

July 1, 2021 - June 30, 2022

**FISCAL YEAR**

**2022**



WINTHROP  
ROCKEFELLER  
INSTITUTE

**Winthrop Rockefeller Institute**

# ANNUAL REPORT





About the

# INSTITUTE

Our  
MISSION

Our  
VISION

Our  
METHOD

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

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**.

## 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.

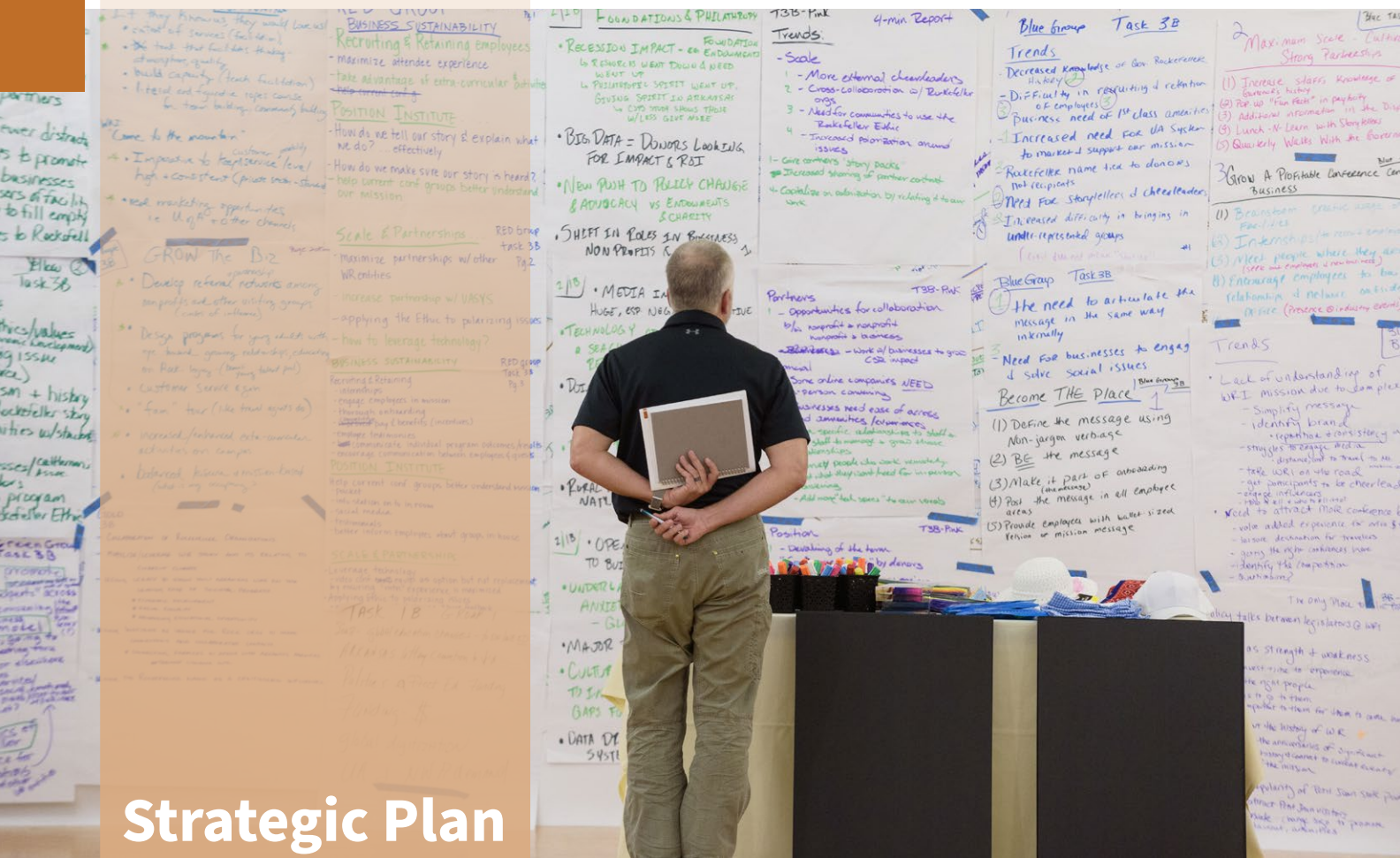
We move forward, all of us, in this ever-changing landscape. We know our work continues Winthrop's commitment to convening, collaboration, and change. We know, as Winthrop did, that the only way to make lasting transformational change is to do it together. On behalf of the board of directors and Institute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

With all good wishes,

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

JANET HARRIS

*Executive Director/CEO*



## Strategic Plan

# 2020-2025

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](https://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.**

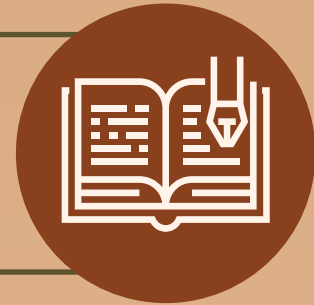


- ✓ Hosted **11** core programmatic convenings, engaging over **540** participants.
- ✓ Presented **11** educational workshops and developed **7** new offerings.
- ✓ Provided facilitation and meeting design services for **11** groups seeking to create transformational change with the Rockefeller Ethic.
- ✓ 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.



**540+**  
PROGRAM  
PARTICIPANTS

**7**  
WORKSHOPS  
DEVELOPED



**98**  
CONFERENCE  
GROUPS



**398**  
WORKSHOP  
PARTICIPANTS



**5,480**  
IMPACT  
HOURS

# Workshops & PROGRAMS

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;

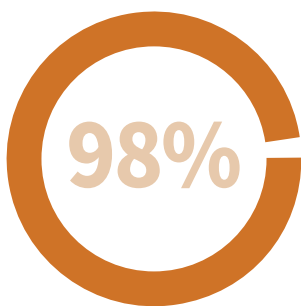
**4**

Whether participants were satisfied with the process and outcomes of the convening.

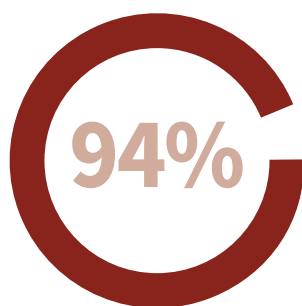


We can't drive transformational change without increasing a group's knowledge about the issues they are tackling, helping them communicate and connect, and assisting with planning and project management. Each element of our convenings is purposefully considered: where participants will sit and with whom, 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.

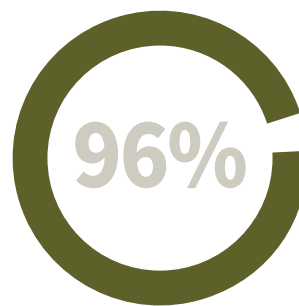
We plan everything for maximum collaboration and to increase mutual understanding and respect between participants. While program and workshop participants engage with us, we teach and practice effective collaborative problem solving. **More than 97% of participants report being satisfied with our meeting/workshop design process, facilitation, and facilities.**



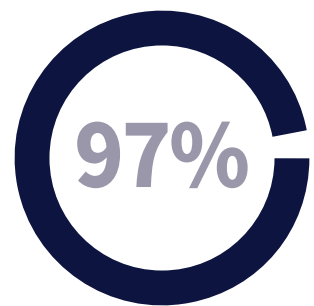
**CREATED AN ENVIRONMENT OF MUTUAL UNDERSTANDING & RESPECT**



**PARTICIPANTS ENGAGED IN COLLABORATIVE PROBLEM SOLVING**



**INCREASED PARTICIPANT KNOWLEDGE & SKILLS DEVELOPMENT**



**OVERALL SATISFACTION WITH THE PROCESS & KEY OUTCOMES**

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

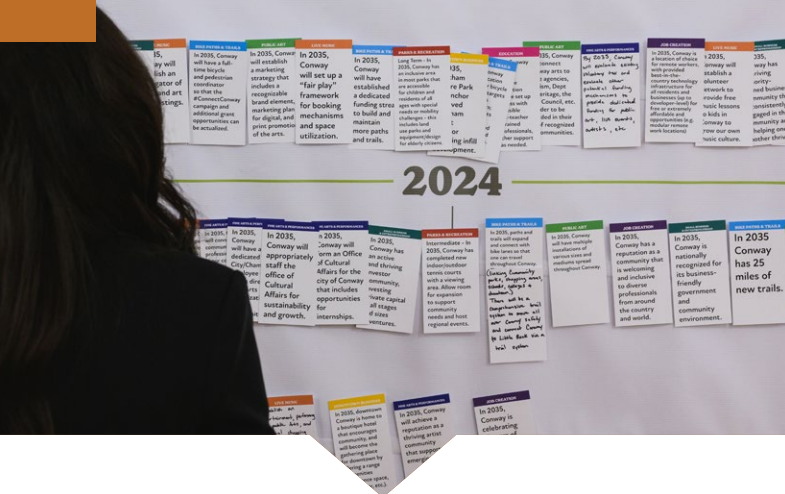
Winthrop Rockefeller Distinguished Lectures Advisory Committee

### 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.



# Vision Summit Conway 2035



## Conference Business = MISSION SUPPORT

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

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](mailto:development@rockefellerinstitute.org).

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.**

**We NEED YOUR  
HELP to create  
transformational  
change in Arkansas!**

## Fiscal Year 2022

# FINANCIALS

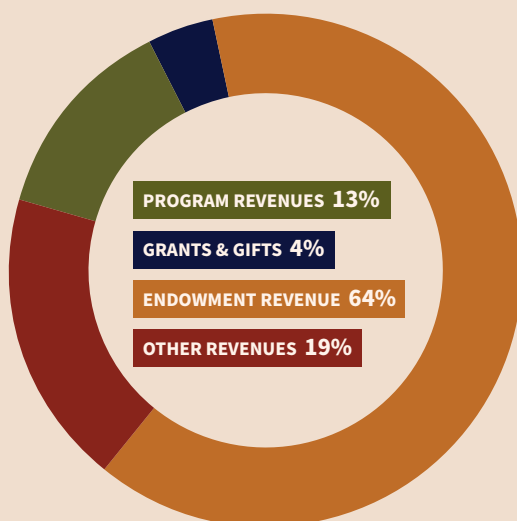
### Statement of Activities

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.

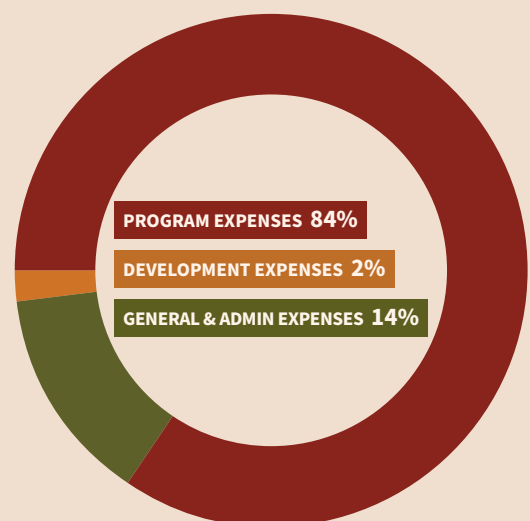
REVENUE TYPE	FISCAL YEAR 2021	FISCAL YEAR 2022
Programs Revenues	\$535,507	\$977,644
Grants & Gifts	\$300,977	\$324,560
Endowment Revenue*	\$4,600,000	\$4,758,000
Other Revenues	\$1,525,183	\$1,383,949
<b>TOTAL</b>	<b>\$6,961,667</b>	<b>\$7,444,153</b>

EXPENSE TYPE	FISCAL YEAR 2021	FISCAL YEAR 2022
Program Expenses	\$5,012,317	\$5,448,664
General & Administrative Expenses	\$862,201	\$879,321
Development Expenses	\$229,241	\$123,494
<b>TOTAL</b>	<b>\$6,103,759</b>	<b>\$6,451,479</b>

### FISCAL YEAR 2022 REVENUE



### FISCAL YEAR 2022 EXPENSES



\* 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  
Bob McKuin  
Gus Vratsinas

# IR

## 2022 Nonprofit of the Year

The Institute was honored by the Conway Area Chamber of Commerce with the “Nonprofit of the Year” award in 2022!

### Connect with Us

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Morrilton, AR 72110

📞 (501) 727-5435

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🌐 [rockefellerinstitute.org](http://rockefellerinstitute.org)

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