



THE MCKNIGHT FOUNDATION

2005 Annual Report





Now. The instant between heartbeats or ticks of the clock when, we are led to believe, all important decisions are made and lives change. With so much at stake, it's easy to get caught up in the present moment — and imperative to see beyond it. • At The McKnight Foundation, we like to broaden that critical time frame to embrace decades and even centuries. The urgency of the moment combines with a longer view, and invites solutions that can push back standard boundaries for change. • Extending our vision beyond the moment at hand, we seek the best perspective from which to address a concern. We invest in long-term partnerships

rather than the latest fads. We

explore social issues with an ever-watchful eye toward future generations. • Stretching this

window of action requires patience and commitment, of us and of our partners. Positive outcomes and powerful developments are plenty and constant, but we recognize the greatest successes may not appear next week. Instead, they take shape slowly over time, as improved lives in a more humane and secure world.

• Now *is* this moment, but also this year, this generation, this century. Grounded in the present and aiming past tomorrow, The McKnight Foundation is working toward long-term progress with our grantees and partners. Redefining now to encompass lifetimes.

## REDEFINING NOW.

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The McKnight Foundation, a Minnesota-based private philanthropic organization, seeks to improve the quality of life for present and future generations. Through grantmaking, coalition-building, and encouragement of strategic policy reform, we use our resources to attend, unite, and empower those we serve.

2005

TOTAL # OF GRANTS PAID	TOTAL \$ OF GRANTS PAID	LARGEST GRANT PAID	PERCENT OF GRANTS PAID THAT WERE LESS THAN OR EQUAL TO \$100,000	PERCENT OF GRANTS PAID THAT REMAINED IN MINNESOTA	TOTAL ASSETS
816	\$90,710,176	\$6,500,000 (Family Housing Fund)	86%	74%	\$2,050,000,000 (as of 12/31/05)



## LETTER FROM THE BOARD CHAIR

In last year’s annual report, I wrote about connections between McKnight’s work and the work of sports teams — groups of people with complementary skills and qualities, working together to achieve shared goals. This year I would like to take the analogy a step farther: as much as any squad is the product of all its preparation and practiced cooperation, team success also depends on an ongoing drive to get the job done every time the whistle blows.

McKnight saw quite a few changes last year. We said goodbye to several staffers who left indelible imprints on the Foundation. We added a new member to our board of directors. Peg Birk temporarily stepped off the board, after more than three years of service, to become interim president. We are currently engaged in a national search for the Foundation’s next permanent president.

Amid these changes, I believe our greatest strengths remain constant. The Foundation’s values, as Interim President Peg Birk’s annual letter illustrates, bind our work and our spirit together through time.

McKnight’s directors, many of whom are descendants of the founders, are deeply committed to our



efforts. Our staff is a model of professional excellence. Our determined grantees are community powerhouses and experts across many fields. Our thriving partnerships continue to serve communities in Minnesota and around the world.

With so much activity on so many fronts, the board recognized a great opportunity to stand back and take a thoughtful look at exactly how we, like a sports team, “get the job done” every day. We began a process to review and restate the Foundation’s mission. A successful mission statement would need to be more than a nice collection of words; we aimed to identify in simplest terms why our organization exists. Who are we? Why do we come to work every day? What pushes us to continue, now into our second half-century?

As you will see, McKnight’s mission — strictly speaking, what we do, and how and why we do it — has not changed. The revised mission statement simply better reflects our roots and our commitment, and pinpoints key strategies we use to make a difference:

*The McKnight Foundation, a Minnesota-based private philanthropic organization, seeks to improve the quality of life for present and future generations. Through grantmaking, coalition-building, and encouragement of strategic policy reform, we use our resources to attend, unite, and empower those we serve.*

A couple notes about our final wording. Although McKnight has always been based in Minnesota, this marks our geographic connection’s first appearance in our mission statement. My great-grandfather, William L. McKnight, lived the majority of his life and established The McKnight

Foundation in Minnesota. We continue to believe strongly in the qualities that make Minnesota great.

Our ongoing goal is to improve the quality of life for present and future generations, in all the communities we serve and across many important program areas. This means we need to look beyond quick fixes for disjointed issues, and instead pursue interconnections with long-term impacts. That broader view is crucial, as demonstrated by the grantmaking profiles that follow.

Finally, we serve communities in a variety of ways. Though grants to nonprofit partners remain our core work, we also consider philanthropic strategies beyond grantmaking. We believe it essential to use our resources to listen to our partners and collaborators, bring together those with common goals, and encourage public policies that support the Foundation’s program objectives.

In exploring how to most accurately and appropriately talk about the Foundation and its place in this world, we’ve confirmed an essential truth: The more things change, the more things stay the same. In many ways, our restated mission connects as firmly to the Foundation’s past as it does to its future.

During transition, paying attention to our central mission helps our staff and board maintain focus on the most important elements of our work. The challenges presented by change, like curve balls, are minimized when you’ve done your work ahead of time. We are trained. We are united. We have clarity of purpose.

The whistle is blowing, and I look forward to seeing what our next year together will bring.

A handwritten signature in blue ink that reads "Erika L. Binger". The script is fluid and cursive.

Erika L. Binger, Board Chair

## LETTER FROM THE INTERIM PRESIDENT

As Board Chair Erika L. Binger lays out in her annual letter, 2005 was an important time for connections at McKnight.

Transitions over the past year presented us with a valuable bridge to the future. Long-term relationships with our partners continue to join us to the communities we support. Our grantees' long-range visions unite with our own, in pursuit of common goals. And, as I explore below, our core values unerringly tie us to the Foundation's ongoing mission, from the 1950s to the 21st century.

In considering all these important links, the concept of "negative space" has been a useful metaphor.

In visual art composition, negative space is recognized as the space around and between an artwork's most obvious subjects. By definition, negative space does not pull focus or distract; rather, it quietly fills the gaps and connects disparate elements. It's not what we see the first time we look, and it's probably not what we remember longest. But it fills the page.

Perhaps unremarkable at first glance, negative space is nonetheless plotted with purpose. Most artists



believe it merits as much creative attention as their main subject; many grantmakers might say the same. Because, whether we notice it or not, what's between the lines is often what holds the lines together.

A similar invisible glue bonds McKnight's soul with its work, silently and behind the scenes. We can trace the Foundation's core values back to our 1953 founding, and they transcend everything we've done since, right up to the present day. As articulated in 2005 by our board of directors, our values reflect the very heart of who we are and who we strive to be:

**Accountability.** It is our ultimate responsibility to be good stewards of our resources, using them wisely to improve the lives of the people and communities we serve.

**Innovation.** We recognize the value of innovation, and embrace opportunities to take educated risks in our grantmaking and partnering.

**Integrity.** We are honest and forthright. People can trust what we say. We demand ethical conduct in our actions and expect the same of our partners. We aim to do the right thing.

**Passion.** We are committed to our mission and care deeply about the Foundation's impact on improving the lives of others.

**Quality.** We define quality not just by our outcomes, but by how the results are achieved. We strive to follow best practices in all we do.

**Respect.** We listen to diverse perspectives, trust our partners' judgment and counsel, and seek to be fair in relationships with colleagues, partners, and the communities we serve. These mutually respectful relationships are a cornerstone of our work.

We don't expect anyone to memorize our organizational values or to notice our work "around and between" our primary subjects. Still, all those

quiet connecting pieces ground us and push us forward — from important restaffing last year, to our search for a permanent president and our ongoing pursuit of the best strategies to improve lives for generations to come.

As negative space encourages us to look closely between the lines, the following grantmaking profiles suggest the need for yet another valuable perspective: a wide-angle lens. For McKnight's work, almost nothing is more important than aiming a critical eye toward the big picture, across programs, strategies, geography, and time. In such a panoramic landscape, our core values become especially welcome, as permanent tethers to the Foundation's heart and soul.

When the board identifies its next president this year, I will return to my former seat as a McKnight director — yet another connection brought full circle. In the meantime, my role as interim president continues to reward me with exciting challenges and invaluable insights.

I have a deepened appreciation for the dedication of the Foundation's incomparable grantee-partners and outstanding staff, for the richness of multiple perspectives in any worthwhile effort, and for all the quiet connections in between.

A handwritten signature in blue ink that reads "Peg Birk". The signature is fluid and cursive, with a large initial "P" and "B".

Peg Birk, Interim President





Youth Farm and Market greenhouse (Minneapolis)

**We work to improve the lives of Minnesota children and families through strategic support for early childhood education, youth out-of-school time programming, homeless and runaway youth, schools, parent skills building, income support, and financial savings and management. We support quality programs for school-age children and youth during the out-of-school time in the Twin Cities metropolitan area.**

**Support for out-of-school time programs: \$36 million since 1995**

At McKnight, we see the future in the eyes of a growing child. As they develop, children and young adults need to thrive on several levels — educationally, socially, and emotionally — for success later in life. In this context, out-of-school time programs and opportunities for year-round learning with top-notch staff become enormously valuable.

McKnight has funded youth programs since the 1970s. But after a fresh look at the field in the mid-1990s, we determined that 5- to 18-year-olds would be better served if we approached our work more purposefully by focusing on what we believed to be the best qualities of successful youth programs.

We also learned that professionals and volunteers across the field had a wide range of equally important unmet needs. In Minnesota, the long-range implications of failing to reach youth through quality out-of-school time programs are plummeting graduation rates, poor relationships with peers, and diminished developmental expectations. So over the past 10-plus years, we have increased our commitments to afterschool programs, and broadened support to encompass year-round programming.

## INVEST IN THE FUTURE WHILE IT'S YOUNG.

We recognize the value of programs that address the changing needs throughout each child's development, and that respond to a diversity of backgrounds, skills, and interests. We fund youth organizations and activities of all size and scope — from relatively small innovators like Youth Farm and Market to resource-rich powerhouses like the YMCA and YWCA. We provide direct support, and we work through important intermediaries like Youth Community Connections. Programs relate to tutoring, arts and culture, the environment,

gardening, theater, athletics, and leadership development; many are tailored to meet the specific needs of certain age groups, cultural backgrounds, and individual interests.

Since the mid-1990s, we have placed a premium on bringing together our out-of-school time grantees to better understand their needs. Direct contact with program providers allows for long-term field-building and ongoing investments in tomorrow's youth leaders through promotion of innovative and exceptional programming.

Over the past decade, as studies have demonstrated the benefits of constructive out-of-school time activities, federal attention and funding have likewise increased. Dynamic leaders continue to emerge across Minnesota and around the country. And ties continue to strengthen among youth programs, schools, and informal community resources — all united to support young people.

The children our communities supported in the mid-1990s are now young adults, contributing to their own communities. And the future, once seen only in their eyes, now lies in their hands.



Lake Street and the Midtown Global Market (Minneapolis)

**Our Region and Communities program encourages efficient development within the Twin Cities region to create livable communities and opportunities for all to thrive. Our strategies include transforming declining neighborhoods into economically viable communities, in cooperation with community partners like Twin Cities Local Initiatives Support Corporation.**

**Support for Twin Cities Local Initiatives Support Corporation: \$10 million since 1991**

When you head down your block, do you see people living and working together to create a special place, or just rows of houses and apartments? We and partners like Twin Cities Local Initiatives Support Corporation see communities working toward healthy development.

Local Initiatives Support Corporation (LISC) was founded in 1980, when access to private development capital for U.S. cities was limited and public services were sorely lacking. Lower-income communities faced a particularly bleak picture. Today, LISC affiliates in the Twin Cities and throughout the country provide much-needed financial and technical resources to distressed communities, starting at the neighborhood level.

In partnership with others, Twin Cities LISC focuses resources in several transitional neighborhoods in St. Paul and Minneapolis, neighborhoods ripe for revitalization. Corporate, government, and philanthropic investments are channeled to help community development corporations build practical and effective community-based projects.

Beyond core operating support for community development corporations and other agencies, Twin Cities LISC delivers technical assistance to spur housing and economic development, training and career development, capital and financial tools, and valuable information where they are most needed. LISC fosters community leadership, integrates transportation investments, revitalizes urban commercial corridors, promotes policy reform to improve neighborhoods, and — in partnership

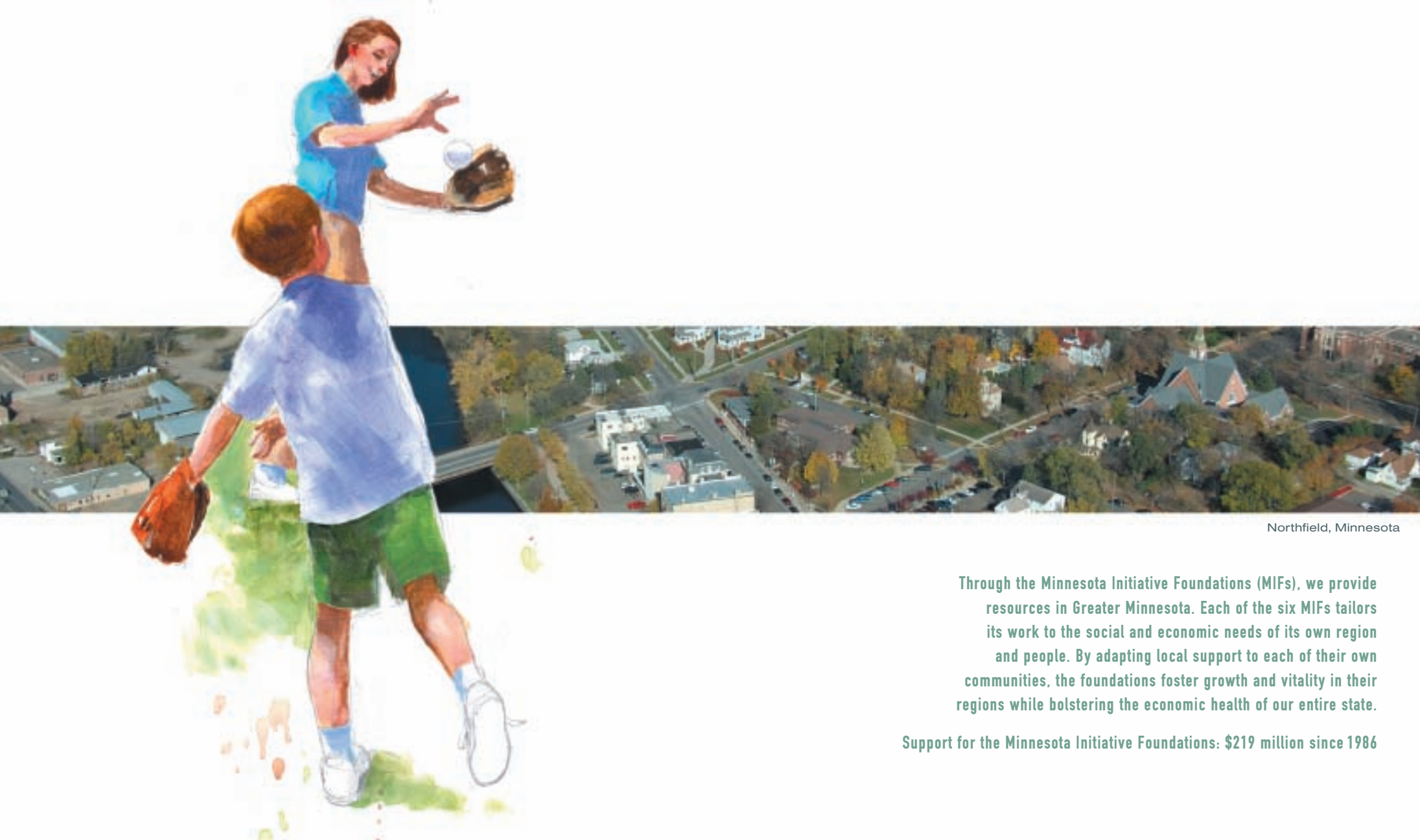
with the Family Housing Fund — helps Twin Citians realize the dream of home ownership. Finally, aware that future success in all these areas rests to some extent on the shoulders of qualified leaders, LISC makes it an explicit priority to train and encourage strong leadership at local levels.

Always looking for what's on the next block and around the corner, Twin Cities LISC holds vital plans for the future of our communities. As in many fields, flexibility begets durability. LISC's best preparation for what's to come has always been its unfailing ability to adjust to changing trends and needs, and to recognize those changes by connecting directly to the neighborhoods it serves.

To strengthen neighborhoods, Twin Cities LISC keeps a tight focus on the people inside them.

Twin Cities LISC, [www.lisc.org/twin\\_cities/](http://www.lisc.org/twin_cities/)





Northfield, Minnesota

**Through the Minnesota Initiative Foundations (MIFs), we provide resources in Greater Minnesota. Each of the six MIFs tailors its work to the social and economic needs of its own region and people. By adapting local support to each of their own communities, the foundations foster growth and vitality in their regions while bolstering the economic health of our entire state.**

**Support for the Minnesota Initiative Foundations: \$219 million since 1986**

The outlook was grim in Greater Minnesota in the mid-1980s. Entire economic markets grinded to a halt as demand for regional products from farming, mining, and lumber mills faltered. Families dependent on these industries struggled to make ends meet, while their communities and infrastructure were rapidly dissolving. Around the state, rural life was coming apart at the seams.

State-sized financial crises can't be solved in the blink of an eye. Instead we adopted a longer view and a few fundamental convictions: The vitality of every farm, business, and town is wed to the vitality of the larger community or region that surrounds it. Minnesota's small towns and rural areas possess the human energy and commitment to meet their own most critical needs. And decisions to solve local problems are best made locally, by those with the most at stake.

After sizing up the situation and surveying stakeholders statewide — from community leaders to elected officials and business owners — McKnight created the Minnesota Initiative Foundations (MIFs).

Each of the six MIFs is based in and tailored to a different geographic region. Each has its own board of directors, programmatic strategies, and independent decision-making process. Through these six foundations, the responsibility and the resources for regional action are placed firmly in the hands of the people best suited to drive them. Local individuals and families receive the benefits, enabling them to build healthier economies that protect their communities against economic slowdowns.

With eyes focused on the enduring success of the state and its diverse communities, each MIF has spun over two decades of

McKnight's investments — around \$200 million since 1986 — into a web of support for the needs of its own region, including innovative programs in human services, employment, business and leadership development, and community capacity-building. The MIFs work with banks, investors, and public financing to make grants and loans to businesses. Each has created a separate but parallel business development and loan program to fund healthy growth at the local level and ensure a strong economic base.

In recent years the MIFs have looked for new ways to partner, in pursuit of statewide kindergarten preparation, rural communities free of the plague of methamphetamine, and statewide regional economic development. Thanks in large part to the MIFs, working together and independently, nowadays things in Greater Minnesota are looking up.

Initiative Foundation, [www.ifound.org](http://www.ifound.org); Northland Foundation, [www.northlandfdn.org](http://www.northlandfdn.org); Northwest Minnesota Foundation, [www.nwmf.org](http://www.nwmf.org); Southern Minnesota Initiative Foundation, [www.smifoundation.org](http://www.smifoundation.org); Southwest Minnesota Foundation, [www.swmnfoundation.org](http://www.swmnfoundation.org); West Central Initiative, [www.wcif.org](http://www.wcif.org)





Midwestern prairie grasses

**In partnership with the San Francisco-based Energy Foundation, we work to ensure the Upper Midwest provides a significant portion of the nation's future energy supply from renewable sources. Our strategies include efforts to generate electricity through wind; and derive transportation fuel from prairie grasses, trees, and corn stalks.**

**Support for the Energy Foundation: \$33 million since 1998**

In stark contrast to the hazy skies over our cities, America's energy problems are clear as day. Global warming, brought about by our reckless use of fossil fuels, is causing polar and alpine glaciers to melt. Even as the sea level rises, so does our dependence on foreign energy sources. And any energy solutions we pursue will affect the quality and sustainability of our environment, for better or worse; the survival of thousands of plant and animal species is at risk.

It's a daunting scenario, no question. But the challenges of our current situation also present equally critical opportunities. Our nation possesses tremendous renewable energy resources. Converting wind and biomass into valuable commodities like electricity and motor fuels has the potential to catalyze a new economy for farmers and cultivate new wealth in rural America.

In 1996, The McKnight Foundation began an ongoing partnership with the San Francisco-based Energy Foundation to support alternative energy development in the Upper Midwest. Beyond exploring new ways to power everything in our lives, from lightbulbs to light rail, we believe it imperative to look for options that tap the renewable resources of the region and benefit local economies.

Looking at things from a national and global perspective, the Energy Foundation is without peer in the advancement of alternative energy. Supported by a partnership of major donors, the Energy Foundation concentrates resources primarily on policy work and research that encourage renewable energy development. In addition to policy work, the Energy Foundation provides direct support to a variety of other important organizations, including Minnesotans for an Energy Efficient Economy, the

Institute for Agriculture and Trade Policy, and Wind on the Wires.

In 2005, we broadened our funding to incorporate initiatives to slow the pace of global warming. Over the last decade, our investments in wind power have helped launch a thriving industry; today, our new venture into biofuels again seeks to spur a nascent enterprise. Different from corn ethanol, cellulosic biofuels make use of a wide variety of vegetation, such as trees and grasses that require less intensive farming practices than traditional crops.

Even with painfully obvious problems, the most effective solutions can be hard to spot. To address a global problem with far-reaching implications for energy supplies and environmental sustainability, the Energy Foundation makes use of an equally far-reaching vision. Like the air and water they work to protect, that vision gets clearer every day.

The Energy Foundation, [www.ef.org](http://www.ef.org)

2005  
HIGHLIGHTS

AFFORDABLE HOUSING

To address ongoing affordable housing needs, McKnight committed nearly \$20 million to two of Minnesota's leading affordable housing support organizations. St. Paul-based Greater Minnesota Housing Fund provides funding and technical assistance in Greater Minnesota to develop affordable housing, and the Family Housing Fund in Minneapolis preserves and produces affordable housing for families with low and moderate incomes in the seven-county Twin Cities region.

ARTS BEYOND THE CITY LIMITS

The Foundation published two reports about communities outside the Twin Cities thriving because of the arts. *You are Here: Exploring Art in the Suburbs* provides a dozen snapshots of exemplary suburban cultural development. *Bright Stars: Charting the Impact of the Arts in Rural Minnesota* portrays the symbiotic relationship among vibrant arts, strong economies, and community development in Greater Minnesota.

DEPARTURES

Nancy Latimer, a passionate advocate for early childhood issues and recipient of the Council on Foundations' 2005 Robert W. Scrivner Award for Creative Grantmaking, retired as senior program officer after more than two decades at McKnight. Carol Berde, who worked at McKnight for a full quarter-century and was a key architect of the Foundation's award-winning work in welfare reform, left work as the Foundation's executive vice president to pursue a career as a nonprofit consultant. Both remain connected to the work and spirit of the Foundation.

EARLY CHILDHOOD DEVELOPMENT

Three far-reaching grants totaling nearly \$6 million support successful early childhood development throughout Minnesota. Funds support the Minnesota Early Childhood Initiative's work to improve early care and education through local projects in Greater Minnesota, and the efforts of Ready 4 K's network of informed citizens to influence public policy to improve development systems. The third major grant supports the Minnesota Early Learning Foundation's initial work to identify cost-effective ways to deliver quality early care that prepares all children for kindergarten.

INTERIM PRESIDENT

Peg Birk was named interim president, following Rip Rapson's departure. Rapson provided leadership as president for six years, particularly in developing and convening partnerships around shared opportunities. Birk, a former senior vice president of Federated Insurance Companies in Owatonna, Minnesota, has served on McKnight's board of directors since 2001; she will return to board service after her tenure as interim president comes to an end and a new permanent president is hired.

McKNIGHT DISTINGUISHED  
ARTIST

Rochester sculptor Judy Onofrio received the 2005 McKnight Distinguished Artist Award. Onofrio's exuberant work garnered her an international following and helped establish southeastern Minnesota's now-thriving artist community—she was instrumental in the creation of both the Rochester Art Center and the Minnesota Crafts Council. The McKnight award is given annually to an artist whose long career has made a significant impact in Minnesota and beyond. McKnight also honored 45 Minnesota artists through its artist fellowships program in 2005.

NEW BOARD MEMBER

Richard D. McFarland was appointed to McKnight's board of directors. McFarland is the former president and CEO of Dain Rauscher Corporation. McFarland's philanthropic ties date back 30 years, to his work with Dain Rauscher's Dain Foundation. He also served for 10 years on the board of the Bush Foundation, St. Paul, and subsequently became a trustee at the Minneapolis Foundation.

RENEWABLE ENERGY

McKnight's board approved \$20 million over four years to the San Francisco-based Energy Foundation, representing the largest investment to date in the foundations' 13-year partnership. The new grant will support the Upper Midwest Clean Energy Initiative, which encourages wind power development and will foster the development of transportation fuel from crops such as prairie grasses and corn stalks.

VIRGINIA McKNIGHT BINGER  
AWARDS IN HUMAN SERVICE

The Foundation's board approved 10 Virginia McKnight Binger Awards in Human Service to Minnesotans who have distinguished themselves by demonstrating a selfless devotion of time and energy to serving people in their communities. A small committee of representatives from Minnesota's human services field meets each year to review nominations and make award recommendations.



GRANTS PAID BY PROGRAM AREA



GRANTS PAID BY GEOGRAPHIC AREA



McKNIGHT SUPPORTS STRATEGIC WORK TOWARD SEVEN CORE PROGRAM GOALS:

- ARTS**

Improve the quality of the arts in Minnesota and improve access to the arts for all Minnesotans.
- CHILDREN AND FAMILIES**

Provide children and families with the skills, knowledge, and resources necessary for children to thrive and transition successfully to adulthood.
- ENVIRONMENT**

Maintain and restore a healthy environment in the Mississippi River Basin, and promote renewable energy in Minnesota and the Midwest.
- INTERNATIONAL**

Empower people who have few opportunities for social and economic growth in three countries each in Africa (Tanzania, Uganda, and Zimbabwe) and Southeast Asia (Cambodia, Laos, and Vietnam).
- MINNESOTA INITIATIVE FOUNDATIONS**

Strengthen Greater Minnesota’s communities and economies through six independent, regionally based foundations.
- REGION AND COMMUNITIES**

Encourage efficient development within the Twin Cities region that creates livable communities and opportunities for all to thrive.
- RESEARCH**

Facilitate innovative neuroscience research into brain diseases, and help collaborative crop research scientists increase nutritional security in developing countries.

For information about specific program focuses and funding opportunities, visit [www.mcknight.org](http://www.mcknight.org).

FINANCIAL REVIEW

STATEMENTS OF FINANCIAL POSITION			STATEMENTS OF ACTIVITIES		
December 31, 2005 and 2004 (in thousands)			December 31, 2005 and 2004 (in thousands)		
	2005	2004		2005	2004
<b>ASSETS</b>			<b>INVESTMENT INCOME</b>		
Cash	\$ 65	\$ 86	Interest and Dividends	\$ 46,813	\$ 39,488
Investments	2,041,431	2,065,523	Net Realized and Unrealized Gain (Loss)	89,560	167,110
Interest and Dividends Receivable	6,491	5,231	Other	(2,250)	(1,251)
Other Assets	2,608	2,914	Net Investment Income	134,123	205,347
Total Assets	2,050,595	2,073,754	<b>EXPENSES</b>		
<b>LIABILITIES AND NET ASSETS</b>			Grants Appropriated, Net of returns	\$ 109,217	\$ 62,667
Grants Payable	\$ 104,710	\$ 86,203	Investment Management	5,523	5,394
Federal Excise and Miscellaneous Taxes	4,882	6,078	Administrative and Program Expense	7,729	7,777
Other Liabilities	9,909	59,485	Federal Excise Tax	2,045	3,059
Total Liabilities	119,501	151,766	Miscellaneous Tax	503	471
Unrestricted Net Assets	1,931,094	1,921,988	Total Expenses	125,017	79,368
Total Liabilities and Net Assets	2,050,595	2,073,754	<b>CHANGE IN UNRESTRICTED NET ASSETS</b>		
				9,106	125,979
			<b>UNRESTRICTED NET ASSETS AT BEGINNING OF YEAR</b>		
				1,921,988	1,796,009
			<b>UNRESTRICTED NET ASSETS AT END OF YEAR</b>		
				\$ 1,931,094	\$ 1,921,988

DIRECTORS

Benjamin M. Binger  
Erika L. Binger  
James M. Binger  
Patricia S. Binger  
Cynthia Binger Boynton  
Meghan Binger Brown  
Zeke Brown  
Richard D. McFarland  
Ted Staryk

OFFICERS

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Board Chair  
  
Peg Birk  
Interim President  
  
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Treasurer  
  
Patricia S. Binger  
Assistant Secretary  
  
Benjamin M. Binger  
Assistant Treasurer  
  
Rick Scott  
Vice President of Finance  
and Compliance, and  
Secretary

STAFF

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Accounting Assistant  
  
Jeannine Balfour  
Program Officer  
  
Daniel M. Bartholomay  
Program Director  
  
Peg Birk  
Interim President  
  
Gretchen Bonfert  
Program Director  
  
Erin Christman  
Program/Communications  
Assistant  
  
Neal I. Cuthbert  
Program Director, Interim Vice  
President of Program  
  
Stephanie Duffy  
Grants Administration Manager  
  
Christine Ganzlin  
Program Director  
  
Jamie Hagerty  
Accountant

Tim Hanrahan  
Communications Director  
  
Sarah Hernandez  
Program Officer  
  
Louis Hohlfeld  
Senior Program Officer  
  
David Kennedy-Logan  
Communications Production  
Manager  
  
Shawn Kinniry  
Operations Manager  
  
Kathryn Koenigsmark  
Executive Assistant  
  
Ron Kroese  
Program Officer  
  
Brenda Krotzer  
Grants Administration Associate  
  
Cosandra Lloyd  
Program Associate  
  
Sarah Lovan  
Program Assistant

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Vice President of Finance  
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Therese Simmons  
Controller  
  
Janine Steffens  
Receptionist/Administrative  
Assistant  
  
Alla Vaynberg  
Accountant  
  
Laura Zimmermann  
Program Officer

MATCHING GIFTS

The Employee Matching Gift Program, initiated in June 1996, encourages employee philanthropy and volunteerism. Under the program, The McKnight Foundation will match employee gifts up to \$2,000 annually per employee on a two-for-one basis. The Foundation will also match each 40 hours volunteered by an employee at a qualifying organization with a \$500 gift to the organization. During 2005, 23 employees donated time or money to 84 organizations, which resulted in The McKnight Foundation contributing \$42,388 to those organizations.

CREDITS

Tim Hanrahan, communications director  
ThinkDesign Group, concept and design  
Stan Fellows, illustration  
Chris Faust, photography (cover, pages 8, 10)  
Darren Olson, photography (inside front cover)  
Metropolitan Design Center Image Bank (page 12)  
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Diversified Graphics, printing



