



Rockefeller
Brothers Fund

Philanthropy for an Interdependent World



Charting Our Progress: 2010–2012

August 2013, Audited Version



President Stephen Heintz

This year marks my 12th anniversary with the Rockefeller Brothers Fund. It has been a remarkable journey—both personally and professionally. I have been fortunate to work with a dedicated and talented board of trustees and staff. Together, we have undertaken a multidimensional effort to achieve our aspiration of being a “center of philanthropic excellence.”

We have strengthened our governance and demonstrated accountability and transparency in our work. We have engaged our board of trustees in ongoing discussions of fundamental strategic issues and effective oversight of our activities. We have redefined our

programmatic interests. We have worked to improve the clarity and quality of our communications to the grantee community and interested public. We have twice engaged the Center for Effective Philanthropy to conduct confidential third-party surveys of our trustees, staff, grantees, and grantseekers. We have committed to making sustainability investments that allow us to use our endowment to pursue investment objectives that reflect core philanthropic goals of the Fund. We resolutely have committed to the values of diversity, equity, and inclusion.

Although there is much I could discuss in this President's Message, I want to focus this year's message on two topics: our Pocantico Center and a project we completed in 2012 on assessing our institutional performance. One story chronicles the evolution of the Rockefeller family estate, while the second describes our efforts to evaluate the impact of our grantmaking and other programs.

The Evolution of Pocantico

Each year, *Charting Our Progress* focuses on an issue central to the Fund's mission. This year's cover story, *The Transformation of the Rockefeller Family Estate* by **Charles Granquist**, spotlights The Pocantico Center, which we have managed since 1991 through an agreement with the National Trust for Historic Preservation. Located on the Rockefeller family estate, 20 miles north of Manhattan in the Pocantico Historic Area, The Pocantico Center encompasses 247 acres of gardens and woodlands overlooking the Hudson River. The Pocantico Center serves as a venue for conferences and meetings on critical issues related to our Fund's mission of helping to build a more just, sustainable, and peaceful world. Kykuit, the home of John D. Rockefeller, is open for public visitation through scheduled tours conducted by Historic Hudson Valley. The Rockefeller Brothers Fund (RBF) also offers a select program of public lectures and cultural performances using various venues on the estate.

Since 1994, when the conference center first opened, The Pocantico Center has been central to advancing our programmatic work. It has been

“Members of my generation of the family have long felt that Kykuit and the Coach Barn should continue to be active centers of philanthropic programs to which our family has been dedicated for so long.”

David Rockefeller, Jr.,
September 1991

the venue for a number of gatherings that produced landmark results. For example, in 2008, Kosovar government officials and civil society leaders gathered at Pocantico to prepare for Kosovo's first 120 days of governance as an independent state. The meeting resulted in an historic agreement signed by the president, prime minister, and the leaders of the major opposition parties on how the competing political factions would work together to manage a smooth transition to statehood. Numerous Pocantico conferences have inspired the creation of new coalitions or the launch of new organizations, such as the Investigative News Network, Regional Greenhouse Gas Initiative, and the

New Partners for Community Revitalization. It has been rewarding to watch Pocantico grow as a community resource—with expanded public access and programs that benefit local schools.

Earlier this year, The Pocantico Center was named one of 10 sites to be newly accredited by the **American Alliance of Museums**. Accreditation recognizes museums that have met and exceeded standards of excellence developed by the Alliance to ensure that their public trust continues to be upheld.

In his essay, Charles Granquist takes the reader through what he describes as “the evolutionary process than began with John D. Rockefeller’s original purchase of several hundred acres in the village of Pocantico Hills, New York in 1893.” It is a story of family values, historical and environmental stewardship, and public spirit. After reading the essay, I would encourage you to view the virtual tours of Pocantico to learn more about the **conference center, historic structures and collections, and gardens**.

Evaluating Our Program Impact

At the RBF, we have long realized that “discerning and communicating the impact of grantmaking and other programmatic contributions are essential to our foundation’s mission as well as our commitment to stewardship, transparency, and accountability.” A decade ago, our board of trustees established a Foundation Performance Assessment Committee to develop a more formal basis for assessing the Fund’s performance, including a variety of mechanisms to increase and improve the information available to trustees

about the Fund’s operations and grantmaking. One result of the committee’s work is this report, which today we call *Charting Our Progress*. The report combines the content of a traditional annual report with a significant amount of comparative data about our grantmaking and our operations. Since 2003, we have refined our process of defining grant objectives and instituted regular internal program reviews. But performance assessment is a continuous work in progress and in 2012 trustees and staff worked together in an Impact Assessment Committee under the exceptional leadership of Betsy Campbell, vice president for programs, to evaluate our existing processes, scan the field for innovations and best practices, and to develop a more rigorous and comprehensive system of impact assessment for the RBF.

The committee’s recommendations were adopted by the board in November 2012. The committee’s report, ***Evaluating Program Impact***, presents a set of principles to guide our impact assessment work, defines terms, establishes several points for evaluation activities in the life cycle of a grant program, and identifies opportunities to embed impact assessment in our regular institutional processes. As part of the report’s public release, a new section on **Foundation Performance** has been added to our website, where all institution-wide and program-specific evaluations can be found.

We welcome comments or questions you may have after reviewing *Charting Our Progress*. Please feel free to email us at **communications@rbf.org**.

A Place Apart, Yet Engaged: The Transformation of the Rockefeller Family Estate



Rockefeller family estate. Photo by Mick Hales.

The Rockefeller family estate, home to four generations of Rockefeller family members, is the product of an evolutionary process that began with John D. Rockefeller's original purchase of several hundred acres in the village of Pocantico Hills, New York, in 1893. Each generation has contributed to the character of the estate: John D. Rockefeller through his love of carriage driving and golf; his son, John D. Jr. through the construction of **Kykuit**, the family home, and enhancements to accommodate the recreation needs of six children; and Nelson Rockefeller whose vision and art collecting transformed the estate into the site of one of the premier sculpture collections in the world. The construction of Kykuit (Dutch for "lookout") and the remarkable beaux-arts gardens, as well as the adjacent Japanese Garden, Coach Barn, and Orangerie, reflected the taste and interests of a growing and energetic family.

Concurrent with the physical changes to the property, family members increasingly began to view the estate as a center for two of the most enduring legacies of the Rockefeller family: public service and philanthropy. With the completion of Kykuit in 1913, John D. Rockefeller founded the Rockefeller Foundation. Over time, the estate became a place for nonprofit organizations to meet and for the family to converse about their philanthropic interests. Discussions between the Rockefeller brothers—John 3rd, Nelson, Winthrop, Laurance, and David—regarding how they might create a coherent vehicle for their personal philanthropic contributions resulted in the creation of the **Rockefeller Brothers Fund (RBF)** in 1940.

Expressing the Hopes of the Brothers Generation

In keeping with the philanthropic interests of the Brothers Generation, and their father and grandfather before them, Nelson Rockefeller elected to leave his undivided, one-third interest in the Pocantico Hills estate to the National Trust for Historic Preservation. In doing so, he expressed the hope, "that a significant part of it can be preserved for park purposes benefitting the general public." At his death in 1979, the estate was subdivided, and his gift became the Pocantico Historic Area, which included Kykuit and its gardens, the Coach Barn, and Orangerie as well as open spaces and woodlands. The National Trust's original vision was to create a major, self-sustaining historic house museum attracting 600,000 visitors a year. However, Nelson's death came at a time when the economics of the preservation of large estates required more creative solutions than simply opening the gates



The Japanese Gardens. Photo by Ben Asen.

to a paying public. Following numerous studies, it became clear that the National Trust would require a partner to achieve its goals of historic preservation and significant public benefit.

On September 20, 1991, the Rockefeller Brothers Fund became the National Trust's partner—leasing the Pocantico Historic Area from the Trust with the proviso that the Fund would assume responsibility for stewardship of the estate and its collections and provide public access to the house, gardens, and collections. The decision to lease the property resulted from the RBF board of trustees' determination that the creation of a conference center would provide a significant opportunity to leverage the foundation's grantmaking and would be in keeping with the Rockefeller family's longtime use of the estate for philanthropic meetings. Laurance and David Rockefeller subsequently made provisions in their wills to ensure the estate, under the ownership of the National Trust, would remain intact. They also provided funds for the adaptive reuse of the first and third floors of the Coach Barn to serve as a conference center. As David Rockefeller, Jr., then RBF board chair, noted at the time the agreement was signed, "A particularly imaginative aspect of this agreement is its creation of an historic area having two quite different purposes: the visitation of a significant and beautiful site as well as the enhancement of international and domestic grantmaking. Members of my generation of the family have long felt that Kykuit and the Coach Barn should continue to be active centers of philanthropic programs to which our family has been dedicated for so long."

Envisioning the Promise of Pocantico

The Pocantico Conference Center opened in 1994. Also at that time, the public visitation program began with Historic Hudson Valley, a nonprofit organization created by John D., Jr., which provided tours of Kykuit and its sculpture collection and gardens, as well as the carriage and automobile collections in the Coach Barn. Both the conference center and visitation program were the realization of Nelson Rockefeller's hope for the preservation of the estate as well as the beginning of a process through which the Fund has worked continuously to strengthen the relationship between programming on the estate and the Fund's grantmaking. During



The Pocantico Center. Photo by Ben Asen.

the first six years, the Fund's conference program grew from a handful of meetings a year to the current level of 60 to 70 meetings (**see Significant Pocantico Conferences**, *The Promise of Pocantico*, pages 15–19). From the beginning, meetings convened by the Fund, its grantees, and other foundations and public sector institutions have reflected the degree to which the Fund tackles fundamental challenges and explores strategies that lead to enduring change. Currently, the Rockefeller Brothers Fund has **six grantmaking programs** that reflect the challenges facing today's increasingly interdependent world.

As the number of conferences increased, questions about public access, public benefit, and new ways to link public programming to the overall program goals of the Fund were a major focus of the Pocantico staff. The first foray by the Fund into programming aimed at engaging the public was the Pocantico Forum, a lecture series created by the Pocantico staff in 2000. This bi-annual series of lectures, presentations by grantees, and panel discussions continues today as a vehicle to offer residents of the region an opportunity to explore issues related to the Fund's grant programs. The Forum also offers opportunities to explore the history of

the estate and the work of partners like the National Trust for Historic Preservation, the Stone Barns Center for Food and Agriculture, the Rockefeller Archive Center, and others.



Marcel Breuer House at Pocantico. Photo by Ben Asen.

By 2006, the RBF's conference program had achieved the impact hoped for in the board's original vision, and the Pocantico Forum had become recognized in the community as a vehicle for public engagement in the work of the Fund and its partners. At the same time, demographic forces were rapidly changing visitation patterns and attendance at historic house museums. Attendance at Kykuit fell from a high of nearly 60,000 visitors a year to an annual attendance closer to 30,000 visitors. After 12 years of operation, it seemed like a propitious time to embark on a long-range planning process aimed at institutional planning and principles for programming at Pocantico as well as landscape, protection of biodiversity, stewardship of the art collection, and public access.

In 2006, staff convened a meeting of experts from a variety of fields, including architects, planners, museum professionals, conservators, educators, and public officials. This meeting was followed by a design charrette aimed at developing a vision for a larger "campus" that might

someday include additional portions of the estate owned by several Rockefeller family members. These two meetings were followed by a series of meetings between the Pocantico staff and the Fund's Pocantico Committee. The long-range plan for The Pocantico Center is detailed in ***The Promise of Pocantico*** report. The meetings resulted in a new name, The Pocantico Center of the Rockefeller Brothers Fund, and a new mission statement:

The Pocantico Center shall be managed and used for the purpose of serving the common good locally, nationally, and globally in creative and innovative ways that are consistent with Rockefeller family philanthropic traditions and that further the mission, and reflect the values of the Rockefeller Brothers Fund and the National Trust for Historic Preservation.

Over the years, staff experimented with small-scale initiatives such as a school garden program that taught third- and fourth-graders from Pocantico Hills Central School about health, wellness, and sustainability using the property's greenhouse and garden area. At his death in 2004, Laurance left the bulk of his holdings on the estate to the National Trust and they were leased back to the Fund for programmatic use. Most significant for The Pocantico Center was the addition of a house designed by Marcel Breuer as part of an exhibit at the Museum of Modern Art and later moved to the estate. With the addition of the **Marcel Breuer House at Pocantico**, staff embarked on the most ambitious aspect of the long-range plan for Pocantico, an **artist residency program**.

Creating Space for Artistic Exploration

Given the Rockefeller Brothers Fund's longstanding history in supporting arts and culture organizations, and its **current arts grantmaking**, an artist residency program seemed the ideal next step in growing the public programming at The Pocantico Center. Interest in an artist residency program resulted from two factors. First, if the Fund controlled the bulk of the properties on the estate there would be far more space than could be effectively used in the conference program, and many of the spaces were far better suited to studios than meeting rooms or lodging. Secondly, both the Fund's New York City and Pocantico staff were constantly searching for ways to create additional programmatic connections between the Fund's



Pascal Rioult Dance Theatre performs at Pocantico. Photo by Todd Shapera.

grant programs and The Pocantico Center's programs. The Fund's longstanding commitment to arts and culture in New York, which had been significantly enhanced by the merger of the Charles E. Culpeper Foundation in 1999, presented an ideal partnership opportunity.

An artist residency program, however, is a complicated enterprise, and major questions about onsite logistics, management, and the selection process needed to be posed and answered. To that end, RBF staff—including the manager of public programs for The Pocantico Center and the New York City program director—embarked on a study of existing residency programs. The study suggested the parameters of what was to become the Pocantico Arts Collaborative. The goal of the Pocantico Arts Collaborative is to provide artists time and space for aesthetic exploration and opportunities for nurturing artistic imagination. Artists can then produce arts experiences that share the creative process with the public through onsite performances, readings, exhibits, and various artist interactions.

It is envisioned that the Collaborative will ultimately include all aspects of the arts funded by the RBF's New York City program. However, facilities currently available at Pocantico have dictated that a period of experimentation with a smaller number of residencies for writers, musicians, and dance choreographers can best be accommodated. Additional experience, and the transfer of additional portions of the estate in the future, will permit both larger and more varied residencies. In May 2013, The Pocantico Center will host its **first dance residencies** with Ballet Hispanico of New York and the Monica Bill Barnes and Company. Support to these organizations advances the goal of the Charles E. Culpeper Arts and Culture grants that bolster the creative process by assisting artists, providing infrastructure to sustain the artistic life, and offering artists additional opportunities to develop skills that complement their creative talents.

We have worked with grantees, including Cave Canem, The Jazz Gallery, and Page 73, to select artists for residencies. In 2013 residencies will

include three writers, three musicians and composers, and two dance companies. In addition to the benefits provided to artists, the program has provided The Pocantico Center with an opportunity to increase its program offerings to the public. As part of the overall theme of highlighting the creative process, writers and musicians have participated in a series of popular evening readings and recitals for small audiences from the region. The estate also serves as a showcase for dance companies and musicians through larger public performances during the summer months.

Moving Forward on the Promise

Staff continues to seek new ways to realize the promise of Pocantico and to experiment with innovative ways to introduce the public to more aspects of the estate's remarkable history and art collections. Beginning in 2013, public visitation will be reduced from six days a week to five and, eventually, four days by 2015. This will provide The Pocantico Center with additional time to incorporate new programming that provides more opportunities to participate actively, spark a dialogue, engage new and diverse audiences, and collaborate with local partners. The remarkable resources offered by the Rockefeller family estate continue to provide the Fund with opportunities to leverage its grantmaking in remarkable ways while achieving the National Trust's goals of historic preservation and public access.

Take a virtual tour of Pocantico.

Charles Granquist is executive director of The Pocantico Center. He is responsible for the Rockefeller Brothers Fund's philanthropic programs at the Rockefeller family estate in Pocantico Hills, New York, as well as overseeing the site's public visitation program.



Bather Putting Up Her Hair by Aristide Maillol. Photo by Lee Boltin.

Charting Our Progress: 2010–2012

Charting Our Progress is an annual report of the Rockefeller Brothers Fund's activities over a three-year period. It offers an overview of the Fund's interests and provides details on the following RBF activities:

1. Investment Performance and Rate of Spending
2. Total Spending
3. Grantmaking
4. The Pocantico Center
5. Human Resources

Each year, in its annual reporting, the Rockefeller Brothers Fund features an issue central to its mission. This year's cover story centers on the evolution of The Pocantico Center. In 1991, the Rockefeller Brothers Fund leased from the National Trust for Historic Preservation the portion of the Rockefeller estate bequeathed to the Trust by Nelson Rockefeller. Today, The Pocantico Center is a venue for conferences and meetings on critical issues related to the Rockefeller Brothers Fund's mission. It also serves as a community resource and offers public access through a visitation program, lectures, and cultural events. The Pocantico Center also hosts artist residencies and provides performance space for artists selected by RBF grantees and New York City arts organizations. Located 20 miles north of Manhattan in the Pocantico Historic Area, The Pocantico Center is managed by the Rockefeller Brothers Fund as part of its agreement with the National Trust for Historic Preservation.

The report also includes diversity data for the Fund's trustees and staff (see Human Resources section). The Diversity Project Update, available on the Fund's website, summarizes the progress made by the Fund's staff in collecting and analyzing data on diversity in the RBF's human resources, operations, grantmaking, public programs, and conference activities.

About the Rockefeller Brothers Fund's Programs

Founded in 1940, the Rockefeller Brothers Fund advances social change that contributes to a more just, sustainable, and peaceful world. The RBF's grantmaking is organized around three themes: Democratic Practice, Peacebuilding, and Sustainable Development. Though the Fund pursues its three program interests in a variety of geographic contexts, it has identified several specific locations on which to concentrate cross-programmatic attention. The Fund refers to these as "RBF pivotal places": subnational areas, nation-states, or cross-border regions that have special importance with regard to the Fund's substantive concerns and whose future will have disproportionate significance for the future of a surrounding region, an ecosystem, or the world. The Fund currently works in three pivotal places: New York City, Western Balkans, and Southern China.

Discerning and communicating the impact of our grantmaking and other program activities are essential to fulfilling our mission and commitment to stewardship, transparency, and accountability. The RBF carefully monitors performance—both institutional effectiveness and program impact. ***To learn more about this, visit the Foundation Performance page on our website.***



Investment Performance and Rate of Spending

In 2012, the Rockefeller Brother's Fund portfolio experienced overall market growth—finishing the year at approximately \$772 million. As a result of the 2009 economic recession, the Rockefeller Brothers Fund's endowment value fell to a low of approximately \$609 million in early 2009. The Fund's portfolio experienced fluctuations and market recovery during 2010 and 2011, with investment performance increasing by 13 percent and 3 percent, respectively. The 2012 value reflects the net impact of annual performance of 12 percent and total spending that reflects approximately \$42 million of expenditures that count toward the minimum distribution requirement plus approximately \$3 million for investment-related expenses.

As the value of the portfolio fluctuated, the Fund continued to experience a gap between the average market value of investment assets used to set the 2012 program spending budget and the actual average market value for the year. Given actual portfolio performance, net of spending, the Fund experienced a significant decline in its payout requirements. As a result, the Fund exceeded the minimum distribution, generating approximately \$47 million in cumulative excess distributions from 2008–2012, including the costs associated with the 2009 office relocation and green buildout. These carryforward credits can be applied against future I.R.S. spending requirements. In recent years, the Fund has sought to balance the challenges of a reduced portfolio against the important programmatic needs of the Fund's mission.

Total spending as a percentage of the average market value of investment assets through the year was 5.62 percent in 2012. This compares with 5.47 percent in 2011 and 5.81 in 2010.

Market Value of Investment Portfolios

<i>Investments (in millions)</i>	2010	2011	2012
Year-End Value	\$ 762	\$ 727	\$ 772
Average Value	\$ 708	\$ 752	\$ 748

Investment Performance and Rate of Spending

	2010	2011	2012
Investment Portfolio (12/31)	\$ 762,030,000	\$ 726,788,000	\$ 772,011,000
Average Market Value of Portfolio	\$ 707,799,000	\$ 751,592,000	\$ 748,314,000
Average Value Used for Budget	\$ 816,571,000	\$ 802,246,000	\$ 784,544,000
Investment Performance (net of fees)	13.00%	3.20%	12.03%
Consumer Price Index	1.60%	3.16%	2.10%
Total Spending*	\$ 41,125,000	\$ 41,144,000	\$ 42,029,000
Total Spending as a % of Average Market Value of Portfolio	5.81%	5.47%	5.62%

* Exclusive of investment-related expenditures and excise taxes.



Total Spending

Total spending for 2012 was \$42,029,000, reflecting an increase of approximately \$885,000 from total spending in 2011 of \$41,144,000. This increase was primarily attributable to increased grants made possible through donor contributions. When excluding core operating costs of The Pocantico Center from the RBF's spending figures, grants represented 76.2 percent of the RBF's spending in 2012, which is consistent with previous years. In addition to the \$29.1 million in grant payments, the Fund spent a combined total of \$1.4 million to further support grantees and other nonprofit organizations through program-related expenditures, conferences and public programs at The Pocantico Center, other conferences and specials events, and direct charitable activities. Spending on grantmaking and administration at the Fund's headquarters, and operations in Southern China and the Western Balkans accounted for 91 percent of total spending, and The Pocantico Center for 9 percent.

Key Terminology

Spending: Expenditures that count toward satisfying the minimum I.R.S. distribution requirement. Under I.R.S. regulations, a private foundation generally must distribute at least 5 percent of the market value of its investments to support its mission. This amount for the Fund includes grants, program-related expenses, administration costs, and core operating and maintenance costs of The Pocantico Center.

Program-Related Expenditures: Non-grant expenses for activities that support the RBF's grantmaking. This includes expenses such as consultancies, convenings, and direct charitable activities that support the Fund's grantmaking.

Direct Charitable Activities: Activities that are classified as administrative expenses, although they represent charitable activities (e.g., technical assistance and board service) carried out directly by the RBF staff.

Total Spending

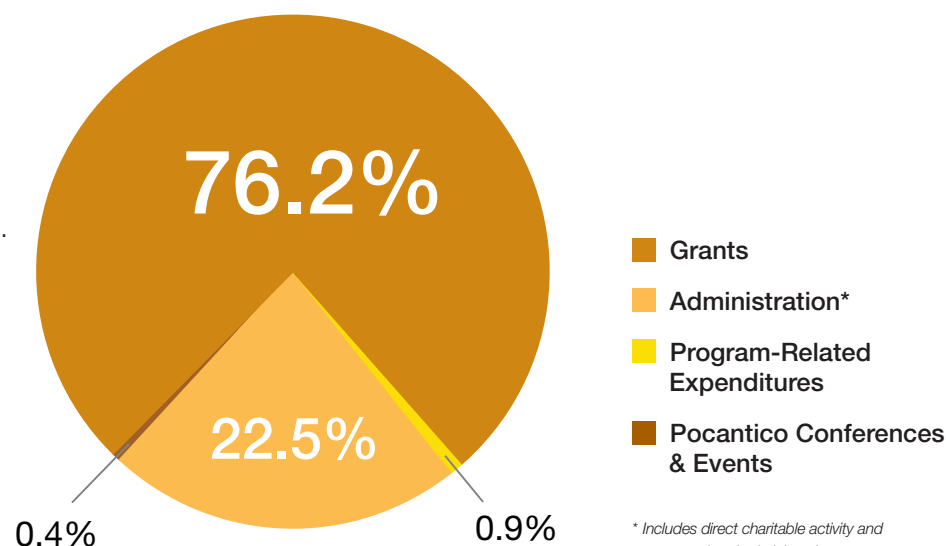
	2010	2011	2012
Grants Paid*	\$ 28,066,000	\$ 28,343,000	\$ 29,097,000
Program-Related Expenditures	186,000	222,000	148,000
Administration**	8,634,000	8,393,000	8,582,000
Conferences & Events	359,000	388,000	361,000
Pocantico Conferences & Public Programs	278,000	328,000	197,000
Other Conferences & Special Events	81,000	60,000	164,000
Subtotal, Spending	\$ 37,245,000	\$ 37,346,000	\$ 38,188,000
Core Pocantico Operations	3,880,000	3,798,000	3,841,000
Grand Total, Spending	\$ 41,125,000	\$ 41,144,000	\$ 42,029,000

* Includes grant payments and employee matching gifts.

** Includes direct charitable activity and program-related administrative costs; excludes investment-related expenses.

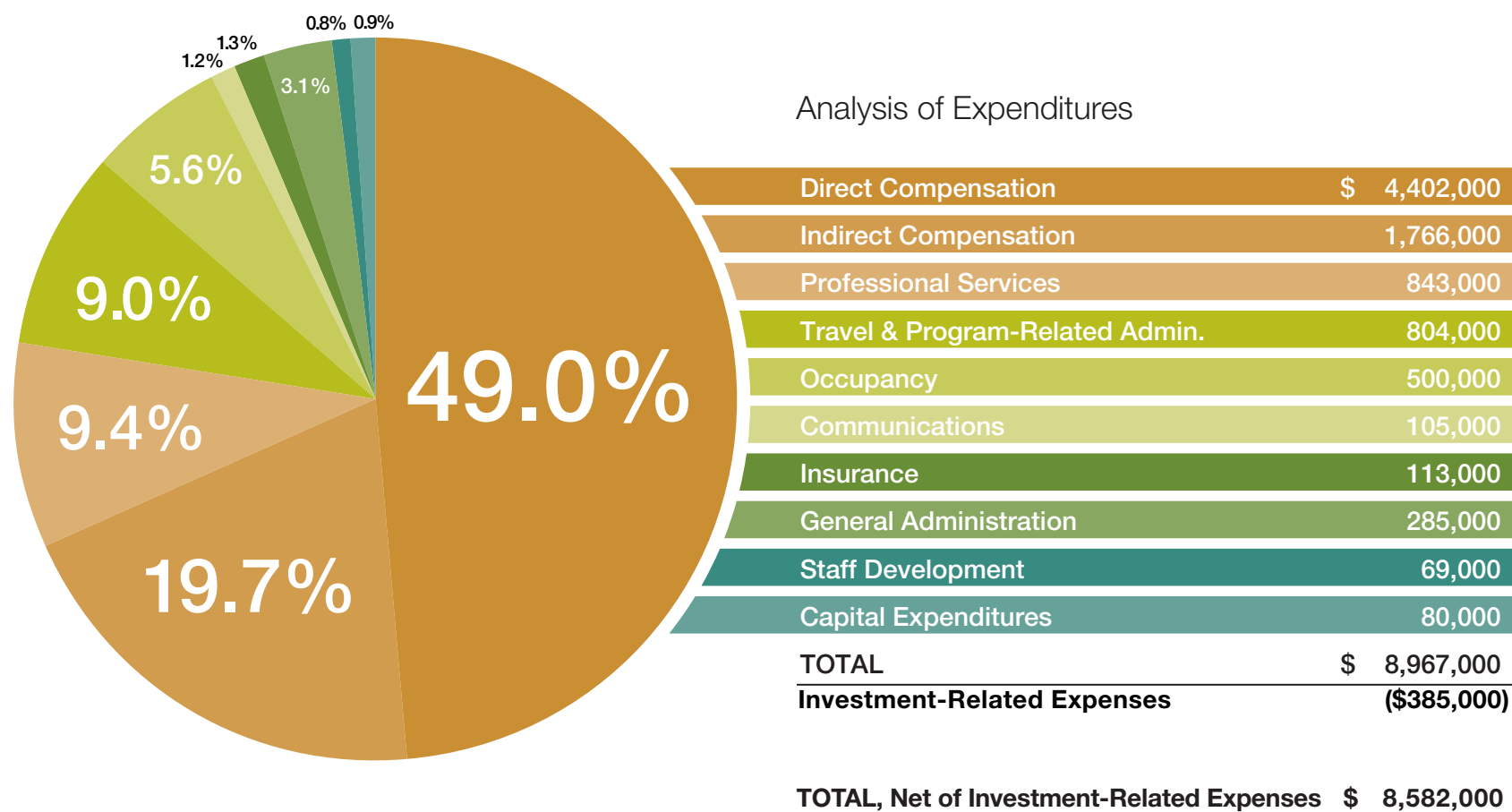
2012 Spending

(Excludes Pocantico Operations)



* Includes direct charitable activity and program-related administrative costs; excludes investment-related expenses.

The Rockefeller Brothers Fund's combined administrative and capital expenses, net of estimated investment-related expenses, totaled \$8,582,000 in 2012. This does not include Pocantico operations. Personnel costs (direct and indirect compensation) accounted for 69 percent of total administrative expenses, consistent with 71 percent in 2011 and 70 percent in 2010. Cost-saving measures implemented across the organization following the 2008 recession have been maintained in order to keep administrative expenditures as lean as possible.





Grantmaking

Overview

In 2012, the Rockefeller Brothers Fund awarded 313 grants, totaling \$30,349,187. This amount differs from the grants paid figure (\$29,054,000) as some grants are payable over more than one year. The Fund entered the year with approximately 27 percent of the grantmaking budget committed for payment on grants awarded in prior years, which allowed staff good flexibility in recommending grants in 2012.

Grantmaking figures include contributions received from external sources used to support the Fund's grantmaking endeavors. In total, the Fund received a total of \$3.8 million from individuals and other foundations to support the RBF's Sustainable Development and Peacebuilding programs, and its special initiative in Egypt. Donor contributions also allowed the RBF to support an organization in Hungary working to maintain independent media.

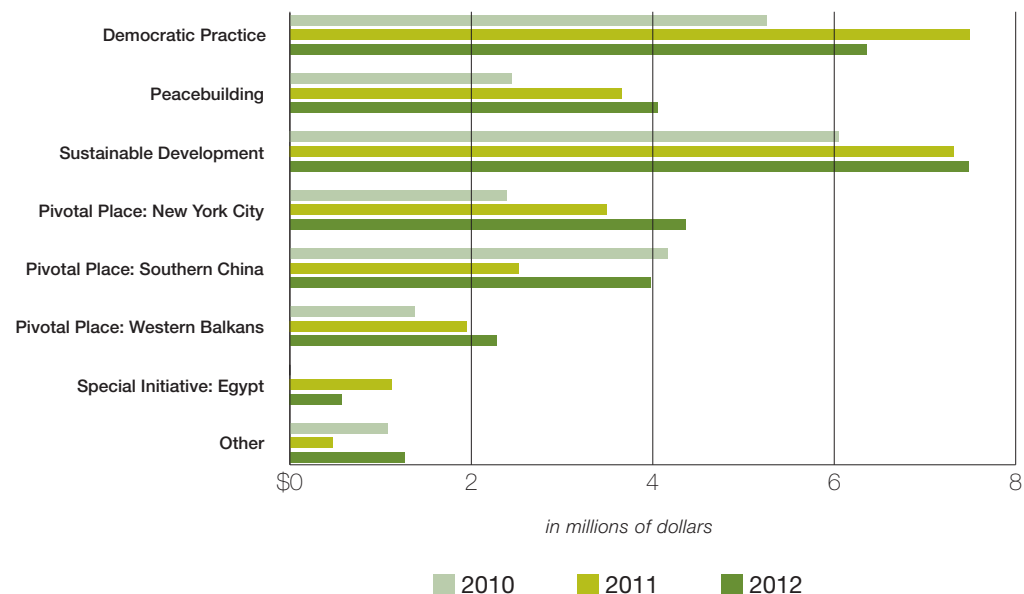
Grants categorized as Other primarily reflect the Fund's support of nonprofit and philanthropic infrastructure organizations, as well as the RBF's Travel and Learning Fund at the Institute for International Education. For 2012, grants related to Hurricane Sandy relief and recovery are also included within this category.

Approximately one-quarter of the Fund's grants in 2012 were for two or more years. The average grant size increased from \$88,973 in 2011 to \$91,637 in 2012.

Number of Grants Awarded by Program

	2010	2011	2012
Democratic Practice	72	86	82
Peacebuilding	37	37	26
Sustainable Development	51	62	67
Pivotal Place: New York City	39	57	59
Pivotal Place: Southern China	27	22	24
Pivotal Place: Western Balkans	28	28	29
Special Initiative: Egypt	0	11	5
Other	20	12	21

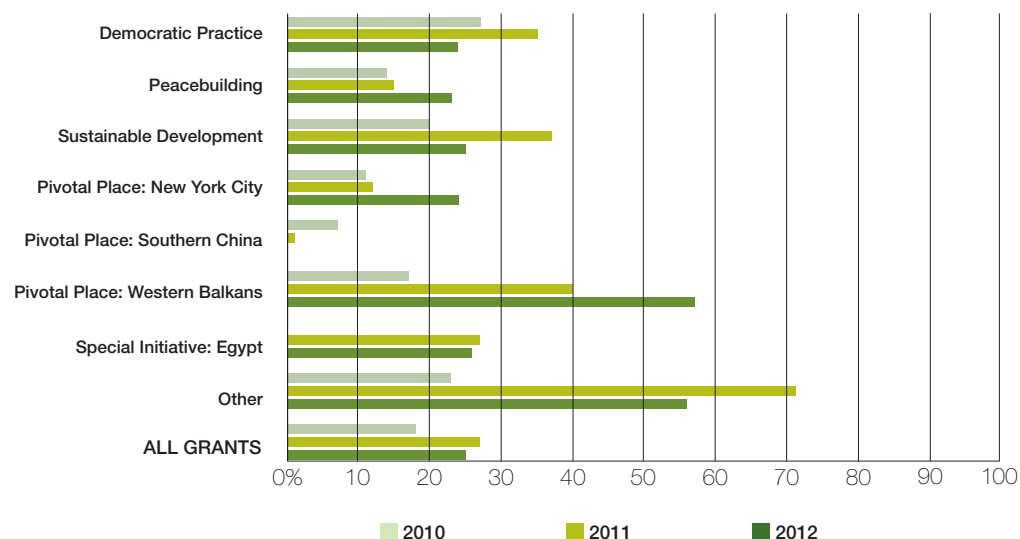
Grant Dollars Awarded



Type of Grant Support

Twenty-five percent of all grant dollars awarded in 2012 provided general support to assist grantees in meeting core operating needs. Although a slight decrease from 2011, it is largely consistent with previous years. This figure varies year to year within programs depending on the nature and size of grant requests.

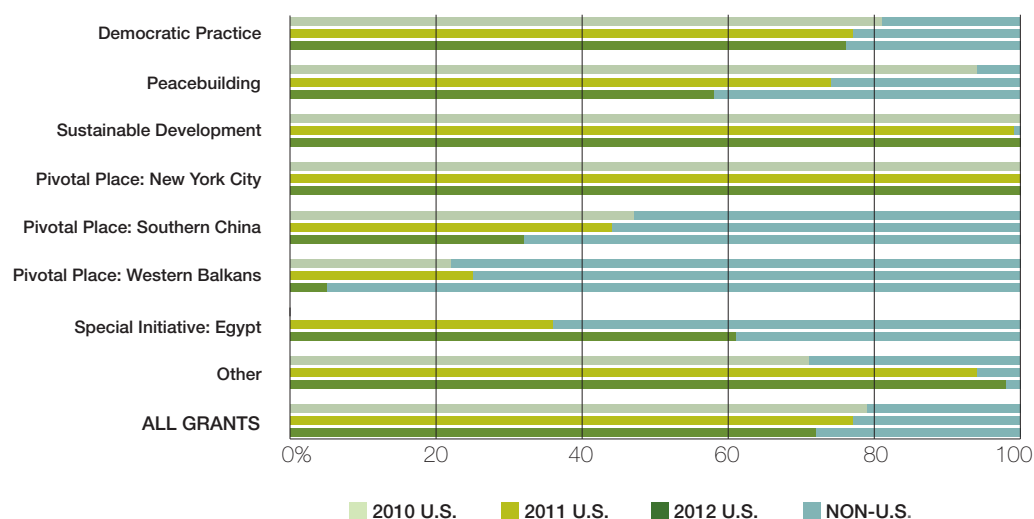
Percent of Dollars Awarded for General Support



Location of Grantees

U.S. organizations were awarded 72 percent of all new grant dollars approved in 2012. This is a decrease from prior years, reflecting staff's continued efforts to support organizations in the countries where the Fund is working. Just under half of the grantmaking dollars the Fund awarded in 2012 was for work with a focus outside of the United States. This figure varies with the calculation of grants awarded to U.S. organizations since grants may be awarded to a U.S.-headquartered organization for its work overseas.

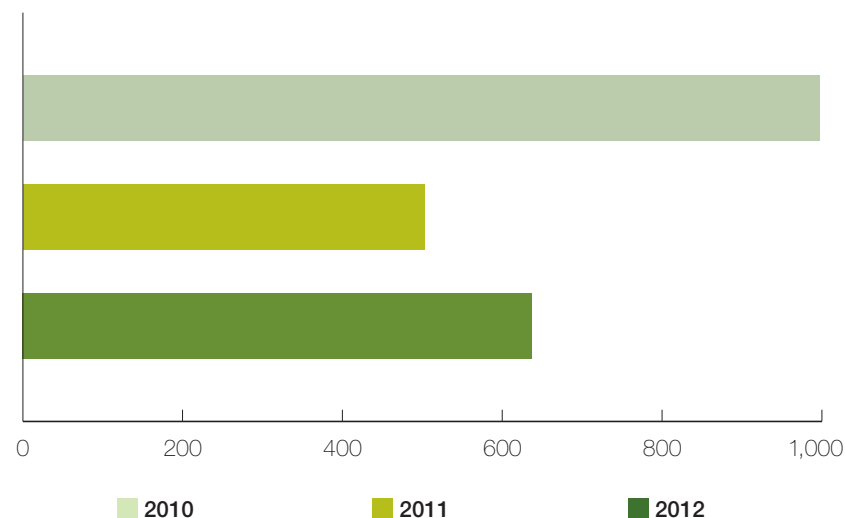
Percent of Dollars Awarded by Location of Grantee



Declinations

The Fund declined 637 requests for support in 2012. While an overall increase from 2011, the 2012 figure includes 116 declinations sent in response to the Charles E. Culpeper Arts and Culture request for proposals (RFP); the 2011 figure does not, as the timing of the RFP was changed to late 2011. Accounting for this difference, the number of declinations is consistent with 2011. This record of declinations does not include informal inquiries about the likelihood of Fund support. New grantees received 19 percent of grants awarded in 2012, and of grants awarded to previous grantees, 41 percent were for new purposes.

Total Declinations





The Pocantico Center

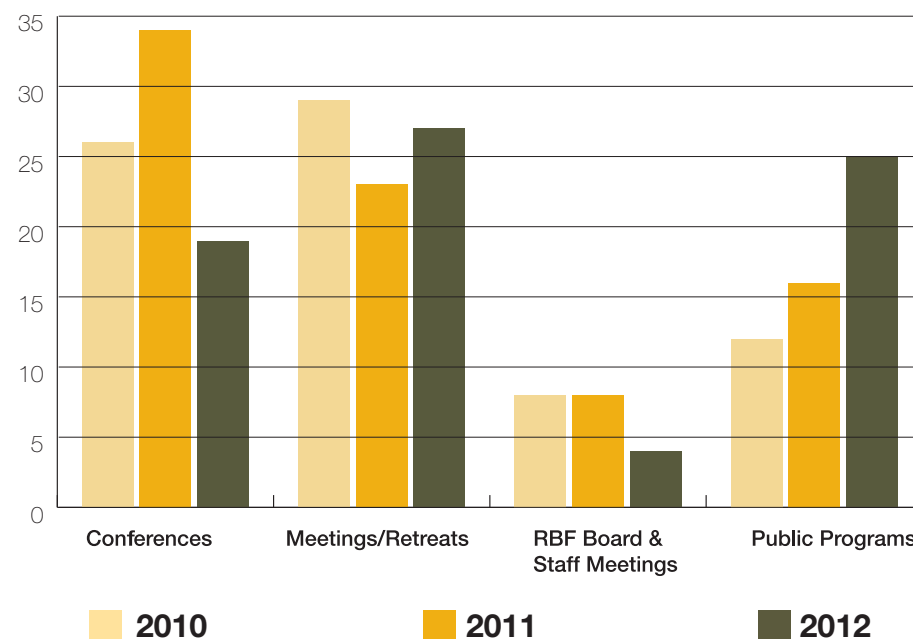
Overview

The Pocantico Center is a venue for conferences and meetings on critical issues related to the Rockefeller Brothers Fund's mission. It also serves as a community resource and offers public access through a visitation program, lectures, and cultural events. The Pocantico Center also hosts artist residencies and provides performance space for artists selected by RBF grantees and New York City arts organizations. Located 20 miles north of Manhattan in the Pocantico Historic Area, The Pocantico Center is managed by the Rockefeller Brothers Fund as part of its agreement with the National Trust for Historic Preservation.

In 2012, The Pocantico Center held 50 conferences and meetings and 25 public programs. Of the 50 conferences held, 19 were related to the Fund's programs. Pocantico artist residencies remained at 12 for 2012. In addition, 30,914 people visited the Pocantico Historic area in 2012.

Visit [The Pocantico Center's page on the Rockefeller Brothers Fund's website](#).

Conferences, Meetings, and Public Programs



Public Access

Number of Participants Attending Conferences, Meetings, and Public Programs

	2010	2011	2012
Participants	2,539	2,746	2,766

Number of Historic Tour Visitors

	2010	2011	2012
Visitors	33,560	30,397	30,914



Human Resources

Human Resources

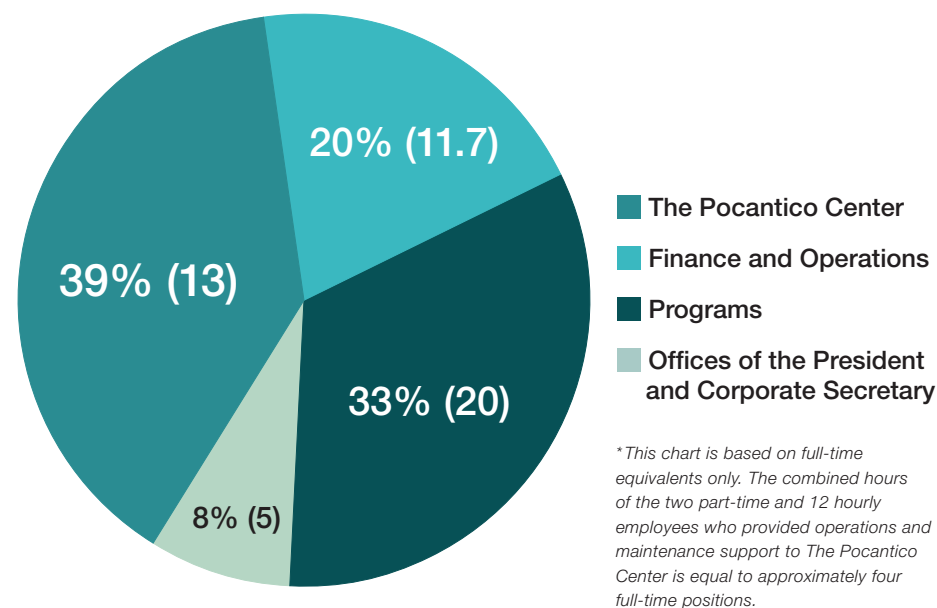
The Fund's 2012 staff total was 60, which included 45 full-time and 15 part-time employees. Of these part-time employees, one worked in Finance and Operations; and two part-time and 12 hourly employees provided operations and maintenance support to The Pocantico Center. The combined hours of these Pocantico staff members (part-time and hourly) are equal to approximately four full-time positions. The Fund filled one vacancy in 2012. The average tenure of RBF employees in 2012 was 10 years, and the average age was 51.

In 2012, certain services of the Rockefeller Brothers Fund's Human Resources, Operations, Accounting, and Technology departments were shared among the Rockefeller Family Fund and the V. Kann Rasmussen Foundation. In addition, Human Resources or Accounting provided support to the American Conservation Association, Asian Cultural Council, the David Rockefeller Fund, Environmental Grantmakers Association, Rockefeller Archives Center, and the Trust for Mutual Understanding. These organizations reimbursed the RBF for their share of these services.

Tenure of RBF Employees

Tenure	2010		2011		2012	
Less than 5 years	28	42%	26	41%	16	26%
5–10 years	14	22%	16	25%	21	35%
11–14 years	6	9%	5	8%	7	12%
15–19 years	13	20%	11	18%	7	12%
20–24 years	1	2%	2	3%	6	10%
25 years or more	3	5%	3	5%	3	5%
Total	65	100%	63	100%	60	100%
Average Length of Service	8.4 years		9.1 years		10.0 years	

2012 RBF Staff Full-Time Equivalent*



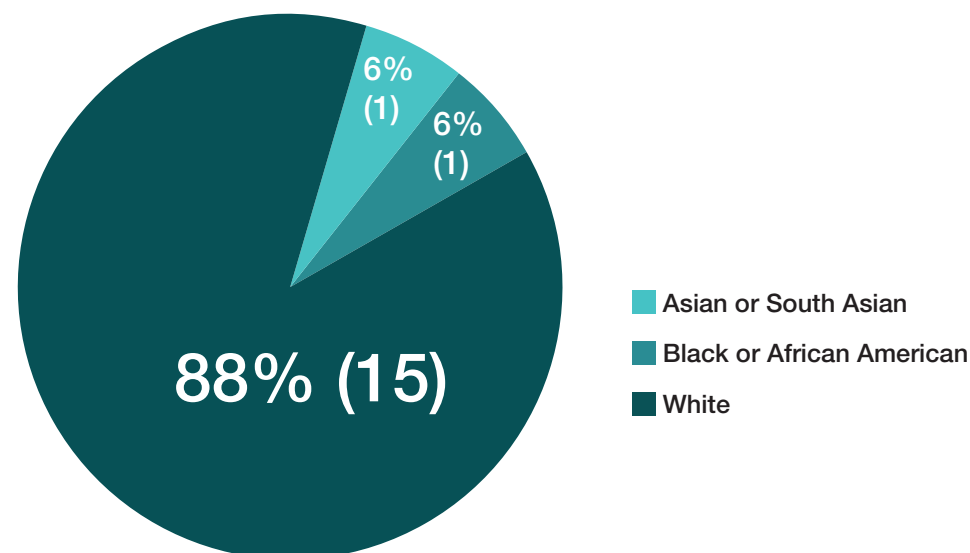
Diversity

The 2012 RBF board of trustees included 15 trustees and two advisory trustees: 88 percent White, six percent Black or African American, and six percent Asian or South Asian. Men comprised 53 percent of the board of trustees. More than half of the trustees are members of the Rockefeller family, including five from the fifth generation.

In 2012, the RBF staff total was 60, which included 45 full-time and 15 part-time employees. It was composed of: 65 percent White, 15 percent Black or African American, 10 percent Hispanic or Latino, eight percent Asian or South Asian, and two percent Two or More Races. Women represented 77 percent of the staff.

The Rockefeller Brothers Fund regularly reviews its performance with regard to diversity, both internally and in its external activities, including grantmaking. ***To learn more about the RBF's efforts with regard to diversity, visit our [Diversity, Equity, and Inclusion](#) page.***

2012 RBF Trustees



2012 RBF Staff

