

# 2023

FISCAL YEAR

JULY 1, 2022 -  
JUNE 30, 2023



# annual report

WINTHROP  
ROCKEFELLER  
INSTITUTE



# 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,



I'm excited to update you on the Winthrop Rockefeller Institute's fiscal year 2023 activities. Last year, I discussed transitioning to normal operations post-pandemic. In this report, we highlight our nonprofit's growth, focusing on investments in our people, place, and process.

**We raised the Institute's entry-level wage**, resulting in deserved compensation increases for many employees and aiding in staff recruitment, especially in the competitive hospitality sector. Our dedicated team is essential to our mission, and we are committed to ensuring a meaningful and purposeful work experience for them. I appreciate our board of directors approving this permanent change to our budget.

Turning to our place, we identified about **\$2 million in deferred maintenance needs** for our historic campus. Most of our buildings are 60-70 years old, requiring significant repairs and refurbishments. Through careful assessment and smart financial management strategies, we aim to address these needs in the next three years. New roofs and gutters aren't the most exciting of purchases, but we're dedicated to keeping our facilities and grounds safe and beautiful so our guests can enjoy their surroundings while focusing on the work they came to the mountain to accomplish.

Our process, **the Rockefeller Ethic, has collaboration at its core**, not just for our guests and participants but also for our staff. In fiscal year 2023, investing in our process and people looked like improving our enterprise-wide system technology, including digital signage in our main building, modern financial software, and Microsoft 365 for all employees. We also began implementing a new hospitality and customer relationship management tool to revolutionize how we communicate with our clients and conduct business. We'll launch our new system in early 2024 and eagerly await the possibilities it will unlock to better deliver our mission to Arkansas and the region.

As I look back on the fiscal year 2023 and all we've accomplished, I realize we couldn't have started it off with more connection to our mission than we did with a celebration of the publication of Winthrop's latest biography, written by UA Little Rock professor and longtime friend of the Institute, Dr. John Kirk. We packed the Show Barn on a Saturday in August 2022, and I interviewed John about his experience writing the book and what he learned in his many years of research about Winthrop and his extended family. Our discussion kept coming back to Winthrop's continuing legacy he modeled for us: **we can work together even when we disagree**, even when the person with whom we are collaborating has a different view of the world than we do.

We will continue to invest in our people, place, and process so the Institute remains the place to come for collaborative, transformational change. Please accept my thanks on behalf of the board of directors and staff for your support that makes that change possible.

*With all good wishes,*

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

**JANET HARRIS**

*Executive Director/CEO*



# WORKSHOPS

The Institute launched a slate of professional development and culinary team building workshops to teach groups how to communicate more effectively, increase the productivity of their meetings, and solve problems collaboratively.

Whether you're walking around our historic campus during Walks with the Governor or heating up the kitchen during the Rock Chop Challenge, each workshop incorporates the Rockefeller Ethic. **Teaching others to use the Rockefeller Ethic is an integral part of our mission**, and we've enjoyed a marked increase in demand for workshops in the last year.

Workshops can be added to conferences scheduled at the Institute, but many can also be delivered offsite. Visit [rockefellerinstitute.org/workshops](https://rockefellerinstitute.org/workshops) to read descriptions of each workshop.

***The workshop was productive and engaging. Everyone had a chance to speak their mind and contribute.***

-Tools for Respectful Dialogue participant

## WORKSHOP PARTICIPANTS

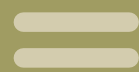
398

FY2022



981

FY2023



146%

Workshop Participant Growth

## 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.

## Dynamic Development: Type to Team

Using the Myers-Briggs Type Indicator® assessment and lessons from Winthrop Rockefeller, each participant will learn more about themselves and those around them in order to improve personal interactions and accomplish more as a team.

## 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.

## 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.



“This training helped us build connections that we so needed with each other and ideas to bring back!”

- Beyond Civility participant



# PROGRAMS

Institute programs are a multi-year, deep-dive application of the Rockefeller Ethic to a specific challenge, problem, or topic affecting Arkansas and our region. After building a coalition of partners and subject matter experts, our staff guide program participants through multiple in-person convenings and online work sessions to achieve the collaborative solutions the participants themselves identified as possible and vital.

As our programmatic work broadened and deepened, we were pleased to welcome more program participants this fiscal year. These supporters volunteer their time away from

jobs and other commitments to participate in programs, and this mission-minded work only happens because of them.

540

FY2022  
PROGRAM  
PARTICIPANTS

992

FY2023  
PROGRAM  
PARTICIPANTS

84%

PROGRAM  
PARTICIPANT  
GROWTH



## Education Policy Initiative

Because of the Institute and the Rockefeller Ethic, the Arkansas Education Policy Initiative (EPI) is transforming the way education issues in Arkansas are being addressed by focusing on collaborative problemsolving, innovative solutions, and being research and data-driven. Completed work includes an “Education Primer” for legislators, and surveying and focus groups to understand the gap between teacher prep programs and teacher licensure.

***The most exciting thing about the Education Policy Initiative is that there are a diverse group of minds, experiences, and opinions that are coming together and focusing on solving real problems. There’s just something special about the Institute. There always has been. When the internal culture of an organization is to bring out the best in people, it always helps those people find that in themselves.”***

— EPI participant

## Health Equity Collaboration

Because of the Institute and the Rockefeller Ethic, the members of the Health Equity Collaboration are transforming the way social determinants of health and structural barriers to health are approached to improve multi-sector commitment to health equity.

## Incarceration: Recidivism, Reentry and Reunification

Because of the Institute and the Rockefeller Ethic, stakeholders from across the criminal justice networks of Arkansas are transforming how they communicate and collaborate to address the systemic factors influencing the high recidivism rates in Arkansas. We have partnered with Arkansas 2-1-1 to establish a database of resources and, supported program partner Restore Hope as they launched the Smart Justice magazine and podcast. Attorney General Tim Griffin awarded \$1 million to support a pilot diversion program in 10 Arkansas counties.

## Partnership for Democratic Practices in Arkansas

Because of the Institute and the Rockefeller Ethic, the Partnership for Democratic Practices in Arkansas is transforming how social problems in Arkansas are discussed to engage Arkansans in the search for solutions.

**Upcoming programs launching in 2024 will focus on water use in Arkansas agriculture and civic engagement.**



# Conferences, Meetings, **AND RETREATS**

## 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. **Hundreds of conference guests are exposed to the Rockefeller Ethic each year 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 various reasons, but many choose to come here to tackle their most pressing problems.

With the addition of our professional development workshops, team building workshops, and facilitation services to our renowned food service and lodging, **conference clients are taking advantage of the Institute's unique combination of services to make their convenings impactful.**

98

FY2022  
CONFERENCE  
GROUPS

205

FY2023  
CONFERENCE  
GROUPS

109%

CONFERENCE  
GROUP  
GROWTH



# Facilitation SERVICES

The Rockefeller Ethic and facilitation can change how Arkansans get things done. Facilitation, as defined by the Institute, is the process of guiding and supporting a group's time together to achieve specific outcomes.

Like the captain of a ship, facilitators steer the conversation, keep activities on track, and help everyone reach their goals by promoting teamwork and open, effective communication.

*“Everything was guided by the facilitators at the Winthrop Rockefeller Institute so that it drew out everyone’s best thinking and connected everyone in a collaborative spirit. We ended up with a product that we never would’ve guessed would come from less than 24 hours of work. It was amazing.”*

— Facilitation client —

The Rockefeller Ethic demands meaningful conversations about sensitive topics on which people will likely not agree. Institute staff

facilitate our programs to guide a group of concerned people towards common goals that they themselves identify. **Through facilitation exercises and careful meeting design, we help them find areas where they can collaborate to create transformational change.**

We started using facilitation as our primary tool for convening in 2016. Over the years, program participants often asked if they could hire Institute facilitators to help their own organizations. Over time, we’ve built a select roster of facilitation clients and assisted on large and small projects, from multi-month endeavors to one-day meetings. In the past year, we have provided over **3,000 hours** of facilitation services to more than **500 people**.

As just one example, in fiscal year 2023, we worked with former Governor Asa Hutchinson’s Food Desert Working Group, creating a **report with real-world examples of how communities of all sizes can eliminate food deserts in rural and urban settings.**



**Beginning in January 2024, we officially launched a Facilitation Services department solely focused on helping clients and partners achieve their desired change and outcomes. Please contact us if we can help your organization do the best possible work in the best possible way. To learn more, visit [rockefellerinstitute.org/facilitation](https://rockefellerinstitute.org/facilitation).**



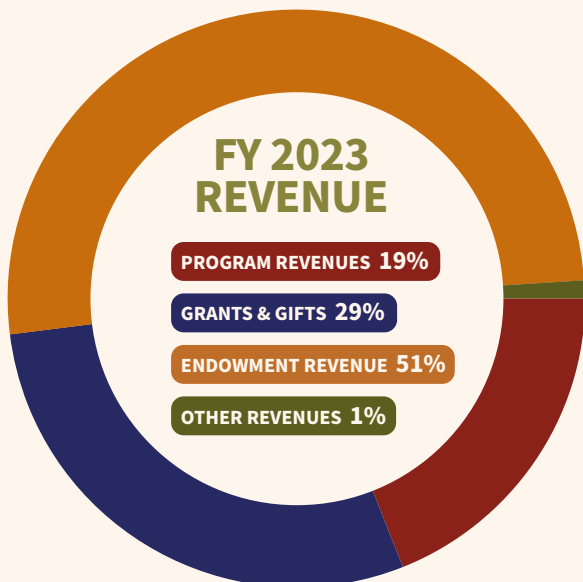
# Fiscal Year 2023 FINANCIALS

## Statement of Activities

The Institute’s audited financials, IRS form 990, and other information is available. Please get in touch with the development department for the most up-to-date forms.

REVENUE TYPE	FISCAL YEAR 2022	FISCAL YEAR 2023
Programs Revenues	\$977,644	\$1,723,368
Grants & Gifts	\$324,560	\$2,741,009
Endowment Revenue*	\$4,758,000	\$4,800,000
Other Revenues	\$1,383,949	\$46,016
<b>TOTAL</b>	<b>\$7,444,153</b>	<b>\$9,310,393</b>

EXPENSE TYPE	FISCAL YEAR 2022	FISCAL YEAR 2023
Program Expenses	\$5,448,664	\$6,397,651
General & Administrative Expenses	\$879,321	\$979,641
Development Expenses	\$123,494	\$254,310
<b>TOTAL</b>	<b>\$6,451,479</b>	<b>\$7,631,602</b>



\* 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.

Throughout this report, we've shared the percentage growth from fiscal year 2022 to 2023 in people experiencing workshops, participating in programs, and attending meetings and conferences. Every dollar of that growth is re-invested in our mission so we may continue Gov. Winthrop Rockefeller's collaborative approach to creating

transformational change. When organizations choose to convene at the Institute, their business allows us to grow our nonprofit, teach more people about the Rockefeller Ethic, and maintain our campus' 188 acres, which was once part of Rockefeller's model cattle farm.



## Your Support Strengthens Us

Your gift to the **Winthrop Rockefeller Institute** is an **investment in our mission**. It 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, or planned giving, or have any questions, please contact the Development office at **[development@rockefellerinstitute.org](mailto:development@rockefellerinstitute.org)** or **(501) 727-6211**.

# 2023



## Senior Staff

**Janet Harris,**  
*Executive Director/CEO*

**Shana Chaplin,**  
*Chief Program Officer*

**Shawn Cathey,**  
*Chief Financial Officer*

**Carder Hawkins,**  
*Chief Strategy Officer*

## Board of Directors

**Dr. Deborah Baldwin,** *Chair*

**Freddie Black,** *Vice-Chair*

**Lisenne Rockefeller,** *Secretary*

**Dr. Deacue Fields**

**Dr. Stephanie Gardner**

**Dr. Carla Martin**

**Bob McKuin**

**Gus Vratsinas**

**Lisa Willenberg**

**\*As of January 1, 2024**

## Connect with Us

Petit Jean Mountain  
1 Rockefeller Drive  
Morriston, AR 72110

☎ (501) 727-5435

✉ [info@rockefellerinstitute.org](mailto:info@rockefellerinstitute.org)

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

📘 [rockefeller.institute](http://rockefeller.institute)

📷 [rockefellerinstitute](https://www.instagram.com/rockefellerinstitute)

✂ [rockefeller](https://twitter.com/rockefeller)

🌐 [rockefellerinstitute](https://www.linkedin.com/company/rockefellerinstitute)



Scan the QR code with your smartphone's camera to join our monthly e-newsletter.

annual report