



Morgridge
FAMILY FOUNDATION

2021

**DISRUPTION
REPORT**

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LETTER FROM OUR FOUNDERS

The last year proved to be both exciting and overwhelming. The foundation thrived; we found new projects and partners to support. We also found hardship, as Carrie lost her father and their children lost a grandfather. We had friends pass from Covid and we tried to help as many as possible through the crisis. The year was very personal.

Leading with love and trust at the foundation, our staff retreat brought clarity to what we do and why we do it. Our President, John, helped us through a design thinking process that showed how MFF grants connect to education in so many ways. Grants in 2021 supported education directly and through wrap-around support that funneled back to education. At MFF, all roads lead back to education. Our core belief is that education, both formal and informal, is the equalizer for human potential.

Our data showed that:

- We funded 182 grants, 117 nonprofits for \$11,253,147.36
- Three recipients received over one million dollars: National Jewish Health, Denver Art Museum and MindSpark Learning.
- 20 nonprofits received \$100,000 or more.
- 33 nonprofits received \$96,000 - \$15,000
- 64 nonprofits received \$10,000 or less (to our point that Every Gift Matters)

Through our partnerships with foundations like The Draper Richards Kaplan Foundation and Stand Together Foundation, we discovered new projects and forged partnerships with outstanding leaders. One such leader is Michael Crow at Arizona State University, who is creating stackable credentials for higher education. A new partner is the startup FreeWorld, which is creating jobs for people with past prison records and reducing recidivism.

We continue to take a deep look at our work, make changes, try pilots and invest where we can

Each and every member at MFF is busy inventing and creating and partnering with anyone who shares our vision of making change.

change antiquated systems into new thriving programs that tackle 21st century issues. To accomplish this, we leaned in on our own team.

John Farnam took the lead to create the first ever Community Food Utility. Tony Cohn and Ash Gallegos expanded and created new programs under the Morgridge Acceleration Program umbrella. Meredith Dreman produced the first ever Impact100 magazine and the Discovering Disruption report. Kelsey Thompson expanded The Reach and grew audiences across MFF's social media. Elisabeth Wilson spearheaded a new initiative using data to enhance best practices in the child welfare system. Emma Spofford expanded the Student Support Foundation youth philanthropy clubs nationally. None of our work could be done without Sabrina Kronick, who kept all of our chaos organized. Each and every member of MFF is busy inventing and creating and partnering with anyone who shares our vision of making change, people who are willing to try new types of systems that might be more efficient and effective.

Disruption comes in many forms. Our mega gifts (\$1 million or more) tend to be where the disruption on a scalable level is happening. However, many of our \$10,000 to \$25,000

grants helped smaller organizations change, scale or invent something new. Our four pillars of philanthropy are more relevant now than ever. Disruption takes time and patience, an understanding that is behind the longer runways we give to nonprofits. Disruption takes a powerful network and our partnerships are at the core of our giving. Fail, fail forward and pivot - this is part of our desire to fund organizations in start-up mode. Lastly, this report is about compounded results and the outcomes of collective giving. Increasingly large giving moments, like the exponential growth of GivingTuesday, show the power inclusivity and technology to make great changes in the world.

This report is our continued way to become transparent. It is also intended to inspire!

With gratitude and a huge thank you to our staff and our network partners,

CARRIE & JOHN MORGRIDGE

Co-Founders

MFF CULTURE

At MFF, we start with trust.

In today's world, organizations have to provide more to their employees. They need to offer value-driven, meaningful work. They need to offer flexibility and give employees a stake in their own work. They need to show employees how much they are valued. MFF strives to do all of this and more, every single day.

How? Our team is made up of people with an entrepreneurial mindset and we give them the freedom to act as entrepreneurs within our organization. We trust each other to execute great ideas and rely on open and honest conversation to get it done. We have a distributed team and work from all over the country, but our culture is stronger than ever because of the people and the trust we have for each other.

Honesty and frankness will make you vulnerable.
Be honest and frank anyway.



MFF INITIATIVES

THE MORGRIDGE ACCELERATION PROGRAM (MAP)

The expansion of MAP is central to MFF's commitment to investing in the social sector leaders of tomorrow while creating a better world today. Nonprofits drive impact and innovation every day, and yet nonprofit professionals often lack support in their own professional development. Without investing in people, we cannot expect to solve the world's biggest problems.

MAP drove immediate impact in 2021, while setting the stage for exponential growth in 2022 and beyond.

From a respondent pool of the 2020 MAP Fellows and Mentors, we discovered:

- 100% of MAP Fellows agreed that participation in the MAP Fellowship inspired them to achieve a new career goal.
- 100% of the cohort agreed that participating in the MAP Fellowship built a network that was helpful to their careers.
- 75% of MAP Mentor organizations felt a stronger relationship with MFF as a result of the fellowship.
- 100% of MAP Mentors maintained a relationship with their MAP Fellow six months after the program ended.

"From working with seasoned executives eager to play a mentoring role to brainstorming with peers at a similar stage in their career, the experience helped me understand and maximize the importance of mentorship." – Ellie Milano, 2020 MAP Fellow



"This fellowship allows budding leaders to work alongside seasoned executives—not as lackies, but as powerful voices at the table. Not only did this widely increase our nonprofit's impact, it also created a long-term revenue stream for the charity and we were able to secure funding to expand the program before the fellowship was even done! None of that would have been possible without the incredible proof of concept [our MAP Fellow] Jessi and the MAP team helped us form." – Dani Hedlund, 2020 & 2021 MAP Mentor



In 2021, MAP launched a second flagship initiative, MAP Project48.

Project48 is a fast-paced, high-impact competition that challenges teams from three select graduate programs to build the most impactful solution to a problem facing a selected nonprofit organization. In 2022, the teams are charged with a data visualization challenge for the Center on Rural Innovation.

In 48 hours, graduate students not only create a product that benefits their portfolios, but advances a meaningful and relevant cause. Students meet peers from other graduate programs, collaborate with mentors from leading organizations and present to high-profile judges.

2021 MAP Fellowship Wins

- MAP Fellow Ellie Milano continued to partner with Global Conservation Corps, **becoming president of the GCC board.**
- Jessica Parra's work with Brink Literacy Project **secured additional funding** to continue the project beyond the end of the Fellowship.
- Ash Gallegos so impressed the MFF team that she was **hired as Program Manager of MAP initiatives.**
- The second MAP Fellowship cohort launched with 12 Fellows and 12 Mentors – **double the size of the inaugural cohort.**

“From working with seasoned executives eager to play a mentoring role to brainstorming with peers at a similar stage in their career, the experience helped me understand and maximize the importance of mentorship.”

- Ellie Milano
2020 MAP Fellow

MFF PUBLISHING

When we introduce stories of hope into the world, we give tangible evidence of the doers, the dreamers and the possibilities that exist if we show up with good intentions in our hearts.

MFF Publishing exists to spread powerful stories of good. We shine a light on the fearless leaders who inspire us through their action. Generosity, kindness and positivity are contagious. When we introduce stories of hope into the world, we give tangible evidence of the doers, the dreamers and the possibilities that exist if we show up with good intentions in our hearts.

In 2021, MFF Publishing completed Discovering Disruption, a report on the 13-year history of MFF, published 16 different magazines for Impact100 chapters around the world and undertook a large-scale research project on grassroots giving. We grew a community of people passionate about social impact through social media and our newsletter.

We again teamed up with the brilliant minds at sparks&honey to release an addendum to our comprehensive report released in 2020, the Future of Giving. The addendum is all about Gen Z and how to effectively engage them as supporters, donors and ambassadors. The actionable strategies it

contains are relevant not only for nonprofit organizations but any organization seeking to authentically reach this young generation – which should be every organization.

And we're just getting started. In 2022, the MFF Publishing team will release four books authored by nonprofit leaders. We'll continue to share inspiring impact stories and elevate new leaders who have something worth sharing. Transparency will continue to be a focus, achieved through our annual reports and bi-weekly updates via The Reach.



STUDENT SUPPORT FOUNDATION

The Student Support Foundation (SSF) was created in 2008 to inspire and empower the next generation of great American philanthropists. Our college and high school SSF clubs are granted \$4,000 by the Morgridge Family Foundation to invest directly into their schools' communities. The projects and needs those funds are directed toward are decided upon by each chapters' students and typically cover student and teacher requests associated with their school.

The last two years have not been easy for schools, educators, students and parents. Despite the upheaval of Covid-19, school closures and remote learning, our clubs continued to meet and make a difference. Many of the clubs adjusted their giving categories and gave grants directly to students and families to cover basic life necessities such as food, rent and transport. The 2021-2022 school year may have been one of the most impactful years for the SSF program ever.

"I have been a part of the Student Support Foundation for four years now. Prior to joining, I didn't fully understand philanthropy. I've gained so much knowledge that can be applied in any and every aspect of my life. I can honestly say no other club or organization I've been a part of has had that effect on me."
- Bridgewater College SSF student

"Becoming a member of SSF was one of the greatest decisions I have ever made. Before I joined, I was completely ignorant of the struggles that many of the students in our school were facing in their lives. I learned that I can actually make a real difference in people's lives even though I am just a high schooler. Being an officer has taught me personal responsibility and how to hold myself accountable. SSF is an amazing program and helps prepare all of its members for a long life of giving back to the community."
- Olympia HS SSF student

2021 INVESTMENTS

USED
\$11,253,147.36

FOR

182
GRANTS

117
NONPROFITS

3

**RECIPIENTS RECEIVED
OVER \$1 MILLION DOLLARS.**

National Jewish Health, Denver Art Museum, MindSpark Learning

\$52,000

2020/21 Total Grants from MFF

\$4,505

2020/21 Total Funds raised by Clubs

\$31,257

2020/21 College Matches - Donations

154

2020/21 Total Number of Participants for all clubs

117

Organizations invested in

\$760,434

Total in SSF Funding
given since inception

As of July 2021

\$157,550

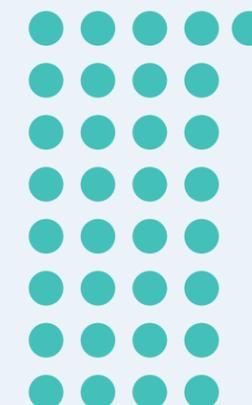
Total club fundraising
since inception

As of July 2021

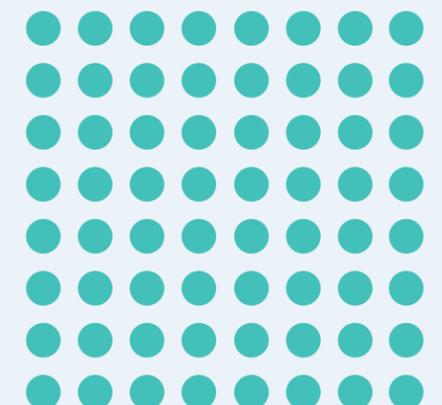
20 NONPROFITS
received \$100K+



33 NONPROFITS
received \$15K-\$96K

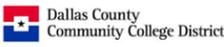


64 NONPROFITS
received \$10K or less



2021 NETWORK PARTNER SPOTLIGHT

These featured organizations are partners with which we have a great relationship. Through these partnerships, we have been introduced to other innovators and disruptors, driven meaningful change and driven exponential impact.

 Alliance for Choice in Education	 American Enterprise Institute For Public Policy Research	 Aspen Community Foundation	 Avanti Fellows USA
 Brink Literacy Project	 Center On Rural Innovation	 Climb Hire	 Community First Foundation
 Community Foundation Martin St Lucie	 Community Foundation of Greater Dubuque	 Community Foundation of South Lake County	 Dallas County Community College District Foundation
 The Draper Richards Kaplan Foundation	 Ford's Theatre Society	 Global Conservation Corps	 Greater Good Charities

 Heart Of Florida United Way	 Humane Society International	 Impact 100 Global	 Massachusetts Institute of Technology
 Metro Caring	 Mile High United Way	 Montrose Rotary Club Youth Foundation	 New Profit
 Project Helping	 Rose Community Foundation	 Routt County United Way	 Sailfish Point Foundation
 Stand Together	 TGR Foundation, A Tiger Woods Charity	 Town Of Palm Beach United Way	 United Way of Broward County
 United Way of Central New Mexico	 United Way of Dane County	 United Way of Racine County	 University of Central Florida Foundation
 Upcycled Food Foundation	 Upsolve	 Wakatipu Community Foundation	

2021 GRANTEES

ARTS & CULTURE

American Association of Museums
Arts Council of Big Sky
Denver Art Museum
Denver Center for the Performing Arts
Denver Museum of Nature and Science*
Ford's Theatre Society
Friends of the Lyric
Lone Tree Arts Center Fund
The Colorado Museum Of Natural History

CONSERVATION

Big Mountain Wildlife and Animal Sanctuary
Clean Air Task Force
Colorado Open Lands
Denver Zoological Foundation
Gallatin River Task Force
Greater Good Charities
Humane Society International
Wakatipu Community Foundation

DISASTER RELIEF

Aspen Community Foundation
Bayou District Foundation
Community Foundation of Greater Dubuque
Community Foundation of South Lake County
Greater Gallatin United Way
Heart of Florida United Way
Montrose Community Foundation
Routt County United Way
United Way of Broward County
United Way of Central New Mexico
United Way of Dane County
United Way of Racine County

EDUCATION

Alliance for Choice in Education
American University
Avanti Fellows USA
Big Green
Bishop McNamara High School
BookTrust
Bridgewater College
Denver School of Science and Technology
DonorsChoose
Hillsdale College
Imagine Worldwide
Kent Denver Country Day School
MindSpark*
MIT Alumni Fund
Stand Together
TGR Foundation, A Tiger Woods Charity*
University of Denver
Ventoux Partnership Network

HEALTH & WELLNESS

Adventure Cycling Association
Boulder Food Rescue
Camp Kesem National
Epilepsy Foundation of Colorado
Feed And Instruct The Hungry FAITH Neighborhood Center
Firefly Autism*
Global Network Foundation
Islands of Brilliance
Metro Caring
National Jewish Health
One4All Charitable Fund
Project Helping
Steamboat Springs Winter Sports Club
Upcycled Food Foundation

HUMAN SERVICES

Carolina Poodle Rescue
Colorado Rockies Baseball Club Foundation
Friends Of Foothills Animal Shelter
Goodwill Education Initiatives
Greater Good Charities
Guardians for New Futures
Homeaid Colorado
Humane Society for Hamilton County
Humane Society of the United States*
Intermountain Children's Services
Project Lift
Rainbow Railroad USA
The Gay Lesbian Bisexual & Transgender Community Center of Colorado (The Center on Colfax)

PUBLIC SOCIETAL BENEFIT

50 in 52 Journey
American Enterprise Institute
Big Sky Youth Empowerment
Bridgewater College
Brink Literacy Project
Center on Rural Innovation
Climb Hire
Colorado State University
Colorado State University Foundation
Commit Foundation
Community First Foundation
Dallas County Foundation
Denver Museum of Nature and Science*
Dunnellon High School
East High School
Firefly Autism*
Foundation for Dubuque Public Schools
Getting Out and Staying Out
Global Conservation Corps

Humane Society of the United States*
Jane Goodall Institute
King Baudouin Foundation
La Follette High School
Lake Buena Vista High School
Madison West High School
Maricopa County Community College District Foundation
Massachusetts Institute of Technology
MindSpark*
New Profit
No One Left Behind
Northeast Iowa Community College Foundation
Olympia High School
One4All Charitable Fund*
Plymouth State University
Rollins College
Sailfish Point Foundation
Shedd Aquarium Society
Stetson University
Strive Preparatory Schools
The Draper Richards Kaplan Foundation
TGR Foundation, A Tiger Woods Charity*
University of Central Florida
University of Montana
Upsolve
Water.org
Yellowstone Club Community Foundation

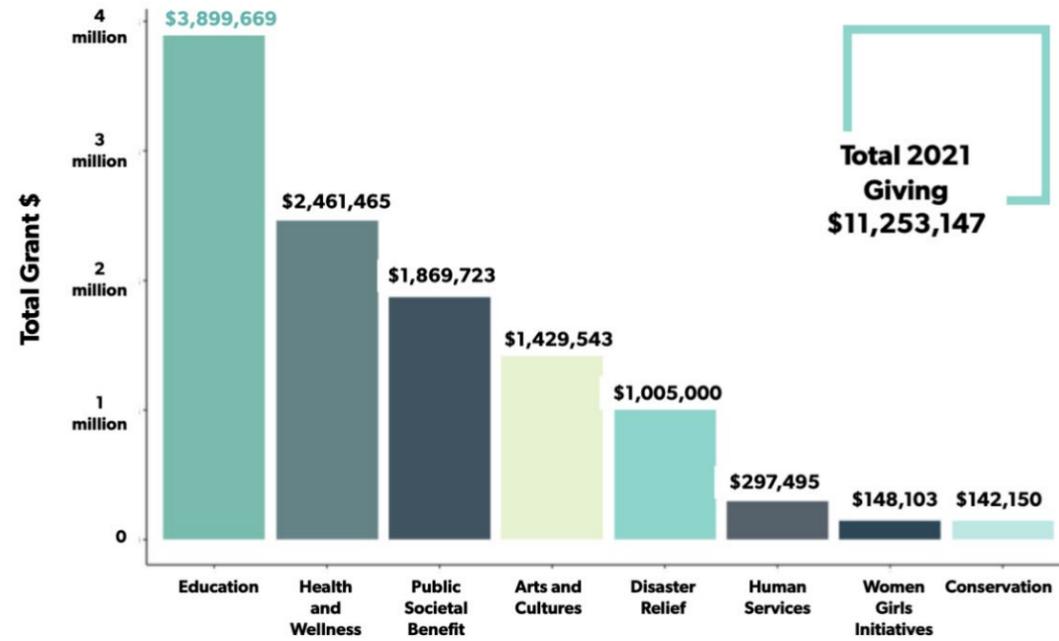
WOMEN GIRLS INITIATIVE

Community Foundation Martin-St. Lucie
Impact100 Global
Impact100 Metro Denver
Mile High United Way
Patient Airlift Services
Rose Community Foundation
Susan G. Komen Breast Cancer Foundation
Town of Palm Beach United Way

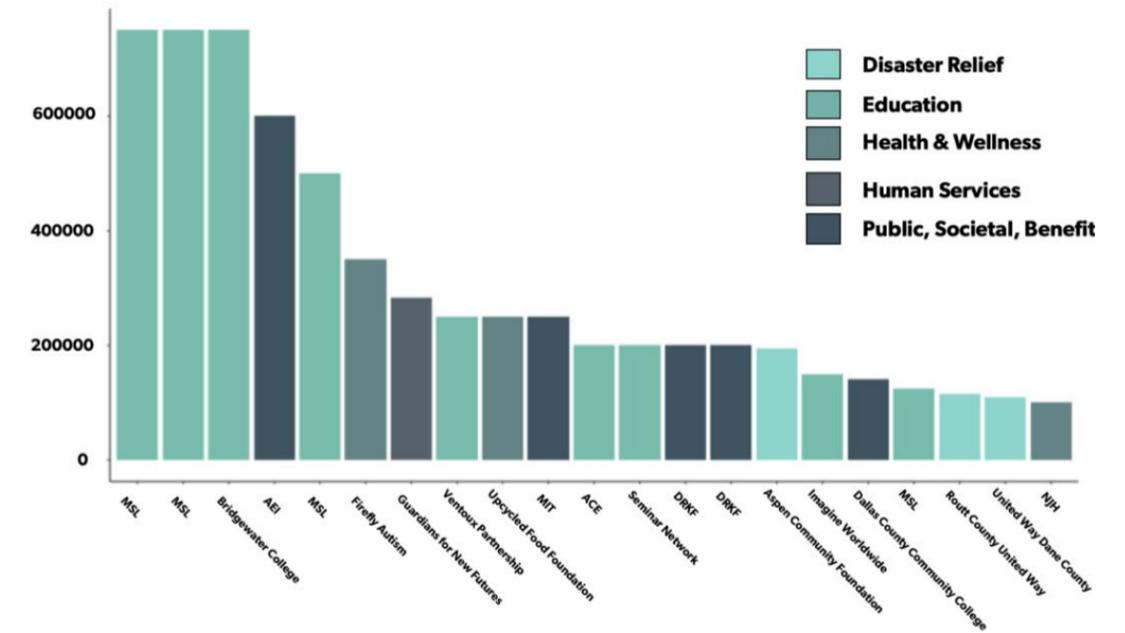
*Organizations may be included in more than one sector due to the nature of our partnership and the projects funded.

FINANCIALS

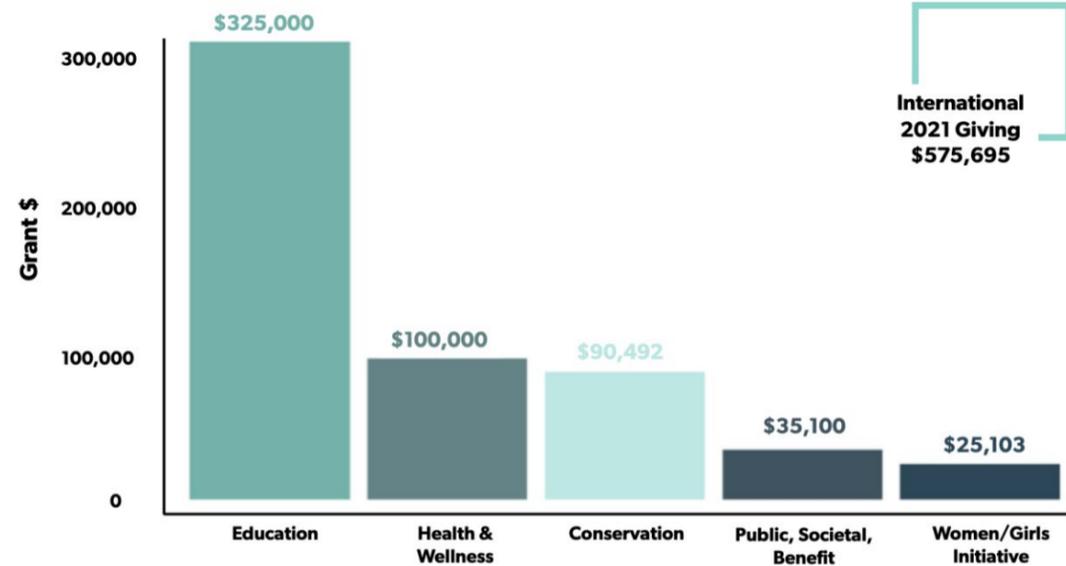
2021 TOTAL GIVING



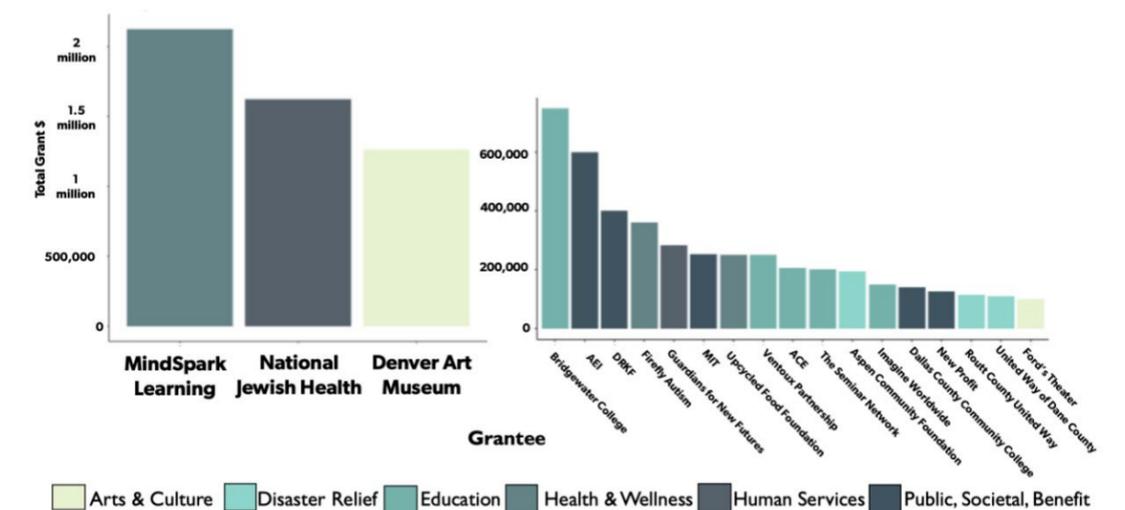
GIFTS BETWEEN \$100K AND \$999K



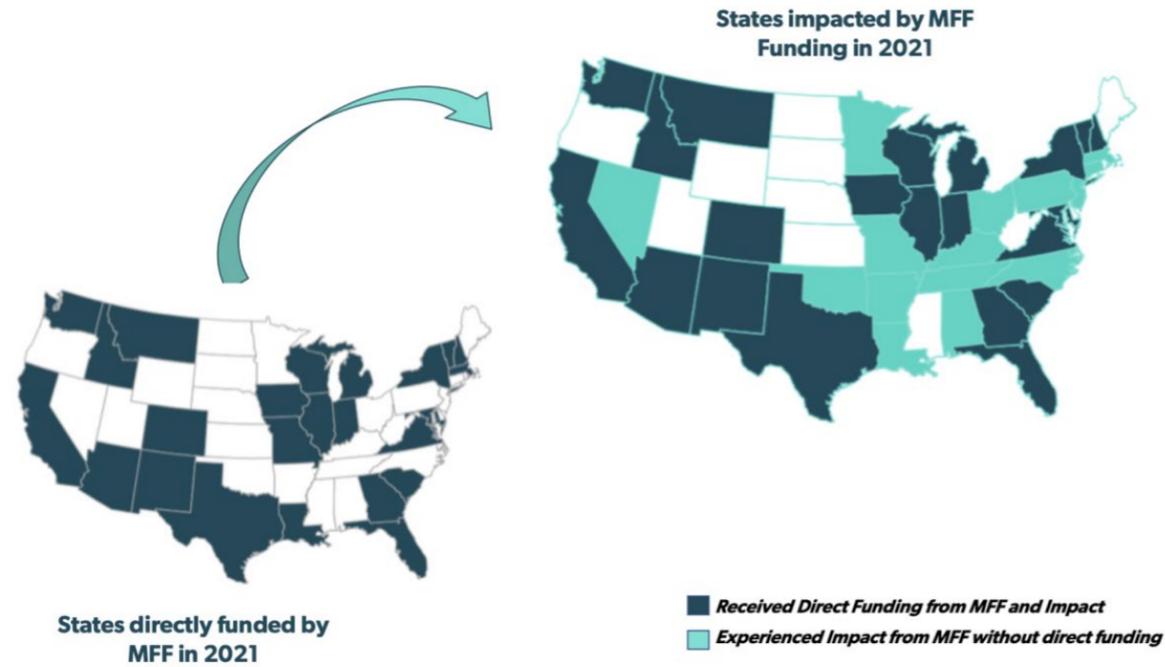
2021 TOTAL INTERNATIONAL GIVING



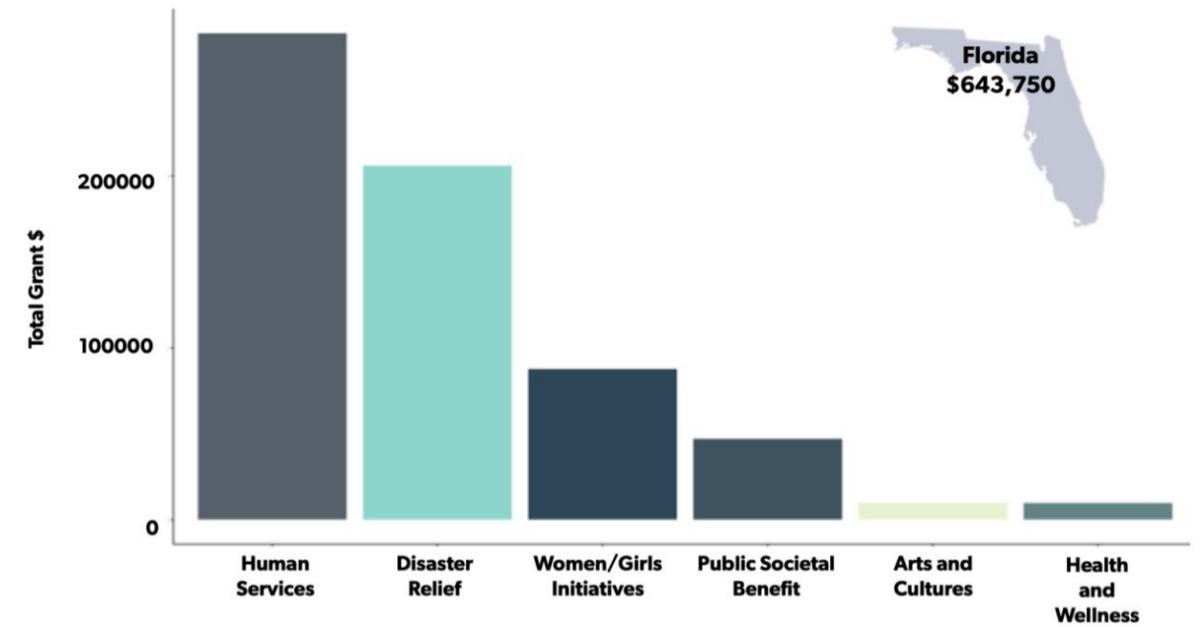
TOP 20 GRANTEES OF 2021



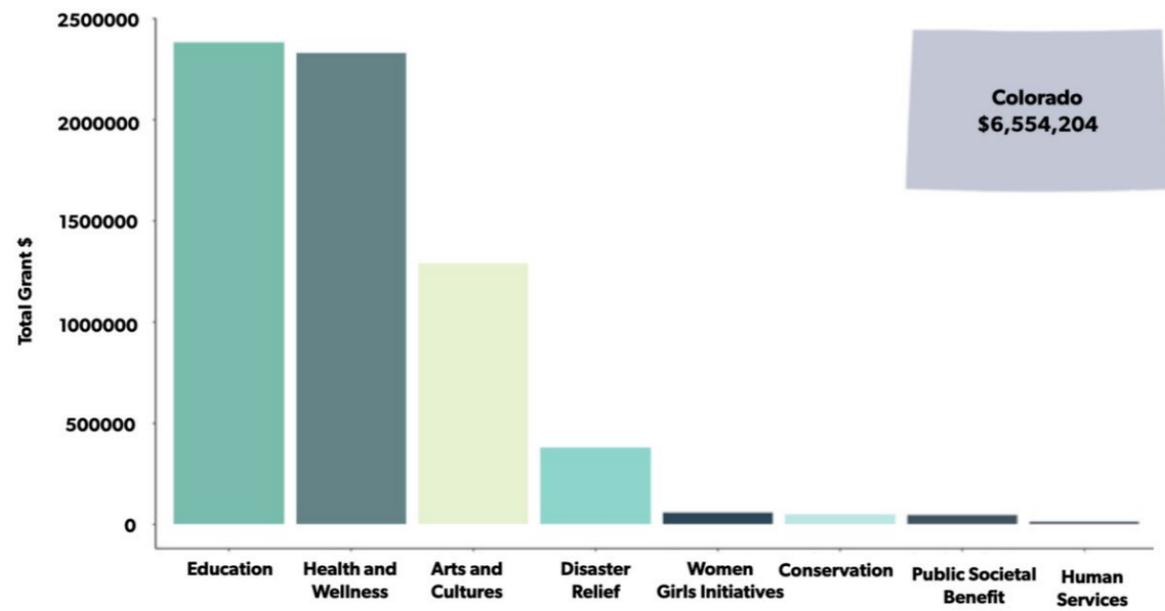
STATES DIRECTLY FUNDED AND IMPACTED BY GIFTS



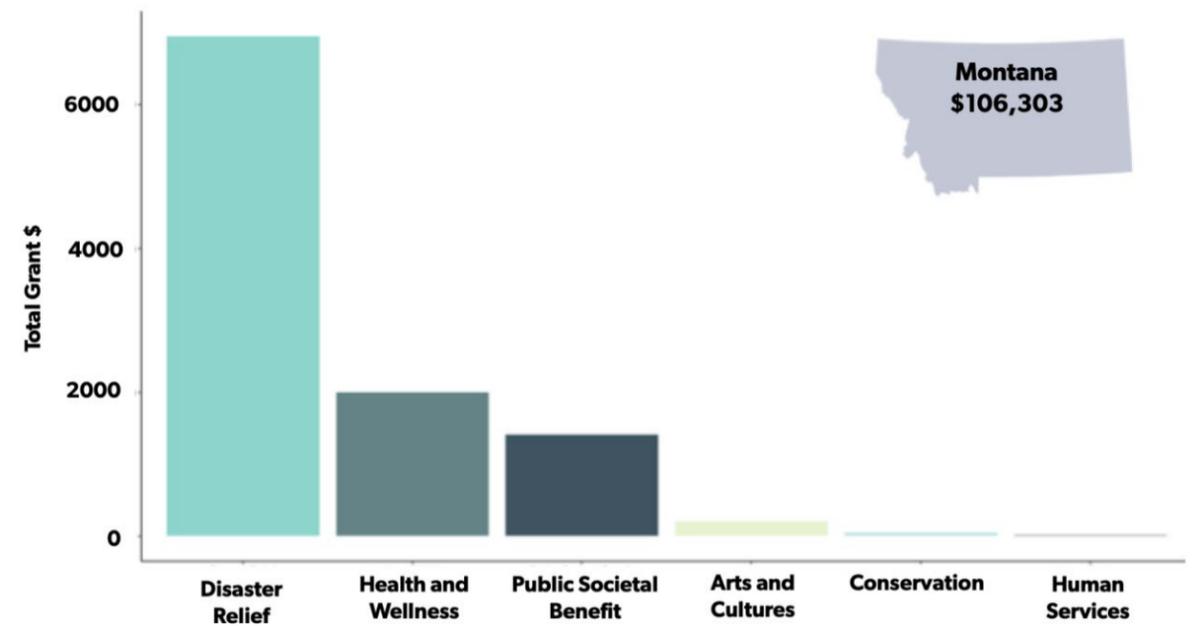
FLORIDA GIVING

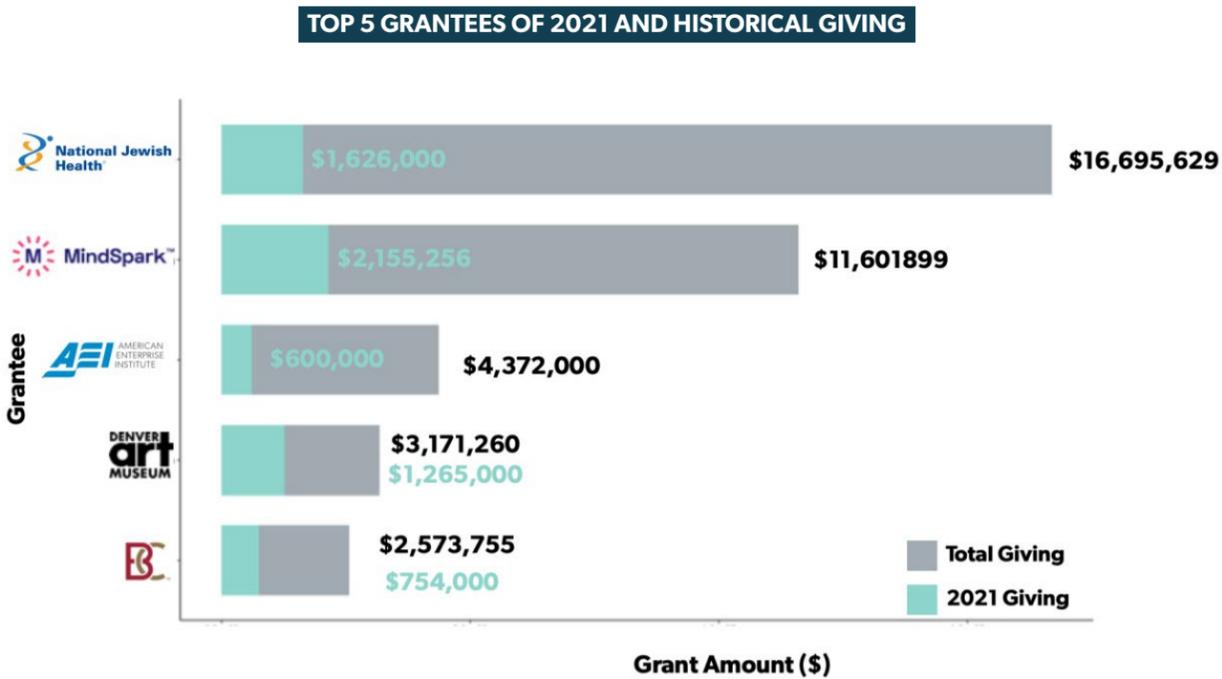


COLORADO GIVING



MONTANA GIVING





The problems we set out to solve are big and complicated. There are no silver bullets. The moments that feel like setbacks or failures are often the best opportunities for learning and growth.

Last year, we were incorporating recommendations from our report, the Future of Giving, created in partnership with sparks&honey. Our idea centered around precision giving; we wanted to fund a solution that would allow everyone to give in hyperlocal and personalized ways, such as securely providing direct funds to homeless individuals in a specific location.

Enter Milkywire, an app that “bridges the gap between organizations working to save our planet and individuals who care about our world and want action now.” We could work together to expand their scope. We provided a \$141,000 grant to Milkywire through the Dallas College Foundation to investigate

whether the Milkywire platform could be adapted for individuals to send money not only to organizations but to individuals in need. It would be a first-of-its-kind platform.

Ultimately, we found that the adaptations would be time consuming and prohibitively expensive – between \$6 and \$8 million. It was an expense that we could not fund and there was no guarantee we could integrate direct funding to individuals in need.

In retrospect, this project wasn’t a failure at all. We learned how the mechanics of giving to an individual work, how much can be given without affecting student financial aid, and more. We pivoted our thinking on precision giving and continue to search for new and innovative ways to support tech-based solutions to democratize philanthropy. If you have a solution that is working on precision funding, we want to partner with you.

MFF PRI's

PRI's, or program-related investments, are below-market interest loans with individualized timelines. At MFF, we use this funding approach to accelerate the impact of viable nonprofits that have proof of concept on a new idea. Our early financial support helps to make their ideas a reality and secure additional funding and support.



YEAR INVESTMENT STARTED **2020** | TOTAL INVESTMENT **\$5 MILLION** | STATUS **ACTIVE**

Merit America continues to be a huge success story. MFF invested early in Merit America’s expansion. We recognized the potential for disruption in their leadership, specifically co-CEOs Rebecca Taber Staehelin and Connor Diemand-Yauman, and in their approach to professional development, with fast, flexible programs focused on what employers need most. Through partnerships with major corporations like Amazon, Google, IBM and others, they reached 1,000 learners in 2021. With an 84% graduation rate and an average wage increase of \$18,000+ for graduates, Merit America has helped lift their learners and their families, out of poverty and into meaningful careers.

Based on a recent study by UVA and a corresponding Bridgespan analysis, Merit America has shown that for every \$1 in funding, they will drive \$21 in wage gains for low-wage workers over the next three years (with over \$117M+ in wage gains to date). And for every \$1 in initial funding MFF provided, Merit America has secured an additional \$14 in follow-on funding - showing that catalytic PRIs can drive both impact and sustainability.

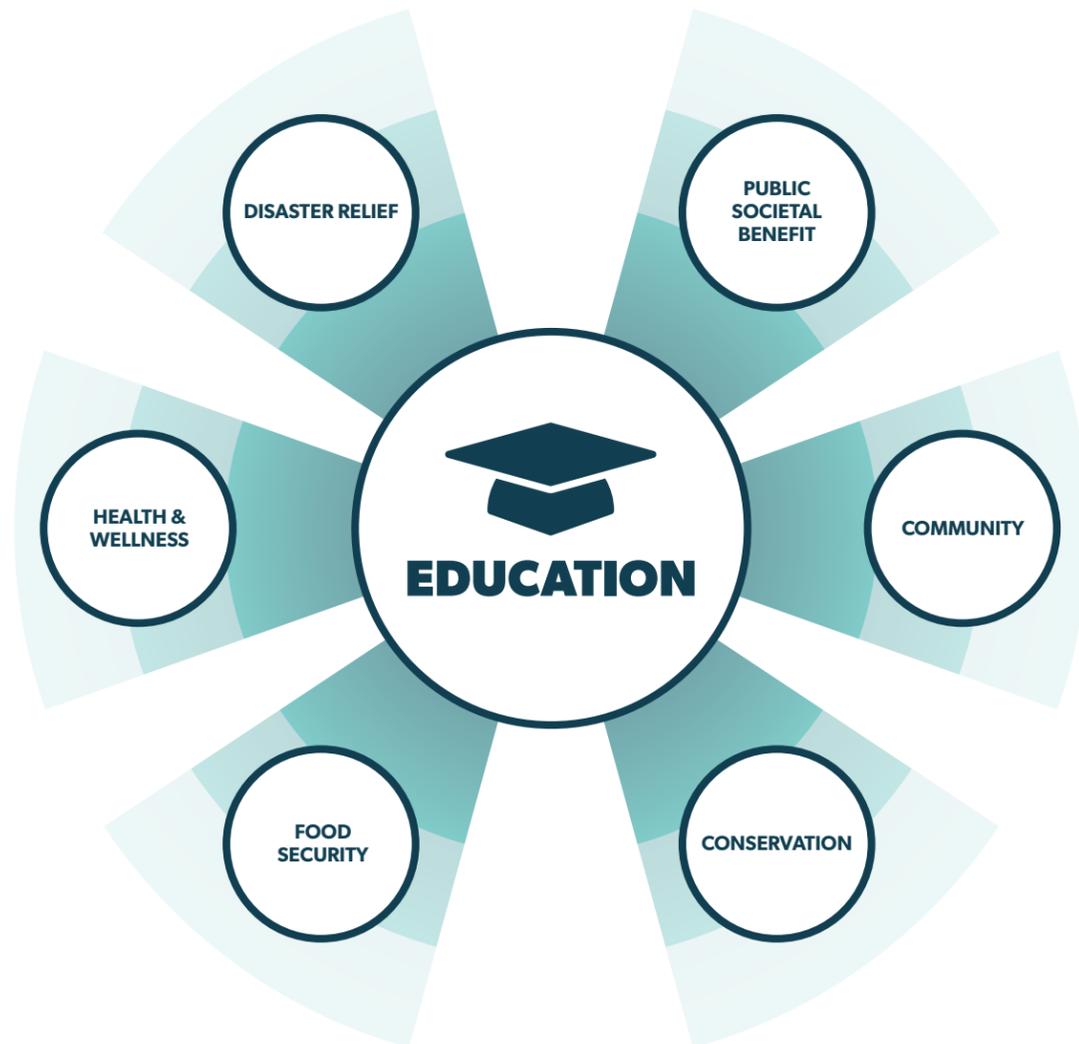


YEAR INVESTMENT STARTED **2020** | TOTAL INVESTMENT **\$248,000** | STATUS **ACTIVE**

Uncharted works with social impact start-ups to accelerate early-stage solutions addressing economic inequality. Uncharted’s partner organizations have raised \$254 million and impacted almost 50 million people to date. Uncharted has leveraged MFF’s initial \$248,000 investment into over \$8 million for social impact start-ups in health, education, energy, empowerment and environment.

EDUCATION IS AT OUR CORE

Education is at the core of MFF funding. This ecosystem illustrates our approach to bringing nonprofit organizations, corporations, the public sector and funders together to tackle real-world challenges through an education model. When we incorporate learning as the center of our convenings, the solutions created are relevant, resilient and adaptable for scale.



“MFF is a funder unlike any other in my view. They saved me dozens of hours of time at the height of the pandemic, and then, they reviewed, approved and disbursed the PRI within two weeks. It will go down as the best interaction with a funder I have ever had. Trust-based philanthropy, fast-moving and sensitive to how hard it is to fundraise.”

Banks Benitez
CEO, Uncharted

MFF'S GLOBAL NETWORK

While we typically focus on funding long-term programs with lasting impact, we can't turn a blind eye in times of deep need. The world needs everything we can give. In these times, we give with our heart and break our own rules.

MFF's philosophy is to give in your own backyard first. But that doesn't mean we stop there. In 2021, MFF giving stretched across the country and around the world through partnerships with several incredibly impactful organizations, from the Global Conservation Corps to Humane Society International and others.

The rest of our international giving was driven by crises. While we typically focus on funding long-term programs with lasting impact, we can't turn a blind eye in times of deep need. In these times, we give with our heart and break our own rules. Unfortunately, this year brought its fair share of international crises.

In May 2021, longtime collaborator and partner Gaurav Gupta, COO of multinational restaurant aggregator and food delivery company Zomato, approached Carrie with a proposal. At the time, India was experiencing its worst Covid surge to date, averaging 10,000 new Covid cases per day and reporting nearly 7 million cases in just the month of May. Zomato, Zomato's nonprofit Feeding India and others had teamed up to procure and distribute life-saving oxygen concentrators to hospitals and isolation wards, but they needed to raise an additional \$5 million. The effort was an impressive show of collaboration and fast-moving innovation. We immediately joined their effort. Together, we

launched a fundraiser on the social giving app, Cauze. Between fundraising and the collective power of the organizations, the funds were successfully raised and hundreds of thousands of lives saved.

In August 2021, as the US pulled out of Afghanistan, funds were desperately needed to help at-risk Afghanis out of the country. It was of critical importance to partner with a reputable organization. Again, our network connected us with an opportunity to support

people in need. In this case, Gloria Dittus and the Women's Foreign Policy Group introduced us to No One Left Behind. With a \$25,000 gift and another \$25,000 in matched funds, we evacuated about 14 Afghanis.

In 2022, we expect to grow our international network through our partner the DRK Foundation and others. We're certain that there will be good news, growth and disruption to report on as a result of these partnerships.

COVID-19 SURGE IN INDIA

Need:

\$5 Million to pay for procurement and distribution of Oxygen Concentrators

Worked with:

Zomato, Feeding India and others

Result:

Social Giving App Cauze launched, \$5 Million raised

TALIBAN TAKEOVER IN AFGHANISTAN

Need:

Evacuate at-risk Afghanis

Worked with:

No One Left Behind

Result:

\$25K gifted, \$25K matching, 14 Afghanis evacuated



THE INVESTMENTS WE MADE AND WHY: EDUCATION

INCLUSIVE AND ADAPTABLE EDUCATION FOR ALL STUDENTS

MFF’s President, John Morgridge, charged the team to connect every investment back to one tenet: education. Investing in education is essential to the current and future success of every initiative, in any industry. Education is the great equalizer. Nowhere is that more true than in K12 and higher education.

A large part of our funding in 2021 went to organizations disrupting the status quo to provide more effective and equitable education to everyone – regardless of background, economic status, race or stage of life.

This year proved to be an especially critical year for education. K12 schools across the country alternated between remote and

in-person learning as they adapted to the pandemic. Teachers and school staff reported burnout and resigned at record rates. In higher education, schools grappled with Covid-19 breakouts and rapidly changing needs for both students and employers. Much of this disruption, far from being the good kind we look for in our nonprofit partners, was hugely detrimental to students, families and the field of education alike.

The investments we made in our partners in 2021 brought people together, changed the way we provide and measure workforce development and made a good education available to more people.

IMPACT STORY: FIREFLY

Firefly Autism is a Colorado-based nonprofit dedicated to celebrating the lives of individuals on the autism spectrum through learning, support and solutions. They build innovative, individualized programs and cultivate meaningful, impactful relationships with the individuals, families and communities they serve.

Firefly is a longtime partner of MFF’s. Starting in 2020, with a \$1M commitment over three years, we created the Morgridge Family Fellowship. The program allows Firefly to train Registered Behavioral Technicians (RBTs) and Board Certified Behavioral Analysts (BCBAs) on their assent-based and values-based approach to Applied Behavioral Analysis (ABA) therapy.

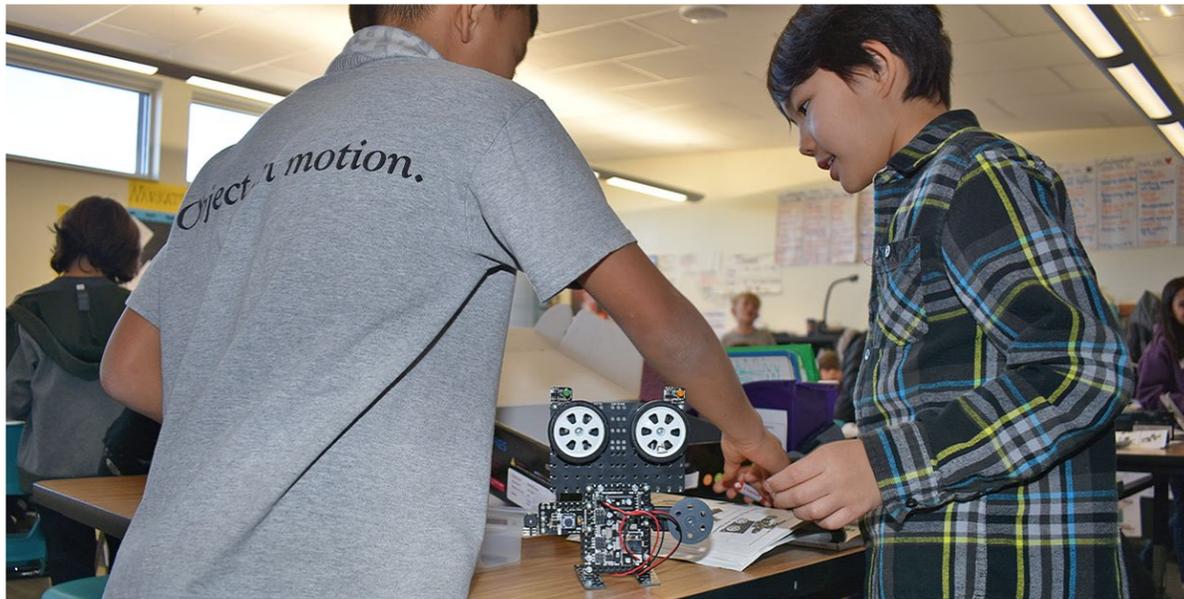
Through the support of MFF, 10 staff members started the state-of-the-art RBT training program, which fulfills the required 40-hour of training for free and prepares candidates for a competency exam by the Behavior Analyst Certification Board to obtain the proper credentials. Firefly successfully provided free individual and group supervision for 11 staff members to become BCBAs through a master’s level degree in Applied Behavioral Analysis, including 2,000 hours of supervision and passing a board exam.

Their work has only just begun. In the coming years, their training programs will continue to provide Firefly staff and practitioners around the country with the skillset and knowledge to ensure the utmost safety, care and respect of all individuals. Their active listening approach gives clients and their families the agency and accommodations needed to thrive in their environment and maintain successes outside of therapy sessions.



1,078,800
Total Giving

2021 Giving
361,000



IMPACT STORY: MINDSPARK™

MindSpark first began as an initiative of MFF, called Share Fair Nation. While much has changed at MindSpark, including the name, they continue to lead the pack in offering innovative teacher training for the needs of the 21st-century workforce. Today more than ever, MindSpark continues to achieve its core mission of transforming education while supporting educators.

MindSpark's partnerships and transformative work have resulted in monumental reach across the globe and measurable impact on teachers. How?

MindSpark has:

- Worked with over 2,017 districts, 6,846 schools, 34,812 educators impacting 1,074,360 students across the globe, in all 50 states, plus DC, and 88 countries.
- Engaged 752 private industry, community organizations, philanthropic partners and nonprofits to partner directly with education clients.



\$11,601,899
Total Giving

2021 Giving
\$2,155,256

- Raised over \$3M to support work in communities, garnering an ever-increasing social return on impact. With every \$1 invested in MindSpark, they return \$22 to the communities served.
- Designed and launched an upskilling graduate-level certification program in partnership with higher education and industry for educators debt-free, increasing STEM opportunities across the US.
- Designed and launched a first-of-its-kind certification in disruption, incentivized by industry.

Their work has driven impressive outcomes, including:

- 58% of clients work in schools/school districts that are considered low-income (Title I) and 49% of education clients are rural.
- 88% of MindSpark educators who have less than 5 years in the profession return to teaching the following year, markedly higher than the national average of 40% in this category.
- The MindSpark STEMpath program has maintained a 71% minimum threshold of female participation consistently over the past 3 years, and a 20% increase in African American representation from 2020 to 2021, aligning with the U.N.'s SDG framework for 2030.
- 99.2% of participants agree that MindSpark added value to their lives as professionals. 97% of participants with 16+ years of experience reported that MindSpark professional learning is among the most valuable they have ever experienced.

Two-thirds of participants report taking on leadership roles in their school/district after completing their time with MSL.

STEMpath

STEMpath is a first of its kind, graduate-level certification program for educators, created in partnership with higher education and industry. It is a debt-free certification that prepares educators with the confidence and capability to build a sustainable STEM pipeline.

Most schools do not offer STEM and Computer Science (CS) programming, especially when students are forming their occupational identity. Students who are not exposed to STEM early often self-select out of the pathways. Schools are not priming the STEM pipeline, leaving them ill-prepared for tech industry demands.

- **83% of STEMpath-trained teachers reported having strong confidence** in their CS ability. 59% report no confidence prior to the program.
- **75% of teachers received a promotion and pay raise** upon graduating from STEMpath.
- **19,000 students** have been positively impacted by STEMpath trained educators since 2019.



THE INVESTMENTS WE MADE AND WHY: CONSERVATION

ADVANCING CONSERVATION THROUGH HIGH-QUALITY EDUCATIONAL OPPORTUNITIES

The Morgridge family has a deep and enduring appreciation for wild places. They spend as much time as possible being active outdoors, from mountain biking across the Continental Divide to diving into New Hampshire lakes and every adventure in between.

It's no surprise, then, that the Morgridges hope to pass that love for the outdoors on to others. The Morgridge Family Foundation's funding in conservation focuses on providing opportunities to experience nature, preserving wild places and wild animals for

future generations and, most importantly, creating conservation-focused educational resources and opportunities.

Much of MFF's funding in conservation showcases how small grants can make an exponential impact. Our partners took relatively small amounts of money and put it toward specific, well-researched ideas. When those ideas are put into action, they yield results that will continue to benefit conservation for years to come.

IMPACT STORY: THE NATURE CONSERVANCY

The Nature Conservancy is a longtime MFF partner. Most recently, we partnered with them to improve sustainability and water security in Florida, which the Morgridge family calls home for much of the year.

The multifaceted programs conserve and restore forests, wetlands and other habitats; transform the way cities think about urban water management; and inspire action among governments, corporations and communities to invest in natural solutions. A few of the programs aided by our investment in The Nature Conservancy include:

The Aquifer Protection Initiative

Roughly 10 million people rely on the Florida Aquifer for fresh water. The Nature Conservancy launched an innovative program to protect the aquifer's recharge areas. The program prioritizes good land management practices for the rivers, springs and aquifers that feed urban water supplies.

The Nature Conservancy partnered with a local organization to implement nature-based solutions. They are restoring a 225-acre historic wetland to enhance water quality, lake levels, groundwater recharge, and flood protection while providing economic, educational and recreational benefits to the surrounding community.



Protecting the Manatees

The Nature Conservancy teamed up with the Fish and Wildlife Foundation to expand manatee surveillance to the underserved Eastern Panhandle. Data collected through the project is used to examine trends over time, identify aggregation areas, recognize manatees' regional shifts and seasonal patterns and implement additional protections where needed.

Protecting the Everglades

In partnership with state, local and nonprofit agencies, The Nature Conservancy has helped to protect more than 23,000 acres in the Everglades. They protect and reconnect crucial wetland conservation areas and improve water quality and storage to address the impact of humans on this fragile ecosystem.



THE INVESTMENTS WE MADE AND WHY: DISASTER RELIEF

LISTENING AND ACTING DURING CRISES

The pandemic created many universal experiences that people around the world now share – months of lockdowns, adjusting to masks, caring for neighbors in times of need. It also created a new universally understood fact: in the face of existential threats, a backup plan (or better yet, plans) and adaptability are essential to doing business. Nowhere is this more essential than in the social sector.

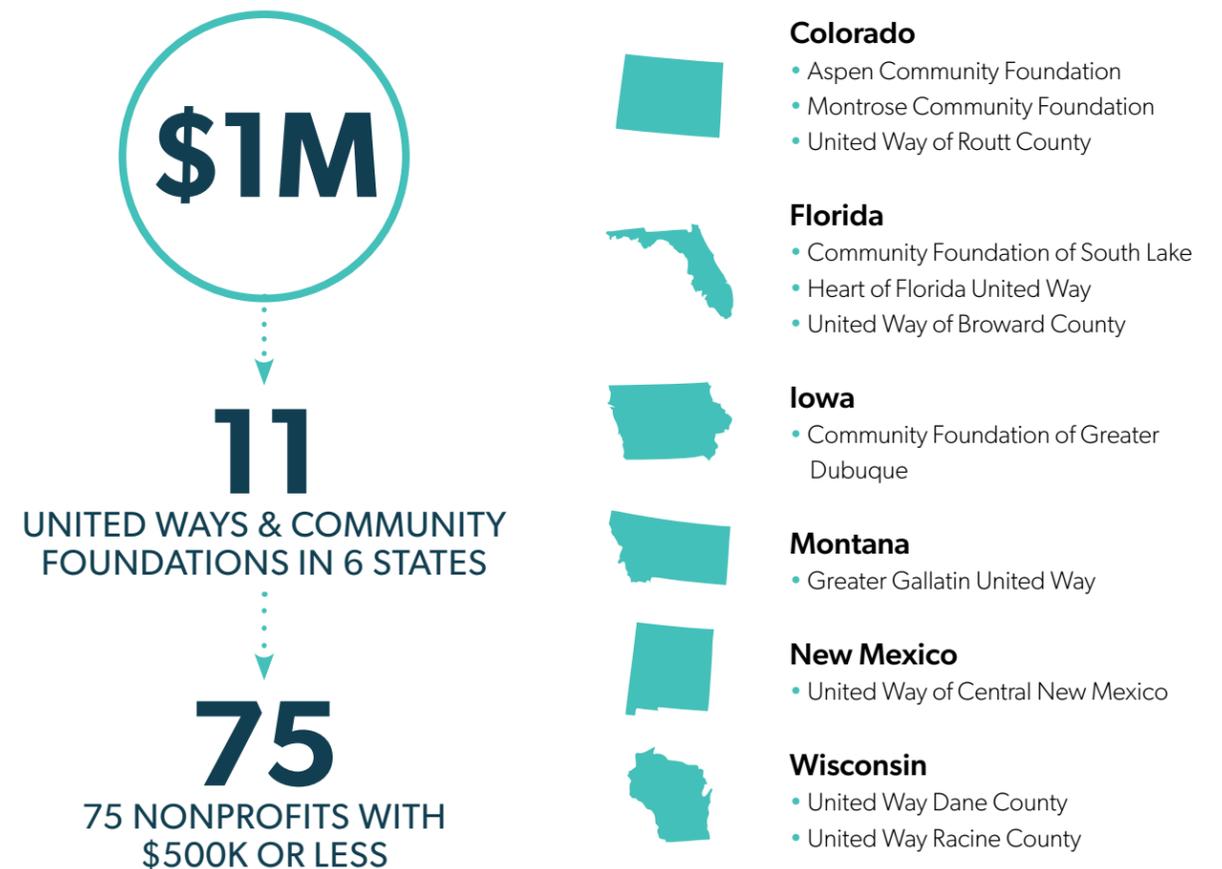
Our partners adapted in-person events like races and galas to be virtual or hybrid, they pivoted in what services they offer or how they deliver services and they addressed big, new, critical needs with speed and efficiency.

We were proud to support our partners as they nimbly provided critical help during crises this year. And, in many cases, our partnership does not end with crisis support. We relied on partnerships with United Ways and community foundations across the country to distribute Covid-19 emergency funds. Through these same partnerships, we discovered new causes, projects and organizations and new disruptors to support in 2022 and beyond.

IMPACT STORY: EMERGENCY COVID-19 GRANTS

In March 2021, MFF announced a third and final round of \$1 million in Covid-19 emergency relief investments.

We once again teamed up with our United Way and community foundation partners to identify and fund 75 nonprofits across 6 states with an operating budget of \$500,000 or less. These small but powerful organizations have been essential to leading their communities through Covid-19 recovery and beyond.



“The funding positively impacts those who are the most vulnerable in our community – our seniors, our laborers, survivors of violence, children whose parents are unable to make ends meet financially despite working long hours, individuals struggling with trauma.”

- Danica Jamison
President and CEO, Greater Gallatin United Way



River Center of Newcastle
Newcastle, CO

“In November 2021, a client, “B”, contacted The River Center for financial assistance in order to repair their furnace. Both B and her husband had decreased hours at work due to COVID over the last two years and had used up all their savings. They were trying to save in order to replace the furnace and, in the meantime, had been using space heaters to help heat their home during the cold winter, which was increasing their electricity bill. While this was beyond our typical scope of funding, it was clear this family needed to have suitable heat in their home without driving up their electric bill. River Center was able to use some of MFF’s funding as well as collaborate with two other agencies in order to get the furnace replaced and keep this family warm. The family is back on their way to being sustainable now.”



Valley Meals and More
Glenwood Springs, CO

“Every day provides a new success story as witnessed by the smiles, waves and shouts that greet our volunteers as meals are safely placed just outside the door, on the brick wall, hung on the picket fence or placed in a bucket and hoisted to a third floor balcony. An older woman in a 79-unit senior neighborhood where we deliver 50+ daily meals walked over to our delivery car and said that each day around 11:45am, the “chirping” starts, attributed to residents being happy and excited that it is meal delivery time; they are showered, dressed and waiting at their doors for our arrival. We hear success stories of healthy weight gain, overall wellness, physical and mental improvement and happiness of the older adults we serve from their referring physicians, churches, caregivers and family members.”

THE INVESTMENTS WE MADE AND WHY: FOOD SECURITY

ENABLING HUMAN POTENTIAL THROUGH ACCESS TO FOOD

Food is an essential building block that makes life and learning possible. Without ensuring affordable access to healthy food, none of our other work is effective. Food security is a complex issue. It is interwoven with poverty, access to education, institutional red tape and widespread food waste.

Our investment in food security began as many of our initiatives do – in our own backyard of Denver, Colorado. Our partners establish innovative ways to connect those in need with access to food, like their own

neighbors’ gardens, and address systemic blocks to food access, like food deserts.

In 2020, the US Department of Agriculture reported that 13.8 million American households experienced food insecurity at some point. Of those households, 2.9 million included children. We firmly believe that no person, and especially no child, should go to bed hungry. This year, we expanded our investment into food security through transformative new partnerships and projects to make that belief a reality.

IMPACT STORY:

UPCYCLED FOOD FOUNDATION

Upcycled products contain food that would have otherwise not gone to human consumption. The Upcycled Food Foundation exists to prevent food waste by growing the upcycled food economy faster through consumer education and partnerships with retailers.

The 141 Upcycled Certified™ products and ingredients are projected to prevent more than 703 million pounds of food waste annually. Preventing food waste is one of the most effective solutions to global warming.

With MFF's \$250,000 grant alone, Upcycled prevented 10 million pounds of food waste and 32.5 million pounds of CO2 emissions.



“The products and ingredients that have gone through the certification thus far span food, cosmetics, personal care, pet food and are created by both small startups and global legacy brands. This represents a major shift in our consumer product and retail environments because for the first time, consumers can help to prevent food waste every time they walk into a grocery store.”

- Turner Wyatt
CEO, Upcycled Food Association

IMPACT STORY:

FRESH FOOD CONNECT, COVID-19 EMERGENCY GRANTS



Fresh Food Connect

Fresh Food Connect's mission is to grow a more local and resilient food system by connecting gardeners to their communities. They achieve this by partnering with nonprofits and community gardens as well as connecting directly with home gardeners through their app. As of the end of 2021, Fresh Food Connect had 2,117 total registered gardeners and 63 operating partners across 24 states. They were active in over 1,700 zip codes – a 322 percent increase from 2020 – and made almost 70,000 pounds of food available to people in need of local, fresh and healthy choices. MFF is proud to have partnered with Fresh Food Connect since 2020, when they were only serving the Denver area. With their ambitious growth goals for 2022, their impact around the country will only continue to expand.



Covid-19 Emergency Grant: UpRoot

In 2021, UpRoot expanded its gleaning program into Delta County. The agriculturally abundant city of Paonia has proven its reputation for community-based sharing. Through a partnership with Colorado Farm and Food Alliance, sharing resources, knowledge and a new office space, UpRoot has collectively harvested and distributed over 27,000 servings of fresh organic food to local pantries and community food projects. They worked with five orchards, farms and gardens in the region, as well as local volunteers, to increase the accessibility of nutritious, local food.



IMPACT STORY: COMMUNITY FOOD UTILITY

Many of society's most fundamental needs are met by utilities: water, electricity, natural gas, sewage and sanitation. Our partner, NewImpact, posed a radical idea to us that just made sense. Why not create a public community utility for food that pays for itself? Such a utility could alleviate child hunger and provide affordable, healthy meals to those who need it most.

We funded research into and a pilot of the idea alongside NewImpact and implementation partner Metro Caring. The result? The Denver County Community Food Utility (DCCFU) with the mission of enabling high quality, healthy and desired food to reach all Denver County residents every day.

By 2028, DCCFU will have researched, tested and deployed five core programs and shared the model with other interested metros. We're not stopping here. This is just the beginning. Work in 2022 has already begun to spread the community food utility model to new areas. MFF and NewImpact have already partnered with Kentucky-based AppHarvest to bring the model to the Appalachian region.



Universal Basic Food (UBF):

This flagship program will provide high-quality, healthy, desired food items, freely available to all residents at select locations near public transportation throughout Denver County. Residents select UBF's food items, sourcing priorities and quality standards.



Discounted Food:

A wide selection of food and household items discounts will be available at UBF food retailers/depots and competing retailers. In and out of network retailers will value advertising to residents given the coordinated communication channels and buying power.



Cash Stipends & Dividends:

Residents will have the potential to receive predictable, steady monthly cash stipends to spend on preferred food not offered in the UBF program or other needs. Residents can receive cash dividends when DCCFU revenue exceeds expenses.



Emergency Food Supply:

Given recent climate, health and supply chain pressures, DCCFU recognizes the need to strengthen the resilience of local food systems. DCCFU will ensure that a 30-day supply of shelf stable goods are in stock and readily available to all residents.



Community Data Commons:

To leverage data as a disruptor for good, a Community Data Commons will enable residents to earn money from their collective purchasing data, if they choose to participate. Greater participation in the program will increase the power of the commons and benefit all.



THE INVESTMENTS WE MADE AND WHY: HEALTH & WELLNESS

SPREADING IDEAS AND INNOVATIONS IN HEALTHCARE THROUGH EDUCATION

It's probably not surprising to learn that since 2020, health and wellness has been at the forefront of our minds and, as a result, our investments. A global pandemic will do that. Since Covid-19 became part of our daily vocabulary, we have invested in groundbreaking research into the virus at National Jewish Health here in Denver and contributed grants to organizations across the country who help people to manage their physical and mental health.

But our commitment to funding initiatives in health and wellness are by no means new. The grants we made this year and the partnerships we formed are part of a longstanding legacy of investing in innovations in healthcare and, particularly, healthcare education. Two of our partners' programs in particular showcase the exponential impact that comes as a result of not only researching and developing more effective treatments but of sharing that knowledge and spreading it far and wide.

IMPACT STORY: NATIONAL JEWISH HEALTH

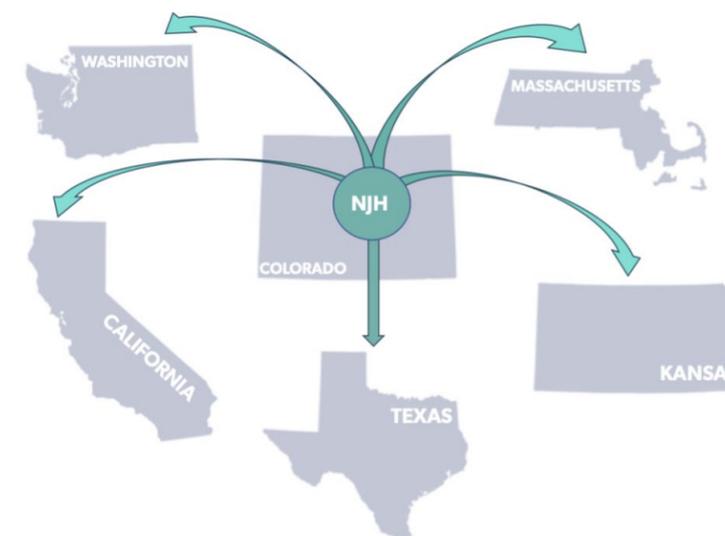


"Our longstanding partnership with the Morgridge Family Foundation played a tremendous role in our ability to swiftly respond and lead during these challenging times."

In 2021, the Morgridge Academy returned to in-person learning by exhibiting remarkable innovation and adaptability necessary to run a school for chronically ill children during an ongoing pandemic. Students and teachers safely met for in-person classes while developing new ways to support each others' academic goals and mental health.

The Morgridge Fellowship Program hosted 62 fellows in 2020-2021 and 57 fellows in 2021-2022 in Pediatrics, Radiology, Infectious Diseases, Pulmonology, Allergy, Interventional Pulmonology, Genetics, Thoracic Surgery and Biomedical Research.

Upon completing the Fellowship, Fellows will join over 700 other alumni in sharing their industry-leading education with communities around the world. As a result, the impact of the program grows exponentially year-over-year. Participants who completed the fellowship in 2021 alone took their skills to six different states.



\$16,695,629
Total Giving

2021 Giving
\$1,626,000



THE INVESTMENTS WE MADE AND WHY: PUBLIC, SOCIETAL BENEFIT

PREPARING EVERYONE FOR MEANINGFUL WORK THROUGH MORE EQUITABLE POLICIES

We know that changing policy and building relationships are some of the best ways to impact the most people possible. In 2021, we renewed our commitment to investing in policy – primarily focused on education – at the national and the state level.

Through publishing projects, cross-sector coalitions and more, we brought together thought leaders across the country to build more comprehensive solutions that felt out of reach. Collaborative entrepreneurialism to solve problems that seem insurmountable is what drives MFF.

Much of our current and future public benefit work is focused on child welfare. Prior to 2021, we had a track record of working with organizations that are interconnected in the child welfare space. As we learn about challenges within the system, two things are clear. First, the child welfare system needs transformational change. Second, foundations like MFF can play a role as a convener for bringing leaders to the table to find community-driven solutions. This work has already begun. We urge you to get involved. Learn more about our ongoing child welfare work on page 46 of this report.

IMPACT STORY: EDUCATION SYSTEM RESILIENCY AND INNOVATION INITIATIVE

In February 2021, the Public Education & Business Coalition and the Keystone Policy Center published a comprehensive report with 16 concrete recommendations– including pilot programs, field studies and learning opportunities– to improve support for teachers, better prepare students for success and address systemic inequities and achievement gaps made worse by the pandemic.

The report was the result of a broad coalition and research initiative called the Education System Resiliency and Innovation Initiative (ESRII). Fully funded by MFF, ESRII focused on strengthening the teacher workforce. During difficult times for education, ESRII and its data-driven research told a story of hope and possibility.

“From the first meeting, [teachers and education stakeholders] were clear that they did not want to return to what was and all had a remarkable sense of hope that we can and will rebuild a better, stronger, more personalized education system for students and a prestigious, rewarding profession for educators,” said Berrick Abramson, director of the education program for Keystone Policy Center.

Among the outcomes of ESRII’s work was Colorado Senate Bill 21-185, which passed final vote in June 2021. The bipartisan bill is ambitious and comprehensive. Its measures will reduce the teacher shortage, develop a workforce that more closely reflects the diversity of Colorado’s students, elevate the teaching profession, expand pathways into teaching and more.

“From the first meeting, [teachers and education stakeholders] were clear that they did not want to return to what was and all had a remarkable sense of hope that we can and will rebuild a better, stronger, more personalized education system for students and a prestigious, rewarding profession for educators.”

- Berrick Abramson
*Education Program Director,
Keystone Policy Center*

IMPACT STORY:

AEI, UPSOLVE, ACE SCHOLARSHIPS

AEI

Over the past year, AEI Poverty Scholars have published major reports, briefed numerous policymakers and their staffs, conducted countless background interviews with members of the media, held high profile public events and testified before leading Congressional committees.

“The way to help people escape poverty is through a combination of work and government aid, not work alone and not government aid alone.”

- Robert Doar
President, AEI
Morgridge Scholar



\$4,372,000
Total Giving

2021 Giving
\$600,000



ACE Scholarships

ACE Scholarships, which provides children of low-income families with scholarships to private schools in grades K-12 and advocates for expanded school choice, achieved a number of important policy wins in 2021.

Montana’s HB 279 enacted a number of changes to make the state’s tax credit scholarship program more financially sustainable and easier to administer for both student scholarship organizations and participating schools. In Colorado, Governor Jared Polis obtained a Covid-19-relief “EANS” (Emergency Assistance to Non-Public Schools) grant of \$28 million for non-public schools, useable for purposes like sanitization, personal protective equipment and Covid-19 testing.

Kansas’ tax-credit expansion passed the state Senate 23-14 after four hours of debate, making it the first standalone school choice bill to clear the state Senate in years. In Arkansas, the state legislature passed Senate Bill 680 to create the state’s first tax-credit scholarship program for students at or below 200% of the poverty level, with \$2 million in new scholarships per year, 100% state income tax credit for individuals and corporations and scholarships for about 300 new students in its first year.



\$2,297,400
Total Giving

2021 Giving
\$205,000

Upsolve

Upsolve is a nonprofit organization building an accessible and affordable online platform for low-income and working-class families to exercise their legal rights and achieve economic mobility. Their model is simple but powerful: they provide education, tools and an online community to help everyone overcome debt, access their rights and rebuild their financial situation – regardless of their ability to pay for a lawyer. Keep an eye out for more from our partnership with Upsolve in 2022 and beyond.

“What we have isn’t legal rights under the law... we have legal rights if you can afford a lawyer.”

- Rohan Pavuluri
CEO, Upsolve



IMPACT STORY: FORD'S THEATRE



DIRECT IMPACT 412,140 VISITORS IN 2021

\$285,000
Total Giving

2021 Giving
\$100,000

In this time of social distancing and lockdown of public spaces, the Ford's Theatre pivoted to remain creative and fiscally responsible while finding new ways to connect to their patrons and program partners. Their virtual artistic programming reached audiences across the country while education and history programming provided virtual learning opportunities and enlightening experiences to students of all ages. Providing high quality virtual programming has helped to position Ford's for greater impact in the years to come.

In 2021, Ford's Theatre provided virtual education programs for more than 13,000 students, teachers and online learning enthusiasts. This was an increase in participation in virtual programming by 636% since the 2018-2019 school year (the last full year unaffected by the pandemic). By developing easily accessible virtual educational programs, they were able to serve underserved communities in the D.C. area and beyond.

During a year of exceptional challenges with the pandemic, Ford's Theatre has been very successful in providing superior experiences for local and national educators, students and life-long learners.

Accomplishments include:

- Teachers were better prepared to manage the challenges of conducting distance learning experiences;
- Students did not miss out on educational experiences outside of their classroom because of the restrictions placed on in-person field trips; and
- The public gained access to new programs and resources that spoke to the relevancy of history today.

THE INVESTMENTS WE MADE AND WHY: BUILDINGS, COMMUNITY AND THE ARTS

FACILITATING CONNECTIONS THROUGH INSPIRING SPACES

The pandemic has offered no shortage of challenges. But one of the silver linings has been witnessing the ways in which communities and nonprofit organizations have risen to the challenges they face and overcome them in creative and inspiring ways. As we gather again in person, the power of gathering spaces is more important than ever.

Carrie Morgridge studied interior design in college. There, she learned about the importance of space; it's about how we gather and interact with one another. Her knowledge and insights have translated into an appreciation for buildings and good design at MFF. We invest in building projects because we know the transformative impact they have.

Few sectors bring people together as powerfully as arts and culture institutions.

In October 2021, the Denver Art Museum unveiled their transformative expansion with the new Martin Building. Part of the new expansion includes the Morgridge Family Foundation Creative Hub, a 5,000 square foot multipurpose space that celebrates local creatives and provides hands-on, self-directed learning opportunities for visitors.

Another critical element to pandemic recovery and building stronger, more resilient communities is the power of collective giving. The last decade has seen a boom in giving circles. As a longtime partner of Impact100, we believe in the power of collective giving to bring people together and to improve communities by giving the people within them greater agency and power together than they could apart.

CONCLUSION

LOOKING FORWARD

WHAT'S NEXT?

In 2021, we began setting the foundation up for new initiatives launching in 2022. We can't wait to officially announce them, but in the meantime we can give a sneak peek and encourage you to get in touch about opportunities to get involved. Here's what is in the works:



We hired our Senior Impact Analyst, Elisabeth Wilson, to lead research and evaluation efforts on behalf of MFF and our partners. As an extension of her work, we'll be launching our Child Welfare Initiative in 2022. The initiative leverages our track record of working with

organizations that are interconnected in the child welfare space to act as a convener for bringing leaders to the table to find community-driven solutions.

We will be actively inviting thought leaders, policy experts, child welfare organizations and those with lived experience in the system to join us in honest conversations about child welfare. For the latest on our work, visit morgridgefamilyfoundation.org/about/child-welfare.

Another exciting initiative launching in 2022 is MFF's workshop series. We will be partnering with Basil Data to host free impact measurement workshops to our partners ready to get the most out of their data. The workshops will cover the importance of impact measurement, the 5 impact data categories, the "Basil Basics," and more. Concurrently, the MFF comms team will offer workshops geared at helping nonprofits optimize and simplify their communications strategies to get the best results and bang for your buck.

Interested in signing up for a webinar? Subscribe to our newsletter, The Reach, for the latest or contact: elisabeth.wilson@thinkmff.org.

CONCLUSION

EVERYONE HAS A ROLE TO PLAY

START WHERE YOU ARE AND DISCOVER YOUR ROLE

One of our main goals as an organization is to bring new voices to the table and share new insights and research openly to lift up as many people as possible.

We invite you to start your disruption journey. As our mantra goes, Every Gift Matters. Whether it's encouraging your employer to build out a more robust corporate social responsibility program, giving small amounts of your own time, treasure and talent, joining a giving circle or establishing your own donor-advised fund or foundation – wherever you are is a good place to start.

At a nonprofit, you have a role to play as well. As the boots on the ground, you have a valuable opportunity to educate, inspire and bring together funders of all kinds. Build

strong relationships with the communities with which you work, with your donors and with your online audiences. Keep trying new things and testing.

Looking for resources for your journey? We can help you there.

Visit bit.ly/FutureOfGiving to discover cultural shifts shaping the way we all give today and into the future, along with an addendum all about effectively engaging with Gen Z givers.

Visit thinkmff.org to subscribe to our newsletter for bi-weekly updates on our partners and their work, social sector trends and thoughts from leaders in the field. Our newsletter is the best place to get updates on MFF workshops as well as opportunities to get involved with the Morgridge Acceleration Program.



MFF STAFF



CARRIE AND JOHN MORGRIDGE

Founders

Most likely to convince you to sign up for an Ironman.



JOHN FARNAM
Chief of Staff

Most likely to befriend a celebrity on a flight.



TONY COHN
Director of Strategy

Most likely to eat sushi for breakfast, lunch, and dinner.



ELISABETH WILSON
Senior Impact Analyst

Most likely to solve a true crime cold case.



JOHN C. MORGRIDGE
Executive Board Member

Most likely to swim, bike and run across the French countryside.



EMMA SPOFFORD
Director of Administrative Services

Most likely to have her cat chime in during calls.



MICHELLE MORGRIDGE
Executive Board Member

Most likely to be found leading a hot yoga class.



MEREDITH DREMAN
Director of Publishing

Most likely to have the longest Wordle streak.



HILLARY MORGRIDGE
Senior Advisor

Most likely to bake her way to your heart through sweet treats.



KELSEY THOMPSON
Communications Manager

Most likely to join a Zoom call from a tropical destination.



NATE ANGELL
Senior Advisor

Most likely to participate in an ultra marathon.



SABRINA KRONICK
Office Manager

Most likely to introduce you to a new style of craft beer.



PAUL HEITZENRATER
Senior Advisor

Most likely to throw a dinner party fit for royalty.



ASH GALLEGOS
Program Manager

Most likely to successfully DIY her home renovation.



NINA MORGRIDGE
Paws-itivity Advisor

Most likely to fall asleep under your desk.



Morgridge
FAMILY FOUNDATION