



Supporting
transformative
programs serving the
common good

2015 annual report



GEORGE FAMILY
FOUNDATION

Table of Contents

Letter from the Board Chair	1
Mission and Guiding Philosophy	3
Our Focus Areas	4
Summary of Grants Paid 2015	5
Primary Focus Areas	
Integrative Health & Healing	6
Catalyst Initiative	8
Authentic Leadership	10
Community	12
Emerging Focus Areas	
Advancing Women & Girls	14
Environment	16
Spirituality	17
Youth Development	18
Grantee Story	
Sigma Chi Foundation	20
Healthy Communities Partnership	22
Financial Summary	26

In 2015, the George Family Foundation celebrated another year of steady growth that resulted in more than \$4.3 million in grants across our programs and initiatives. Through our Foundation's initiatives, including grants and program-related convenings, as well as support of other organizations' events that align with our strategic goals, we continued progress begun in 2014 with very promising results.

Foundation Initiatives in 2015

In April, we partnered with the Women's Foundation of Minnesota to host a Gender Norms workshop for our foundation colleagues. Riki Wilchens, founder and executive director of TrueChild, helped us look at how the philanthropic community might lead the State in building awareness of the effect of gender norms on children and youth. This conversation was followed by an October screening of "The Mask You Live In," a highly regarded film directed and produced by Jennifer Siebel Newsom and The Representation Project. We concluded the evening with a panel hosted by Minnesota Public Radio's Brian Newhouse, featuring Siebel Newsom and two key voices in the film – Ashanti Branch, youth leader, and Joe Ehrmann, former NFL player and youth coach – as well as Ramsey County Attorney John Choi. The event was attended by 500 people.

We officially launched our Catalyst Initiative in May at a luncheon event that welcomed a racially and culturally diverse group of more than 150 people. The Catalyst Initiative is our effort to expand holistic and culturally based healing practices in community settings. Hosted in collaboration with Marnita's Table, a Minneapolis-based community engagement organization, attendees enjoyed enriching conversation and opportunities to learn about self-healing practices as we celebrated this important new initiative for the Foundation. More than 1,000 people attended other Catalyst Initiative convenings in Minneapolis and in Rochester, Minnesota. This year also marked the start of the Catalyst Initiative's seed grant program; we awarded a total \$399,000 to 22 organizations that are using grassroots approaches to mind-body healing in their communities.

Letter from the Board Chair

Penny P. George



Silos to Circles and Healthy Communities Partnership, our co-funded projects with Allina Health, both had banner years. Silos to Circles spent 2015 engaged in an intense planning process which included input from healthcare institutions and community-based wellness and health support organizations. This year of planning will result in eight projects in 2016 that will address better care coordination and communication between healthcare providers and non-profit organizations and build collective resiliency for improved health outcomes for people with chronic illness and serious mental health issues. After three years of activity, Healthy Communities Partnership concluded its programmatic efforts in 2015. We will disseminate our findings and celebrate the completion of the program in 2016. We are grateful for our partnership with Allina Health on both of these initiatives, and look forward to sharing the outcomes. See page 23 for the list of outcomes.

Grantmaking

Our 2015 grantmaking highlights are modest in number, but substantial in anticipated impact. The George Family Foundation provided major support to nonprofits that are important to us and also are seeking to make significant changes in how they do their work. One such example is a \$500,000 multi-year lead grant to the Sigma Chi Foundation that will completely change how the Fraternity educates its college chapter members. See page 20 for the story.

Another grant grew from our interest in developing leadership skills in young women and girls. We made a \$300,000 multi-year grant to Duke University to create a distinct new Women's Leadership Program. Duke's recognition of the need to refine and expand its leadership offerings to undergraduate students aligns beautifully with several of the Foundation's goals in our Authentic Leadership and Advancing Women & Girls focus areas. We are pleased to partner with Duke University on this three-year effort.

In December, we made two significant capacity-building grants: the first to the Academic Consortium for Integrative Medicine & Health and the second to Marnita's Table. Both of these organizations are working on innovative ways to better serve their stakeholders and clients, and we look forward to celebrating their progress in the years ahead.

Finally, we were pleased to provide continued general operating support to a group of key organizations important to the Foundation's strategic goals and to the communities that are most important to our family members. While this general support is modest, with most grants of \$25,000 or less, we know these funds are vitally important to the

ongoing work of our grantees. Nonprofit leaders continually stress the importance of stable, flexible funding that is awarded on an annual or multi-year basis. In 2015, the George Family Foundation made 81 grants to 74 organizations; 33 grants were for operations or general program support.

Looking to the Future

As part of our work to prepare the Foundation for the future, I assumed the role of Board Chair in December 2014. Continuing this governance work in 2015, the Foundation's board appointed Gayle Ober as its first non-family member President. In her new role, Gayle assumes additional responsibilities for the Foundation's operations and grantmaking, as she continues to work with the Board on strategic planning and policy. As Gayle brings her unique insights and boundless energy into all aspects of our organization, from grantmaking to staff engagement, we're convinced she is the right choice to lead the Foundation into the future.

In 2016, we will turn our attention toward implementing some of the new strategic grantmaking goals developed in 2015 in our Youth Development and Environment focus areas. We will work to refine our goals in our Advancing Women & Girls and Spirituality focus areas, as well as paying additional attention to Gender Norms and Authentic Leadership. The Catalyst Initiative will further expand its convening and project support efforts as we seek fresh ways to increase the adoption of the principles and practices of integrative medicine and health in Minnesota and beyond.

There is no dearth of challenges in our country today. We are grateful to our grantees and to our philanthropic and nonprofit colleagues for their work to address the issues we care deeply about. We sincerely hope our strategic grantmaking, collaborative meetings and programmatic initiatives will continue to make a positive impact in our communities in 2016, and always.

Warmest regards,



Penny P. George, Board Chair

Our Guiding Philosophy

is to invest in people, programs and initiatives that further the mission of the George Family Foundation and help build the communities in which we live.

We believe in sharing the blessings we have received and in celebrating the spiritual reciprocity that exists between donors and receivers working collaboratively to make the world a better place.

Our Mission

is to foster wholeness in mind, body, spirit and community by developing authentic leaders and supporting transformative programs serving the common good.

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INITIATIVE STAFF

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Catalyst Initiative
Director

Elizabeth Bubb
Catalyst Initiative
Coordinator

Our Focus Areas

The George Family Foundation supports programs, organizations and initiatives that transform lives by working to change the systems affecting those lives.



Integrative Health & Healing

A central focus of our Foundation is to transform the healthcare system by promoting integrative approaches to health and medicine. We seek to fund Minnesota-based organizations and select, transformative national programs and initiatives that advance an integrative, patient-centered approach to health and wellbeing.



Authentic Leadership

A core principle of our Foundation is to transform individuals into effective, ethical, enduring leaders. We support authentic leaders, who influence organizations' ethical decisions, affect people of differing ages, races, religions, ethnicities and geographies.



Community

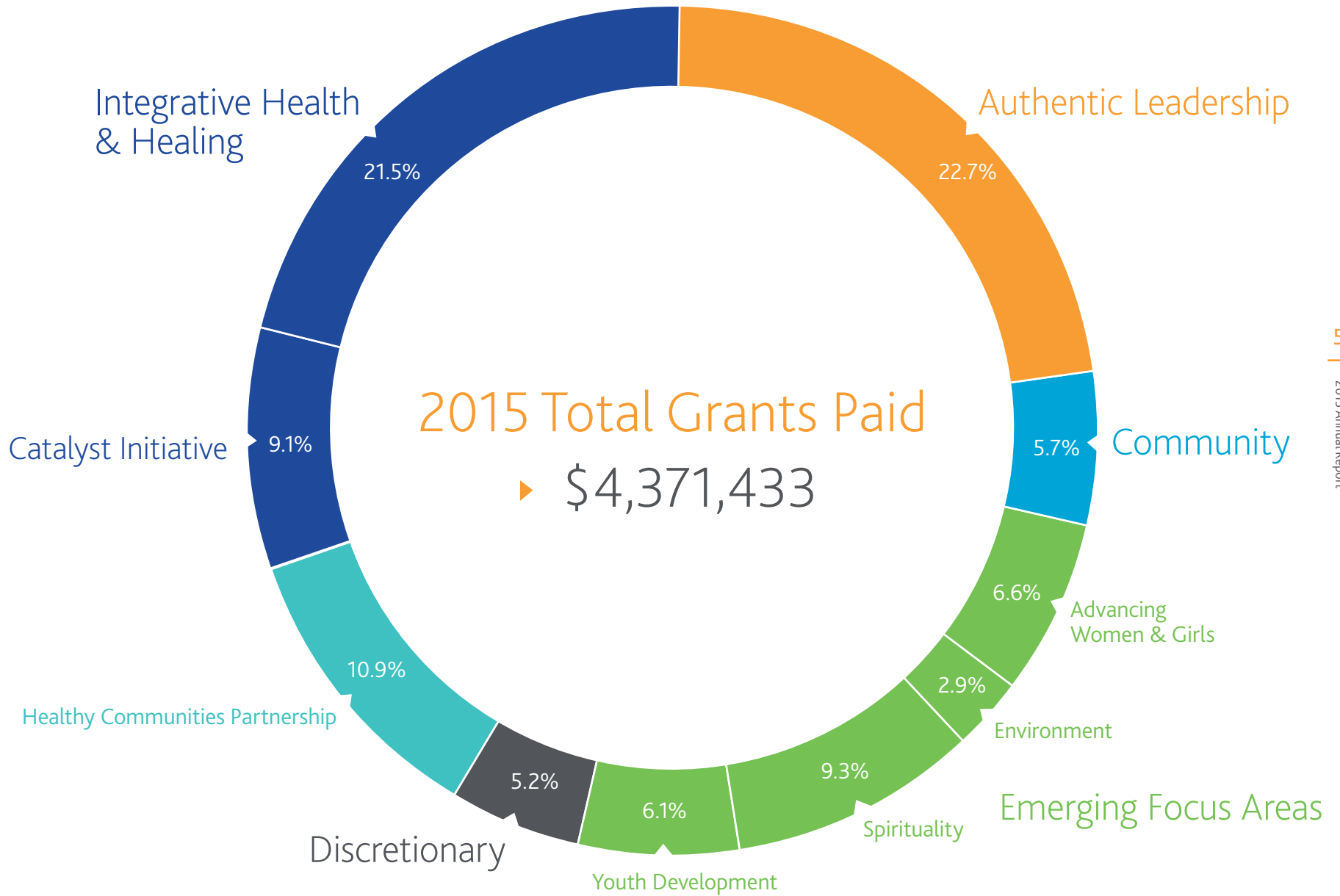
We seek to give back to the communities that have nurtured our family and others by developing and sustaining vital non-profit organizations that ensure the livability of our cities. Creating connections within and across the programs we fund is also a priority. We look for programs and organizations that are making a difference in the Twin Cities, the Vail Valley and other communities connected to George Family Foundation Board members.



Emerging Focus Areas

We are in the process of creating goals and strategies within these emerging focus areas.

- ▶ Advancing Women & Girls
- ▶ Environment
- ▶ Spirituality
- ▶ Youth Development



Transforming Medicine explored emerging trends, breakthroughs and perspective-shifts in integrative health. The panelists, Dr. Jim Gordon, Dr. Mark Hyman and Penny George, are internationally recognized for their work in changing the healthcare landscape. Collectively, they are working toward a system that puts people at the center of care; sees individuals in the context of their lives and communities; and addresses the root causes of disease and imbalance. Krista Tippett, host of "On Being," moderated the discussion in front of a live studio audience of business and healthcare thought leaders; the program was broadcast at a later date.



Integrative Health & Healing

Abbott Northwestern Hospital Foundation In support of the 2015 Abbott Northwestern Hospital Foundation Gala.	\$10,000
Academic Consortium for Integrative Medicine & Health In support of the creation and implementation of the Consortium's communications plan.	\$100,000
American Medical Student Association In fulfillment of a \$27,000 grant to support the HEART-Integrative Medicine program.	\$13,500
Center for Spirituality and Healing In partial fulfillment of a \$556,000 grant to support the creation of a fellowship and co-curricular program to prepare advanced practice nurses for leadership roles in integrative healthcare institutions.	\$97,234
Center for Spirituality and Healing In fulfillment of a \$150,000 grant to support the Educational Programs Expansion.	\$50,000
Grantmakers In Health Funding Partner contribution for 2015.	\$3,450

Mayo Clinic

In partial fulfillment of a \$2,000,000 grant to support the development of the Healthy Living Program.

\$500,000

Pathways

In support of this organization's general operations.

\$15,000

Penny George Institute Foundation

In support of relationship-building and marketing efforts and for the Penny George Institute for Health and Healing practitioner projects.

\$100,000

Second Harvest Heartland

In support of Second Harvest Heartland's Health Project which works directly with select healthcare organizations to help people with chronic illness improve their diet.

\$50,000



Total Integrative Health & Healing for 2015

\$939,184

▶ Participants of the Mayo Clinic Healthy Living Program enjoy a healthy food cooking session in the participation kitchen with Executive Wellness Chef Jennifer Welper. Photo courtesy of Mayo Clinic





Tai Chi Master Yang Ye provides instruction in Tai Chi in the garden during the George Family Foundation's Catalyst Initiative's Trauma 2.0 event on August 13, 2015.



Catalyst Initiative

Whether helping people to stand up to gangs or live with post-traumatic stress syndrome, Catalyst is already having a powerful impact on people's lives.

Catalyst, an initiative of the George Family Foundation, engages community members in experiencing their innate power to heal. Catalyst invests in three areas – enhancing self-care through targeted training, hosting convenings and making small, one-time seed grants to community organizations.

People in our community gathering taught us that unresolved trauma, whether suffered at the hands of a domestic abuser, in a war zone or historical trauma, manifest in the body, the mind and the spirit. Enduring healing must also include meaningful body, mind and spirit approaches.

Grantee partners like the Women Veterans Initiative (WVI) understand this mind, body, spirit connection. The group brings alive the power of connecting people and organizations to simple practices that transform lives and strengthen organizational culture. WVI, working with often overlooked women veterans, is preparing some of its leaders to be mind body medicine trainers. Once proficient, they will reach out to Minnesota women veterans struggling with post-traumatic stress symptoms. As one of the women veterans said, "You saw our value. Thank you for empowering our community to take healing into our own hands and for believing in us."

We also learned the importance of letting go. In community gatherings at Marnita's Table, we gained understanding from Minneapolis MAD DADS, who do the hard work of standing up to street gangs, and praying with family members who have lost a loved one to violence, that their impact is greater when they let go of their own trauma. Stronger themselves, they then can help heal others.

- ▶ Children dance at the Africa BBQ for Health and Wellness, an event put on in partnership between the George Family Foundation's Catalyst Initiative and the AfricaPaper on August 8, 2015, in Brooklyn Park, Minnesota.

“We’re capturing human stories,” said Suzanne Koeplinger, Catalyst director. “Often simple, common sense practices that are culturally meaningful make a big difference by empowering people to take command of their own lives and their healing.”

From grantees’ and community partners’ stories to data-driven metrics, our developmental evaluation work shows evidence of budding success in striving for our goal of improving community health by empowering individuals to practice self-care as true primary care.

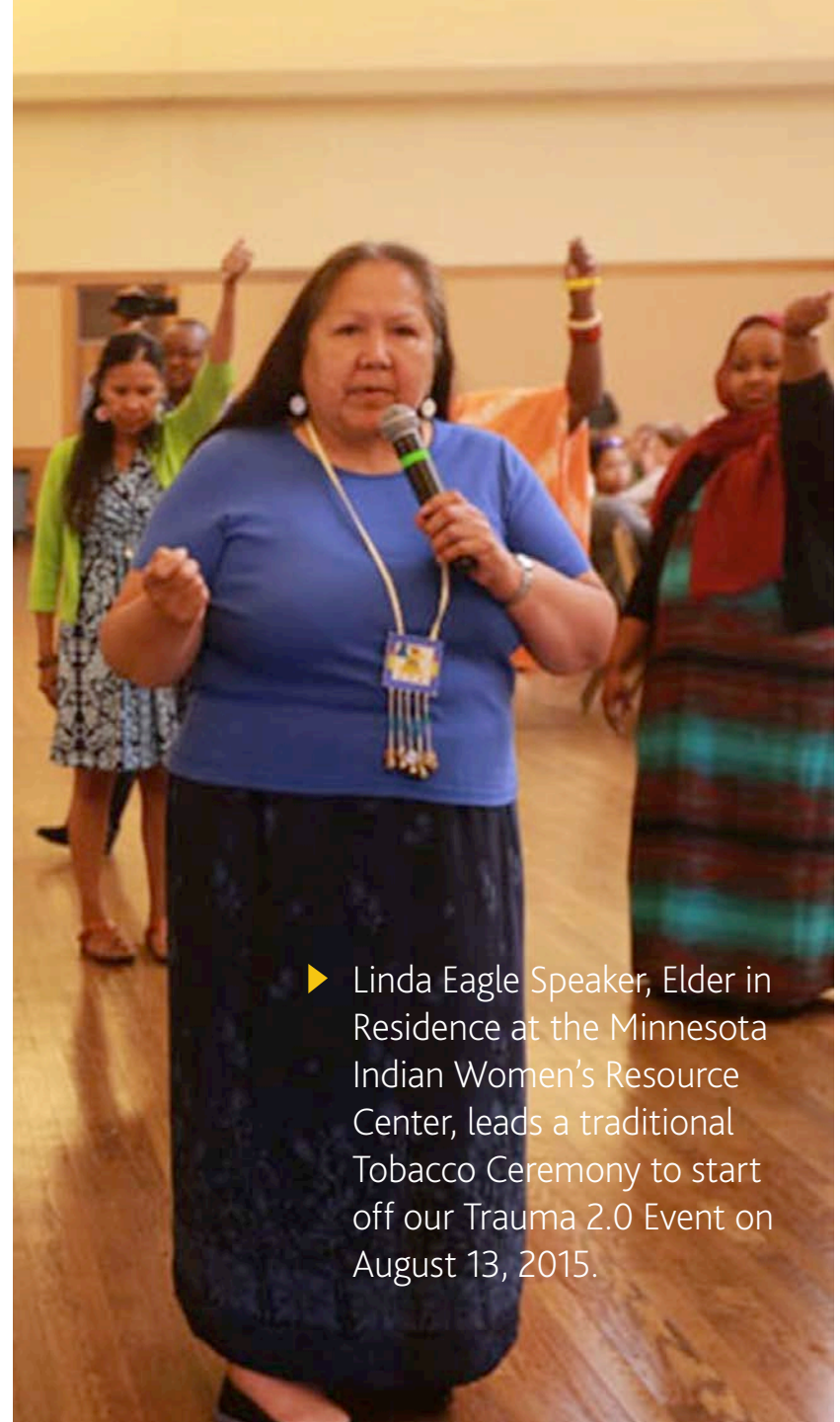
▶ Catalyst Initiative Seed Grants

Casa de Esperanza	Islamic Civic Society of America/Open Path Resources	Pillsbury United Communities
Catholic Charities of St. Paul and Minneapolis	Kwanzaa Community Church/Northside Women’s Space	Portico Healthnet/CHWA
Centro Tyrone Guzman	Lutheran Social Service/Altair ACO	RECLAIM!
Community Resource Alliance/Sacred Spirits	Minneapolis MAD DADS	Somali Community Resettlement Service
First Nations Coalition	Minnesota Humanities/Women Veterans Initiative	Southeastern Minnesota Area Agency on Aging
CornerHouse	OutFront Minnesota Community Services	Voice of East African Women
Evergreen Youth & Family Services		YWCA of Minneapolis
Headway Emotional Health Services		
Hennepin Health Foundation		



Total Catalyst Initiative Seed Grants for 2015

\$399,000



▶ Linda Eagle Speaker, Elder in Residence at the Minnesota Indian Women’s Resource Center, leads a traditional Tobacco Ceremony to start off our Trauma 2.0 Event on August 13, 2015.



Global Citizen Year Fellow Ismahan Ismail Hersi bonds with her students in Pune, India. Global Citizen Year is forging a new educational pathway for America's emerging leaders by immersing students from all backgrounds in developing countries during a bridge year after high school. Fellows in Global Citizen Year's India program, such as Ismail, are all assisting and being mentored by Teach for India teachers in high-need schools.

Authentic Leadership

<p>Beta Psi Foundation In partial fulfillment of a \$100,000 grant to support annual leadership training workshops and undergraduate scholarships for active Beta Psi chapter members.</p>	\$20,000
<p>The Carter Center In fulfillment of a \$250,000 grant to support the Center's Education Internship Program.</p>	\$50,000
<p>Center for Courage & Renewal In partial fulfillment of a \$75,000 grant to support the Courage & Renewal in Health & Health Care program.</p>	\$25,000
<p>Communities Initiative In partial fulfillment of an \$80,000 grant to support the Dalai Lama Fellows Program.</p>	\$40,000
<p>Duke University In partial fulfillment of a \$300,000 grant to support the redesign, piloting and launch of a new Women's Leadership Initiative.</p>	\$70,000
<p>Georgia Tech Foundation In partial fulfillment of a \$100,000 grant for the George Fellows Fund within the Health Systems Institute.</p>	\$20,000
<p>Global Citizen Year In fulfillment of an \$80,000 grant to support this organization's general operations.</p>	\$40,000
<p>Harvard Business School In partial fulfillment of a \$260,000 grant to support the George Leadership Fellows Program in the Harvard Business School/Harvard Kennedy School joint degree program.</p>	\$60,000

Harvard Business School \$250,000
 In fulfillment of a \$1,000,000 grant to support the global immersion program.

Harvard University John F. Kennedy School of Government \$143,000
 In partial fulfillment of a \$650,000 grant to support the George Leadership Fellows Program in the Harvard Business School/Harvard Kennedy School joint degree program.

Forum for Young Global Leaders at Harvard University John F. Kennedy School of Government \$125,000
 In partial fulfillment of a \$750,000 grant to support the program for the Young Global Leaders Forum.

Humphrey School of Public Affairs/ University of Minnesota Foundation \$25,000
 In partial fulfillment of a \$75,000 grant to support scholarships for women and minority leaders in the non-profit sector to participate in the Policy Fellows program.

Sigma Chi Foundation \$100,000
 In partial fulfillment of a \$500,000 grant to support Sigma Chi U, a web-based, multimedia educational learning program for undergraduate Sigma Chi chapter members.

Teach For America, Twin Cities \$5,000
 In support of this organization's general operations.

Women's Foundation of Minnesota \$20,000
 In fulfillment of a \$60,000 grant to support the Diversity Internship and Fellowship Program.



Total Authentic Leadership for 2015
\$993,000



Harvard George Fellows attended an Outward Bound experience on August 30, 2015. It was one of their most powerful hands-on learning experiences of the year, with fellows suspending each other into the air as they climbed a 65-foot "alpine tower" with few holds to latch onto and many pitfalls to avoid.





Children enjoy activities at the Minneapolis Institute of Art's "Artscapes" and "Off-the-Wall" Family Day. Families listen to music, participate in art-making and other activities.



Community

Children's HeartLink In support of this organization's general operations to help train doctors and nurses in underserved parts of the world to diagnose and treat children with heart disease.	\$10,000
Doctors Without Borders In support of the relief efforts for Syrian refugees/migrants.	\$10,000
Duke University In partial fulfillment of a \$100,000 grant to support the Trinity College Annual Fund for Financial Aid program.	\$20,000
Global Minnesota (previously known as Minnesota International Center) In support of this organization's general operations.	\$10,000
Guthrie Theater In support of the theater's Annual Fund.	\$25,000
Karuna-Shechen In partial fulfillment of a \$50,000 grant to Shechen Clinics in Nepal.	\$25,000
Marnita's Table In partial fulfillment of a \$125,000 grant to support this organization's general operations and organizational advancement projects.	\$25,000
Minneapolis Institute of Art In partial fulfillment of a grant to support a challenge from Shakopee Mdewakanton Sioux Community for the Native American fellowships, as well as support of the museum's Annual Fund.	\$21,000

Minnesota Public Radio In support of this organization's Annual Fund.	\$15,000
Neighborhood Involvement Program In fulfillment of a \$50,000 grant to support this organization's general operations.	\$10,000
Somali Success School In partial fulfillment of a \$50,000 grant to support this organization's general operations.	\$25,000
Twin Cities Public Television In support of this organization's Annual Fund.	\$15,000
Twin Cities RISE! In partial fulfillment of a \$50,000 grant to support the Empowerment Institute.	\$25,000
Walk-In Counseling Center In support of this organization's general operations.	\$15,000

The Somali Success School's Citizenship and Civics class prepares students to take the US exam required to become a new American citizen. It also enriches participants through community engagement and civic instruction. Class members celebrate each new citizen with Somali food and refreshments for all — reflecting a Somali tradition to celebrate when someone obtains a great goal and wants to share the happiness. The instructor, Shany Fahiyeh, has been with Somali Success School for six years.



Total Community for 2015
\$251,000



The Technology, Engineering, and Computing Camp, hosted by the Women in Engineering Program at Georgia Institute of Technology, is a week-long day camp aimed at introducing young girls to the exciting world of engineering. Throughout the week, the students participate in activities that help them explore a variety of engineering disciplines, as well as computer science.

Advancing Women & Girls

Breaking Free	\$25,000
In fulfillment of a \$75,000 grant to support the development of an anti-sex trafficking awareness and prevention curriculum for male and female youth.	
Georgia Tech Foundation	\$25,000
In partial fulfillment of a \$100,000 grant to support Georgia Tech's Women in Engineering Leadership Initiative.	
MicroGrants	\$10,000
In partial fulfillment of a \$30,000 grant to support this organization's small grants program for women.	
Minnesota Indian Women's Resource Center	\$15,000
In fulfillment of a \$45,000 grant to support the Organizational Healing: Toward Shared Leadership project.	
One Heart World-Wide	\$10,000
In support of the implementation of a Network of Safety for mothers and newborns in rural Western Nepal.	
Planned Parenthood of Minnesota, North Dakota, South Dakota	\$60,000
In partial fulfillment of a \$300,000 grant to support the Youth Education and Development Program.	
The Representation Project	\$25,000
In support of the Beyond the Mask: Educator Training Program.	

St. Catherine University

In partial fulfillment of a \$50,000 grant to support the Master of Arts in Organizational Leadership Global program.

\$25,000

Women's Foundation of Minnesota

In fulfillment of a \$250,000 grant to support the Minnesota Girls are Not For Sale anti-sex-trafficking initiative.

\$50,000

Women Moving Millions

In partial fulfillment of a \$50,000 grant to support this organization's general operations.

\$25,000

YWCA of Minneapolis

In partial fulfillment of a \$60,000 grant to support the Girls Incorporated® program.

\$20,000

Mikeshia Barnes was a full-time student at the University of St. Thomas, pursuing her bachelor's degree in international business and Spanish. She needed to take a summer course at the University of Minnesota to graduate on time, but lacked the funds. Complicating the situation, Barnes was scheduled to move out of the Jeremiah Program apartments upon graduation. Thanks to her MicroGrant, she was able to take the summer class and graduate from St. Thomas, all while balancing community service and motherhood.



Total Advancing Women & Girls for 2015

\$290,000





The Earth Keepers Program, run by Walking Mountains Science Center, is an opportunity for the youngest of scientists to explore the natural world. Here, a Walking Mountains Naturalist sparks the curiosity and wonder of two boys after finding an animal skull on their adventure hike.

Environment

Audubon Society of California In support of San Francisco Bay Area programs from the Next Generation Fund on behalf of Jeffrey George and Jonathan George.	\$15,000
Eagle Valley Land Trust In support of this organization's general operations to help ensure the future of Eagle County includes scenic vistas, wildlife habitat and open ranchlands.	\$10,000
Minneapolis Parks Foundation In partial fulfillment of a \$45,000 grant to support this organization's general operations.	\$15,000
National Parks Conservation Association In support of this organization's Annual Fund.	\$15,000
The Nature Conservancy In partial fulfillment of a \$60,000 grant to support the Minnesota Freshwater Program.	\$20,000
Ripple Effect Images In partial fulfillment of a \$75,000 grant to support this organization's general operations.	\$25,000
Walking Mountains Science Center In partial fulfillment of a \$75,000 grant to support the Walking Mountains Science Center's Community Programs.	\$25,000



Total Environment for 2015

\$125,000

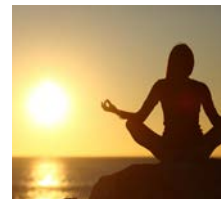
Spirituality



► The Rev. Dr. Katharine Henderson, Rev. Dr. Jacqui Lewis and Indigenous Grandmothers dance on an ark built by Auburn Seminary for the People's Climate March in NYC. Photo: Jessi Kelley/Noxie Studio

Auburn Theological Seminary	\$25,000
In support of the Auburn Fellows Program.	
The Beatitudes Society	\$25,000
In partial fulfillment of a \$75,000 grant to support this organization's general operations.	
Center for Spirituality & Healing	\$45,000
In support of the Center's 20th Anniversary and the Jon Kabat-Zinn Breakfast event (November 18-20, 2015).	

Interfaith Youth Core	\$75,000
In partial fulfillment of a \$375,000 grant to support the building of IFYC's Alumni Network.	
Krista Tippett Productions	\$25,000
In fulfillment of a \$50,000 grant to support this organization's general operations.	
Mind & Life Institute	\$100,000
In partial fulfillment of a \$400,000 grant to support the creation of the Academy for Contemplative and Ethical Leadership.	
Minnesota Council of Churches	\$20,000
In partial fulfillment of a \$60,000 grant to support its efforts to transform interfaith work into a new social model.	
Sojourners	\$50,000
In fulfillment of a \$150,000 grant to support the Women & Girls Leading on Faith Justice program.	
Tergar International	\$43,000
In fulfillment of a \$30,000 grant to support this organization's general operations, as well as Tergar's information technology and programmatic investments for 2015.	



Total Spirituality for 2015
\$408,000



Athletes and coaches from the Franklin and Anwatin Middle School Junior Loppet teams watch Raequan Wilson, an Anwatin alumnus who now skis on his high school's team, push his limits on a Ski Ergometer machine.

Youth Development

Beacon Interfaith Housing Collaborative	\$15,000
In partial fulfillment of a \$30,000 grant to support Nicollet Square Supportive Services for homeless youth aging out of the foster care system.	
Breck School	\$25,000
In fulfillment of a \$50,000 grant to support the FY 2014-15 and 2015-16 International Program from the Next Generation Fund on behalf of Jeffrey George and Jonathan George.	
City Year	\$10,000
In partial fulfillment of a \$30,000 grant to support this organization's general operations from the Next Generation Fund on behalf of Jeffrey George and Jonathan George.	
College Possible	\$15,000
In fulfillment of a \$30,000 grant to support the programming costs to help promising, low-income Minnesota youth gain admission to college.	
Earned Assets Resource Network	\$10,000
In partial fulfillment of a \$30,000 grant to support this organization's general operations from the Next Generation Fund on behalf of Jeffrey George and Jonathan George.	
The Loppet Foundation	\$25,000
In partial fulfillment of a \$50,000 grant to support the expansion of the Loppet Youth Adventures Program in Theodore Wirth Park.	



► Students at Anwatin Middle School participate in the Project SUCCESS production of “Shrek: The Musical.” This annual student performance is one of the many ways Project SUCCESS helps nearly 12,000 Minneapolis students dream, plan and succeed each year.

Page Education Foundation In partial fulfillment of a \$50,000 grant for this organization’s general operations.	\$10,000
Playworks Twin Cities In fulfillment of a \$30,000 grant to support this organization’s general operations.	\$10,000
Project SUCCESS In partial fulfillment of a \$75,000 grant to support this organization’s general operations.	\$25,000

The Reciprocity Foundation In partial fulfillment of a \$30,000 grant to support this organization’s general operations from the Next Generation Fund on behalf of Jeffrey George and Jonathan George.	\$15,000
The Sanneh Foundation In partial fulfillment of a \$40,000 grant to support this organization’s general operations.	\$20,000
TrueChild In support of TrueChild’s strategic planning process.	\$15,000
Youth Farm In partial fulfillment of a \$90,000 grant to support urban agriculture, youth organizing and cultural nutrition programs.	\$30,000
YouthPower365 (previously known as The Vail Valley Youth Foundation) In support of this organization’s general operations.	\$20,000
Youth Frontiers In partial fulfillment of a \$60,000 grant to support one-day retreats on timeless values like kindness, courage, respect and responsibility for students in fourth–12th grades.	\$20,000



Total Youth Development for 2015
\$265,000



GRANTEE STORY

Sigma Chi U – An Innovative Approach to Increasing Ethical Leadership on College Campuses

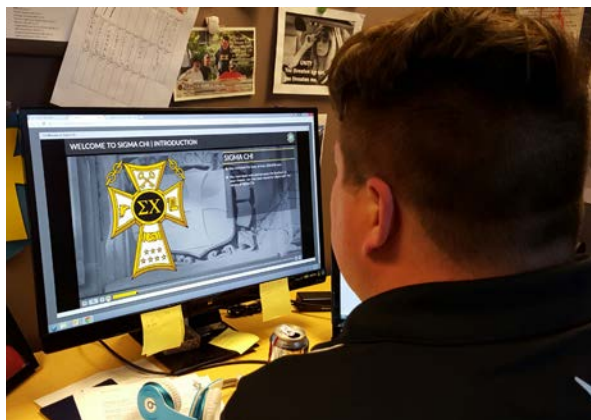
Sigma Chi Fraternity is taking action to prevent unethical, violent and racist behavior on some of our most prominent college campuses. While in these media-reported cases, colleges took swift disciplinary action, Sigma Chi felt prevention and education were better long-term solutions.

Building on its 75 years of delivering leadership programs to its undergraduate members in retreat-based settings, Sigma Chi wanted to reach more members. It sought greater consistency in the delivery of its pledge and college-chapter member education programs. After a two-year review, including discussions at the national, alumni and college levels, and recognizing that most young people are learning online, Sigma Chi decided it needed a comprehensive fraternity education program controlled by the National Office and delivered online to members.

- ▶ **ΣXU, a web-based professional, educational learning continuum, moves in lockstep with a progressive Greek landscape and adapts to the learning style of today's undergraduates.**

Sigma Chi approached alumni Bill George and our Foundation for a multi-year grant supporting the pilot and launch of a learning management system, Sigma Chi U (ΣXU). Its goal is a learning continuum that builds enduring leaders, is values-based, and aligns with the highest principles and practices of the Fraternity; one that will influence current and future members.

ΣXU , a web-based professional, educational learning continuum, moves in lockstep with a progressive Greek landscape and adapts to the learning style of today's undergraduates. ΣXU will enable the Fraternity to reach virtually every undergraduate, at every chapter in the country, every year. This enhanced curriculum focuses on values-based leadership development including officer training, hazing prevention, sexual misconduct and assault prevention, alcohol and drug education, mental health awareness, and suicide prevention programs.



Sigma Chi leadership is also adapting its Chapter learning and ancillary leadership programs into online modules. This fall, every new member in all its 241 college chapters will be trained through ΣXU . All Sigma Chi leadership programs and Chapter officer training will soon be available on-line as well.

"Direct input from Bill George, who has patterned his life's work on authentic and enduring leadership, as well as the

Foundation's funding commitment, gave our project instant credibility," says Mike Greenberg, Sigma Chi's 68th Grand Consul and alum. "Leveraging the Foundation's gift, we raised funding to move forward more quickly than we anticipated."

Building sustainable, values-based leaders is at the core of our Authentic Leadership focus area. The Foundation is pleased to join other donors to help Sigma Chi pilot and launch Sigma Chi U.

"Direct input from Bill George, who has patterned his life's work on authentic and enduring leadership, as well as the Foundation's funding commitment, gave our project instant credibility," says Mike Greenberg, Sigma Chi's 68th Grand Consul and alum. "Leveraging the Foundation's gift, we raised funding to move forward more quickly than we anticipated."



Regina Medical Center used its HCP resources to create a range of programs and partnerships under the banner of *A Healthier Hastings for All (AH-HA)*, including some that improved the city's physical environment. Last year, the City of Hastings, AH-HA, Allina and other community partners launched the Zagster Bike Share Program that provides community residents and visitors an affordable way to explore Hastings. Ten bikes are available to the public to use free of charge for up to four hours. Through AH-HA, volunteers also cultivated two vegetable gardens on the hospital's campus. The fresh produce was distributed to patients at Regina's Nininger Road Clinic, as well as through the local Meals on Wheels program and the Hastings Family Service Food Shelf.

Improving community health through innovative, sustainable programs

Healthy Communities Partnership (HCP) increases the visibility of hospitals and health systems as a place of wellness. With support from George Family Foundation and Allina Health, hospitals are on a stronger path to collaborate with their communities to improve the health and well-being of residents in Minnesota and western Wisconsin.

"In this era of healthcare transformation, hospitals need to move upstream," says Alison Page, CEO of Baldwin Area Medical Center (BAMC) in western Wisconsin. "Yes, we're here when you're sick or when you've had an accident. But we're also here to help you understand health and well-being. Providing health optimization and prevention is now Job One."

That summarizes HCP's overarching goal. The three-year, \$5 million initiative encouraged 13 local healthcare systems to rethink how to more strategically participate with their professional peers, community organizations and the public to improve health and wellness.

Building Connections

Dedicated HCP staff are at the heart of the initiative. These staff immersed themselves in their communities at much deeper levels than in the past. "We started by providing free health screenings, health challenges and wellness events at nine local businesses," says BAMC Program Ambassador Natasha Ward. Those activities sparked additional collaborations

among local businesses, including the “Golden Shoe” award for an employee daily walking challenge. Two of the companies had employee populations with 90 percent rates of abnormal blood pressure. In 2015, the companies and BAMC instituted bi-monthly blood pressure screenings and individual wellness coaching that contributed to reductions in the employees’ overall blood pressure numbers. The screenings are now included as part of many of Baldwin’s employer insurance plans.

Buffalo Hospital’s HCP Program Ambassador Janna Anderson and Wellness Care Guide Stacy Besonen agree. Their healthy eating and nutrition programs extended from employer sites to school districts to the Local Roots Food Co-op and the Crow River Food Council. Through HCP, Anderson and Besonen also focused their wellness coaching on community members. Among their successes is Jennifer, who met them through her work at one of Buffalo’s business partners. Jennifer says “a wellness journey and doing something for myself was never on my radar.” Two years ago, her HCP screening results weren’t “impressive... yet not bad enough to take action.” A year later, the results were much worse and Jennifer decided to get individual health coaching. With guidance and encouragement, Jennifer lost 30 pounds in four months and ran her first 5K race in July 2014. She’s lost an additional 20 pounds, exercises every day and has a healthy Body Mass Index for the first time since high school. Says Jennifer, “I’ve sent many people to the wellness program. It’s the best program for people who are willing and ready to change their lives.”

HCP THREE-YEAR OUTCOMES*

- ▶ Strengthened integration of health systems’ role in community wellness infrastructure;
- ▶ Improved health behaviors;
- ▶ Changes in health system, local business, and community policies & systems to support community wellness; and
- ▶ Ongoing healthy system support & involvement in community wellness activities.

*Our evaluation published in spring 2016 reports that the hospitals and healthcare systems created programming and sustained changes that achieved many of HCP’s intended outcomes.



Twin Cities Chef Marshall O’Brien teaches new community residents about healthy cooking as part of Adult Basic Education classes at Jefferson Learning Center in Willmar, Minnesota. The program is one of a series of interactive nutrition classes titled “Smart Eating for Wellbeing” developed collaboratively by Rice Memorial Hospital, the Willmar School District, and Kandiyohi and Renville Counties. The goal is to increase community resources that address healthy eating, awareness and education. Rice Memorial Hospital also hosted private exercise and wellness classes to serve the needs of Somali and Hispanic women living in Willmar and nearby communities.



“HCP enhanced our ability to partner with the community in a different way, in a broader way, in a more personal way,” says Grand Itasca Clinic and Hospital CEO Mike Youso.

Creating Innovative Opportunities

The hospitals and healthcare systems produced new wellness programming or increased the effectiveness of existing work in the community. HCP teams also used their communities’ health needs assessments to identify relevant and successful program strategies.

Many programs were staged in grocery stores, community centers, farmers’ markets and places of worship. Perhaps the most ambitious program involved a new Grand Itasca Clinic at the Grand Rapids YMCA. Near the Y’s healthy snack bar and cozy lounge, the clinic offers sports physicals, wellness education and individual health coaching. Grand Itasca Clinic and YMCA executives say the co-location was being planned before HCP began. Having HCP funds, however, was invaluable to getting the co-location off the ground and securing community participation. “HCP enhanced our ability to partner with the community in a different way, in a broader way, in a more personal way,” says Grand Itasca Clinic and Hospital CEO Mike Youso.

Initiating Sustainable Changes

Innovative programming is just one part of community wellness. Changing policies and systems is essential for long-term improvements. During the past three years, many of the hospitals made progress at the system level. Rice Memorial Hospital’s Shirley Carter notes, “As a healthcare organization, it’s our responsibility to be wellness role models.” This has resulted in

- ▶ In April 2015, Itasca County Family YMCA completed a major remodel and expansion that included a partnership with ElderCircle, Itasca County’s senior services program, and Grand Itasca Clinic and Hospital. This expansion included a new, four exam-room primary care clinic onsite, staffed by Grand Itasca Clinic doctors. This partnership has allowed Grand Itasca Clinic to collaborate with the YMCA and ElderCircle on many projects and programs, such as health fairs, Doc Talk, NDPP, Freedom from Smoking and diabetes education classes. Pictured left, Grand Itasca Family Physician Toni Youngdahl is about to lead the inaugural Walk with a Doc on a hot summer day in Grand Rapids, Minnesota.

making the hospital's physical fitness facility available to all staff. The number of staff wanting access to the Cardiac Rehab Gym has doubled, and there is increased staff participation in Zumba, Yoga and PiYo classes. One department even instituted breaks throughout the day to have its staff do stretching to reduce stress and pain.

Building championship and investment for HCP was critical. Wellness Care Guide Dan Schletty helped develop a wellness center at Aitken's Riverwood Healthcare Center through which he works directly with physicians to collaboratively develop wellness care plans.

Other healthcare systems looked for external partners, such as public sector agencies, to make changes to the physical environment. Hutchinson Health Program Ambassador Candace Hoversten used HCP resources to strengthen and promote Heart of Hutch, an existing community-wide wellness effort. Through partnerships with McLeod County and Hutchinson Parks and Recreation, the town paved 23 miles of new bike trails and was recognized by the League of American Cyclists as a Bicycle Friendly Community.

HCP's impact has gone beyond organizational collaborations. Over the grant period, hospitals leveraged \$475,000 in additional funding to augment core HCP support, as well as substantial in-kind gifts and volunteer time. In the past year, several sites transformed their screenings and health coaching into revenue-generating activities by partnering with employers and insurers for reimbursement services.



Total HCP for 2015

\$474,999

▶ Twelve of the thirteen hospitals and health systems will continue their community collaborations. Some staff remain in their HCP positions and others are working on wellness initiatives as part of community benefit departments or in adjunct roles in clinics.

- Baldwin Area Medical Center (Baldwin, WI)
- Buffalo Hospital (Buffalo)
- Cambridge Medical Center (Cambridge)
- Cuyuna Medical Center (Crosby)
- District One Hospital (Faribault)
- FirstLight Health System (Mora)
- Grand Itasca Clinic & Hospital (Grand Rapids)
- Hutchinson Health Care (Hutchinson)
- Regina Hospital (Hastings)
- Rice Memorial Hospital (Willmar)
- Ridgeview Medical Center (Waconia)
- River Falls Area Hospital (River Falls, WI)
- Riverwood Healthcare Center (Aitkin)

▶ “We were pleased to partner with Allina Health on the Healthy Communities Partnership program. It was very fulfilling to see what a relatively modest amount of money could do to literally change the way a healthcare organization works with its community on specific wellness activities.”

Gayle Ober
President, George Family Foundation



Ripple Effect Images capture this moment. At her home near Arusha, Tanzania, Julieth Mollel makes charcoal in her backyard. Julieth's world is brighter because, as a Solar Sister entrepreneur, she earns enough money selling clean cookstoves and solar lanterns to send her grandchildren to school. When she first tried the clean cookstove for herself, she saw that it put out very little smoke compared to her traditional cookstove made of three stones and an open fire pit. It also used much less fuel and she didn't have to devote as much time to gathering firewood or making charcoal. As these women will tell you, an efficient stove is a safe stove. Over 4 million people die annually due to smoke inhalation from cooking fires, making it the single biggest killer of women and children under age 5. If a stove can use less fuel, then it produces less smoke, which keeps the family healthier.

Financial Summary

Statement of Financial Position*

December 31, 2015 and 2014

	Cost (\$)		Market (\$)	
	2015	2014	2015	2014
ASSETS				
Investments:				
Equities	\$30,371,810	\$29,576,315	\$39,328,774	\$44,622,178
Fixed Income	\$18,639,183	\$21,434,675	\$19,504,080	\$20,627,664
Cash and Cash Equivalents	\$3,703,301	\$3,204,065	\$4,298,212	\$4,408,161
Total Investments	\$52,714,294	\$54,215,055	\$63,131,066	69,658,002
Program Related Investment (net of imputed interest)	\$727,000	\$ –		
Fixed Assets (net of Depreciation)	\$5,172	\$7,859		
Total Assets	\$53,446,466	\$54,222,914		
NET ASSETS				
Total Net Assets	\$51,594,206	\$54,222,914		

*2015 and 2014 are actual numbers from the Foundation's tax return.

Statement of Activities*

For the Years Ending December 31, 2015 and 2014

	2015	2014
REVENUE		
Interest & Dividends	\$1,403,554	\$1,398,318
Realized Gain/(Loss) on Investments	\$881,334	\$6,703,714
Contributions	\$1,494,707	\$3,908,543
Other Income	\$(789)	\$ –
Total Revenue	\$3,778,806	\$12,010,575
EXPENSES		
Taxes Paid	\$62,480	\$166,168
Program Expense	\$345,290	\$381,573
General & Administrative Expense	\$396,194	\$266,649
Professional Fees	\$721,183	\$237,194
Salaries, Taxes & Benefits	\$510,934	\$413,403
Return of Contributions	\$ –	\$ –
Grant Commitments Paid	\$4,371,433	\$4,665,947
Total Expenses	\$6,407,514	\$6,130,934
Net Income/(Loss)	\$(2,628,708)	\$5,879,641
Net Assets – Beginning of Year	\$54,222,914	\$48,343,273
Net Assets – End of Year	\$51,594,206	\$54,222,914

*2015 and 2014 are actual numbers from the Foundation's tax return.

Audubon California's annual Waterbird Festival at Richardson Bay Audubon Center & Sanctuary draws hundreds of visitors to learn about waterbirds, birding and center activities to restore appropriate waterbird habitat. The festival occurs each year when herring spawning activity is at its peak and the sanctuary is closed to boat traffic. Visitors get to enjoy seeing thousands of waterbirds rest and refuel during their annual migration.





“There are few things as satisfying as working strategically and collaboratively to bring about transformative change.”

PENNY AND BILL GEORGE

▶ Pictured are some of the 150 representatives from member institutions who attended the 2015 Academic Consortium for Integrative Medicine and Health meeting in Pittsburgh, Pennsylvania, in May 2015. Bill George addressed the group and spoke on Finding Your True North.



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