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,

Greetings from atop Petit Jean Mountain! I welcome this chance to share with you the activity and mission delivery at the Winthrop Rockefeller Institute in fiscal year 2021-2022, a year of transition and exciting opportunities.

The beginning of the fiscal year saw us moving from the day-to-day pivots required by the COVID-19 pandemic to a regular rhythm once more. Most happily, 2021-2022 brought a return to full capacity in our ability to convene in-person programs, conferences, and workshops. Skills learned during the pandemic and improvements in our conferencing technology allow us to host hybrid meetings that meet our high expectations for convening. It is clear hybrid and virtual meetings will continue to be offerings our clients and partners request, and we’re pleased to provide those services. However, every Institute employee agrees we enjoy supporting the focused work of our guests as they gather in our conference rooms, dine together, and enjoy recreational activities and team building workshops. We won’t again take for granted our ability to convene in person.

Our organization experienced a transition in leadership during the first half of 2022. Upon the retirement of our now Executive Director Emeritus Dr. Marta Loyd in April of 2022, I was proud to accept the position of executive director and CEO of the Institute. It is an exciting time to step into my new role as we are in the midst of a strategic plan that will enhance our operations and our ability to expand our mission and serve our guests.

2023 brings profound remembrance as we mark 70 years since Winthrop Rockefeller first settled atop his beloved Petit Jean Mountain and sowed the seeds for what would become Winrock Farms and, eventually, the Winthrop Rockefeller Institute. This year also marks 50 years since Winthrop passed away from cancer at only 60 years old. We simultaneously hold gratitude for the legacy of leadership and philanthropy he left us with the recognition that we will never get to know the full impact he would have made with more years on this earth.

We move forward, all of us, in this ever-changing landscape. We know our work continues Winthrop’s commitment to convening, collaboration, and change. We know, as Winthrop did, that the only way to make lasting transformational change is to do it together. On behalf of the board of directors and Institute staff, I thank you for playing your part in creating that change.

With all good wishes,

Janet Harris

JANET HARRIS
Executive Director/CEO
Strategic work continues across every department at the Institute as we achieve the objectives set out in our strategic plan. We’ve included a few brief examples of completed strategic planning objectives in this report, but we encourage you to read more about the plan, including our five main priorities and how we plan to meet them, on our website, rockefellerinstitute.org/strategicplan.

Objectives completed in fiscal year 2021-2022 include:

- Established key performance indicators across the Institute that are updated monthly and shared broadly with Institute staff and the board of directors.
- Standard operating procedures for all hospitality departments were developed, documented, and implemented.
- Implemented maintenance software to schedule work orders, track inventory, and keep on track with preventative maintenance.
Hosted 11 core programmatic convenings, engaging over 540 participants.

Presented 11 educational workshops and developed 7 new offerings.

Provided facilitation and meeting design services for 11 groups seeking to create transformational change with the Rockefeller Ethic.

Hosted 98 conference groups in business, government, nonprofit, and education sectors. 52% of these groups completed work aligned with our mission.

Opened the Roustabout, our coffee shop open to the public, in the former gift shop space.

Installed new video conferencing systems in the Governor’s Conference Room, Show Barn Hall, and Rock Theater, which allows truly hybrid meetings where in-person or virtual attendees can see and hear everything going on in the room.

Program and workshop participants spent 5,480 impact hours actively engaged with the Rockefeller Ethic.
Our mission is creating **transformational change**, and the process we use to accomplish that is the **Rockefeller Ethic**.

**THE ROCKEFELLER ETHIC**

**COLLABORATIVE PROBLEM SOLVING**

+ **RESPECTFUL DIALOGUE**

+ **DIVERSITY OF OPINION**

= **TRANSFORMATIONAL CHANGE**

When we convene a program, facilitate for a conference group, or teach a workshop, we evaluate individual participant outcomes across four dimensions:

1. **Whether or not we created an environment of mutual understanding and respect;**
2. **Whether participants were effectively engaged in collaborative problem solving;**
3. **Whether participants increased their knowledge or developed new skills, and;**
4. **Whether participants were satisfied with the process and outcomes of the convening.**
We can’t drive transformational change without increasing a group’s knowledge about the issues they are tackling, helping them communicate and connect, and assisting with planning and project management. Each element of our convenings is purposefully considered: where participants will sit and with whom, the schedule and tempo of each day, when they will break for meals, and how they’ll be invited to spend their downtime at the end of the day. We plan everything for maximum collaboration and to increase mutual understanding and respect between participants. While program and workshop participants engage with us, we teach and practice effective collaborative problem solving. More than 97% of participants report being satisfied with our meeting/workshop design process, facilitation, and facilities.

Crucially, each of our participants are taught and experience the Rockefeller Ethic in action.

99% of our participants indicate that they plan to apply the principles of the Rockefeller Ethic to solving problems in their jobs, communities, and other roles.
Current programs the Institute is convening are pushing for **TRANSFORMATIONAL CHANGE** in these focus areas and with these partners:

**Partnership for Democratic Practices in Arkansas**

**PARTNERS**
Central Arkansas Library System, Clinton School for Public Service, Kettering Foundation, National Issues Forum

**PLAN**
Through a series of dialogues addressing topics such as food security and free speech, participants discuss policies and ideas that affect us all, and talk through the benefits and consequences of myriad options.

**Arkansas Education Policy Initiative**

**PARTNERS**
Stakeholders from across the education ecosystem including public and private school teachers, administrators, education researchers, university professors, and policymakers.

**PLAN**
Create statewide recommendations and actions to improve Arkansas’s national standing in K-12 educational outcomes.

**Arkansas Health Equity Collaboration**

**PARTNERS**
Delta Population Health Institute, New York Institute of Technology College of Osteopathic Medicine at Arkansas State University, UAMS Health

**PLAN**
After reviewing focus group data collected across Arkansas and understanding how social determinants of health impact health equity in our state, program participants’ next step is to focus on where they collectively can make the largest impact.
Incarceration: Recidivism, Reentry, and Reunification

PARTNERS
Restore Hope, corrections officials, judges, legislators, community leaders, and the formerly incarcerated and their families

PLAN
Devise a collaborative solution to break the cycle that sees 50.6% of incarcerated Arkansans released and then return to prison, building towards a future where the corrections system works as intended and the formerly incarcerated rejoin their families and communities permanently.

Arkansas Civic Health Index Report

KEY PARTNERS INCLUDE
Engage AR and the Clinton School of Public Service

PLAN
We are identifying additional key partners and funders integral to conducting research on civic engagement in Arkansas leading to Institute programming on civic health.

Securing Water and Food in a Changing World

PARTNERS
Winthrop Rockefeller Distinguished Lectures Advisory Committee

PLAN
Peter G. McCornick, Ph.D., executive director of the Daugherty Water for Food Global Institute, gave a keynote address about the sustainable management of water resources and the effect on agriculture and the environment. An Arkansas agricultural producers panel shared local innovations and experiments with water usage.
Inviting businesses, nonprofits, associations, and other organizations to hold their most important retreats and meetings at the Institute helps maintain our historic facilities and deliver on our mission. Each year, many hundreds of conference guests are exposed to the Rockefeller Ethic and inspired by our history of convening, dating back to Winthrop Rockefeller in the 1950s. Combined with our unparalleled hospitality and beautiful mountaintop setting overlooking the Arkansas River Valley, the Institute offers a potent mix that has organizations coming to our campus for a wide variety of reasons, but many choose to come here to tackle their most pressing problems.

A small sample of the groups that visited us in 2021 and 2022:

- Walmart brought 80 of their top executives from across the world to the mountain to be inspired by CEO Doug McMillan, hear stories of Gov. Rockefeller’s commitment to change, and harness the productive energy of our beautiful campus to chart a new course for their organization committed to renewing natural resources.

- For FY22, the Arkansas Research Alliance held their annual meeting virtually, working together with Institute Programs staff to ensure that the level researcher-to-researcher connection and collaboration that normally happens in-person could be translated to a virtual space.

- The Conway Area Chamber of Commerce hired the Institute to provide facilitation services for their community vision-building process, which involved almost 2,000 citizens and over 1,000 hours of their time.

Your gift to the Winthrop Rockefeller Institute is an investment in our mission and allows us to continue bringing people together to collaborate and solve some of our most pressing issues. If you would like to speak with someone about making a gift, sponsorships, planned giving, or have any questions at all, please contact the Development office at (501) 727-6211 or email development@rockefellerinstitute.org.

We NEED YOUR HELP to create transformational change in Arkansas!
Statement of Activities
The Institute’s Audited Financials, IRS form 990, and other information is available. Please contact the development team for the most up-to-date forms.

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<th>REVENUE TYPE</th>
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<td>Programs Revenues</td>
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<td>Grants &amp; Gifts</td>
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<td>Endowment Revenue*</td>
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<td>Other Revenues</td>
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<td>Program Expenses</td>
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<td>General &amp; Administrative Expenses</td>
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<td>Development Expenses</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$6,103,759</strong></td>
<td><strong>$6,451,479</strong></td>
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*These figures reflect funds from the Governor Winthrop Rockefeller Endowment, held at the University of Arkansas Foundation, allocated yearly to assist the Institute in carrying out our mission. This number does not reflect endowment gains and losses as affected by financial markets.
Winthrop Rockefeller Institute

LEADERS

Senior Staff
Janet Harris, Executive Director/CEO
Shawn Cathey, Chief Financial Officer
Carder Hawkins, Chief Strategy Officer
James Hopper, Director of Development

Board of Directors
Dr. Stephanie Gardner, Chair
Dr. Deborah Baldwin, Vice-Chair
Lisenne Rockefeller, Secretary
Freddie Black
Dr. Deacue Fields
Dr. Carla Martin
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