiring individuals to think about the impact they hope to make in their lifetime – **all made possible by gifts.**

If you would like to speak with someone about making a gift, sponsorship, or planned giving, please visit wrinst.org/give, contact the advancement office at advancement@rockefellerinstitute.org, or call (501) 727-6211. It is a privilege to pursue transformational change and a better Arkansas alongside you.



Joel Smith LEADERSHIP AWARD

SANDY COBLE

When our former director of operations, Joel Smith, passed away in 2018, his family and friends donated to the Institute to establish a leadership award in his honor.

As one of the few today who knew and worked with Joel, our Executive Director/CEO, Janet Harris, expressed confidence that Joel “would be very, very proud” of Sandy Coble. Sandy, Hospitality Supervisor of Housekeeping, received nominations from almost every department, describing her as open, honest, and thoughtful

“She genuinely connects with people.”

“She’s steady, personable, and has a can-do attitude.”

“She is an advocate for her team; a genuine connector who shows up with hospitality.”

Another nomination mentioned Sandy is “a go-to person” when you’re facing a challenge. “Whether you’re brainstorming ideas or facing a pinch, Sandy offers sound advice and a ‘can-do’ attitude that lifts everyone around her,” the nomination also said. She accepted the award with gratitude and affection, taking a moment to introduce her family and crediting her mother for instilling the work ethic she carries. “I do love my team,” Sandy said. “I love working with everybody, and I love working here. I have spent a lifetime here. It’s such a rewarding feeling to win a leadership award



L to R: Su’Aaron Travis, Joel’s sister; Sandy Coble; Executive Director/CEO Janet Harris

that my coworkers nominated me for. I have worked very hard to be someone who could lead and guide my team and others to be the best version of themselves.”

In the Institute’s “Meet Your Team” interview, Sandy explained that, back in 1998, she started at the Institute by helping a friend with their housekeeping duties on campus while they were on vacation, but she decided to stay. She is a native of Petit Jean Mountain and is very familiar with Governor Rockefeller’s legacy. Her in-laws worked for Winthrop, and other family members did as well.

Sandy takes pride in the work she and her team do to help unburden our guests and further the Institute’s mission.

Reflecting on the past two decades at the Institute during the 20th anniversary staff video brought up many memories for Sandy and sparked conversations with her team.



Watch a new video celebrating our long-time staff.



Scan the QR code
to join our monthly
e-newsletter.



CONNECT WITH US

Petit Jean Mountain
1 Rockefeller Drive
Morrilton, AR 72110

 (501) 727-5435
 info@rockefellerinstitute.org
 rockefellerinstitute.org

 [rockefeller.institute](https://www.facebook.com/rockefeller.institute)
 [rockefellerinstitute](https://www.instagram.com/rockefellerinstitute)
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Chief Advancement Officer

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*As of January 1, 2026