



# M.J. MURDOCK CHARITABLE TRUST

## 2011 ANNUAL REPORT



PARTNERING  
WITH THOSE WHO

**SERVE**  
THE COMMON  
**GOOD**



FROM THE EXECUTIVE DIRECTOR

“WHEN THE PAST  
NO LONGER ILLUMINATES  
THE FUTURE,  
THE SPIRIT WALKS IN DARKNESS.”

*Alexis de Tocqueville*

*Democracy in America* has, since its publication in 1835, been a helpful and insightful work into the uniqueness of the “American Experience.” Most today are unaware that the original purpose for Alexis de Tocqueville’s journey to the United States was for a smaller, more focused project; he had been charged to examine the prison system in the States to inform and assist the French government in its prison reform efforts. De Tocqueville completed his report as assigned after his nine-month sojourn around North America, but he was far more fascinated—in fact, captivated—by the democratic and civic life in America. He observed, “I encountered a thousand things beyond my imagination!” He went on to write about those “1,000 Things,” and because of those writings we remember de Tocqueville as one of the most astute and insightful observers of the Unique American Experience.

**The rest, as they say, is history.**

De Tocqueville was amazed and impressed by thriving voluntary societies, religious organizations, and trade associations; a deep commitment among all peoples to education, both formal and informal; and community involvement from widely diverse sectors and groups of people. The concepts of charitable giving, community service, and care for the needy were already woven into the fabric of the American experience. There was little talk of “blame,” and there were many expressions of creativity, innovation, hard work, and community, as well as individual responsibility. It was by no means a perfect world, but the “American democratic experiment” was vital, thriving, and growing.

**The same, we think, is true today.**

One of the exciting opportunities we have at the Murdock Trust is to see that same vitality and creativity at work in a region of the United States that was hardly taking shape on the maps when de Tocqueville visited our country.

In this annual report we provide but a glimpse into the organizations and individuals that in our day help form the mosaic of vitality in our communities and in our region. It includes a wide variety of sectors and types of organizations, such as the following:



Steven G. W. Moore,  
Executive Director

- Alaska Community Foundation, which is cultivating generosity throughout Alaska
- Birch Community Services, which is meeting the physical needs of people in Oregon with food and clothing
- FareStart, which is providing opportunities to the homeless in Seattle through culinary training
- George Fox University in Oregon, which launched a new physical therapy program to respond to the need and demand of underserved populations in the Northwest
- Glendive Medical Center in Montana, serving a wide range of people with creative inpatient and outpatient services
- Hopa Mountain Foundation, which is educating tribal children and their families in rural Montana
- Idaho Shakespeare Festival, which produces outstanding theater arts in one of the most beautiful settings in the Northwest
- PATH in Seattle, which is providing international leadership making vaccines and treatments available, affordable, and accessible to the most underserved and remote populations in the world

These groups are but a representative sampling of those all across the region and the nation that are meeting the challenges of the world in which we live. They represent the worlds of arts and culture, education, science education and research, and health and human services. A full listing of the 2011 grants is available on our [website](#), as well as in this report.

There is another set of partners with which we are privileged to work. Nearly 40 fund managers help steward the Trust's resources and enable us to do what we do. They are skilled investors who not only work to grow local, regional, national, and international businesses, but they are also people deeply committed to the work of the nonprofits we serve and the foundations, pension plans, and universities they serve through their invested funds. While some have found it fashionable to criticize those who work in these sectors, we find a majority of fund managers to be thoughtful and committed people seeking to help individuals, businesses, and the economies of the world to thrive! We are fortunate to have long-term relationships with many of our managers, such as:

- Van Hoisington and team at Hoisington Investment Management Company
- Howard Marks and team at Oaktree Capital Management
- Mitch Miliadis and team at PRIMECAP Management Company
- Mike Moritz and team at Sequoia Capital
- Nancy Zevenbergen and team at Zevenbergen Capital Investments



All of these fund managers work to maximize return on investment in ways that help us serve and partner with more organizations that help individuals, families, and communities flourish in and beyond the Northwest. These partners are also a significant and important part of the fabric of philanthropy and the work of building strong communities.

A full listing of our fund managers, their organizations, and our [\*investment philosophy\*](#) is available in this report and on our website.

And speaking of partners, at our 2011 Founder's Day celebration, we recognized two partners that have been vital to our nationally recognized program serving high school science teachers, [\*Partners in Science \(PIS\)\*](#). Designed to provide professional development, enhance great science education, and bring research into the teaching and learning of public and private high schools, PIS honored two institutions that have hosted high school teachers in their labs since the program's creation nearly 22 years ago. Recognized for their outstanding investment were Oregon Health & Science University, with 100 high school partners and 47 university mentors, and Portland State University, with 50 high school partners and 29 university mentors.

To date PIS has involved more than 400 high school partners and dozens of universities in our region. Numerous efforts on several fronts by Murdock and other foundations to build stronger science, technology, engineering, and mathematics (STEM) programs again show the beauty and complexity of what helps shape a healthy STEM ecosystem in our region and nation. Partnership, collaboration, and connections are alive and well!

Partners is but one example of our [\*Enrichment programs\*](#) and the commitment of the Trust to leadership development and capacity building in the region. A more detailed look at these Enrichment Initiatives follows in this report.

As you peruse the 2011 Annual Report, you will very quickly see that the commitment to partnership and collaboration is a steady theme running throughout all our work. More than 1,300 leaders from nearly 500 organizations engaged in our Enrichment programs in 2011. More than double those numbers have been a part of the grant process, and an even wider number have engaged through the work of [\*nonprofit support organizations\*](#) across the region.

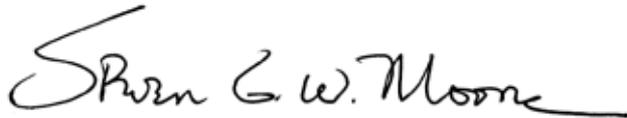
Interestingly, this happens at the Trust through the outstanding staff and adjunct leaders who bring the mission of the Trust to life. In 2011 we reached a number of markers in the life of the Trust. We saw the retirement of Colleen Allbee, technology coordinator (28 years of service, the longest serving employee in the history of the Trust). We welcomed [\*Camille Cotton\*](#), grants program assistant; [\*Karen deRenne\*](#), senior accountant; and [\*Hugh Vander Plas\*](#), program director, an outstanding and remarkably gifted group of new staff. Our 2011 class of [\*interns\*](#) included Kari Foss, Washington State University; Kylie Grader, Whitworth University; Kole Krieger, Linfield College; Kevin Petermeyer, Linfield College; plus



Photo by David Jensen

Shapiro Scholar Kelly Bartz, George Washington University. They are now serving nonprofits in our region or, hopefully, working to finish their last year of school! Our visiting scholar, [Michael McGill](#), enriched our thinking and our work in the area of emerging leadership development and relief organizations in the developing world. He joined a growing list of those who achieve, extend, and support the work and mission of Murdock.

Annual reports, in some ways, are like a few frames taken from a full-length movie. They don't tell the whole story but merely give a glimpse into it. Of course, one of the unique stories of the Northwest in recent generations is that of Jack Murdock. To learn more about Jack, we have collected stories from his friends, colleagues, and co-workers in a creative [video](#) produced by Joe Kaleel. Over and over we heard people tell about the entrepreneurial, humble, innovative, resourceful humanitarian, Jack Murdock, whose estate launched the Trust. It reminds me of another insight from de Tocqueville, that the health of a democratic society may be best measured by the quality of the contributions of its citizens, not the extent to which government is the solution. We seek to honor Jack's intent to see individuals, families, and communities flourish through all we do. This 2011 Annual Report celebrates the people, places, and projects that intersect in some way with Trust mission. We hope you, like de Tocqueville, are amazed and encouraged as you journey through this report.



*Steven G. W. Moore*

Jack Murdock



**FEATURED GRANTS**  
**ARTS & CULTURE**



Grant recipient Paul Rucker plays his cello to demonstrate the transformative effect support from Artist Trust has on his capacity to sustain creative practice. Photo by Miguel Edwards

**ARTIST TRUST—SEATTLE, WA**

**Grant Title: Program Expansion—*To support statewide business training for artists***

This unique organization supports individual artists through technical assistance, financial grants, and community recognition for their art in order to enrich communities in Washington. The Murdock Trust’s 2011 grant of \$148,000 supports an expansion of Artist Trust’s training programs to provide two-day career training workshops and a regional speaker’s bureau to offer targeted business-related speaking topics. As a result, Artist Trust is able to expand its reach to smaller communities throughout the state and provide valuable knowledge, tools, and peer networks to aid artists in successfully navigating the arts business.

**PORTLAND TAIKO—PORTLAND, OR**

**Grant Title: Program Expansion—*To increase earned income***

Taiko, or Japanese drumming, is a unique blend of artistry and innovation where culture, art, rhythm, movement, and visceral sound come together. Through its mission, Portland Taiko affirms Asian-American pride, inspires audiences, builds community, and

educates about Japanese culture and heritage. The Trust’s \$69,500 grant in 2011 allows Portland Taiko to build its capacity to reach a greater audience in order to fulfill its high performance demand and bring diversity to the community by educating the public about Japanese culture.

**ALASKA DANCE THEATRE—ANCHORAGE, AK**

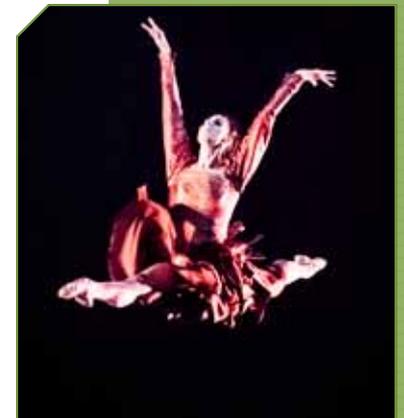
**Grant Title: New Artistic Staff—*To support professional dance company and education programs***

Alaska Dance Theatre promotes dance through professional education, performance, and advocacy in Alaska. It has a pre-professional program, a professional dance company, and a dance school, which is the largest and most established in Alaska, providing high-caliber professional dance education. Alaska Dance Theatre provides tickets for low-income families and children, spreading the beauty of the arts throughout the entire community. A 2011 Trust grant of \$80,000 was made to hire a company manager for the professional dance company, elevating its artistic quality and allowing it to reach a larger audience and attract more competitive dancers.

Portland Taiko performs the traditional Japanese drum dance



Dancer Lindsy Dec performs in Alaska Dance Theatre’s production of *Desdemona*



**FEATURED GRANTS**  
**EDUCATION**

**CHILDREN'S MUSEUM OF TACOMA (INFORMAL EDUCATION)—TACOMA, WA**

*Grant Title: Facility Renovation and Exhibit Construction—*

*To expand services for visitors*

Children's Museum of Tacoma provides opportunities for young children to play and learn with uniquely interactive exhibits, while supporting, educating, and empower-

ing parents and caregivers to nurture their children's development and education. It offers free weekday off-site programs that help children become school-ready through social and play experiences, and it has implemented a Pay As You Will model for the museum to eliminate cost barriers, allowing it to serve more children and support more parents

and caregivers. Children's Museum of Tacoma received a grant of \$300,000 from the Trust in 2011 to renovate a new museum space in an improved location, allowing it better accessibility, a greater reach to children and parents in the community, and an expanded exhibit area.



Children's Museum of Tacoma features water play for its young visitors

## FEATURED GRANTS EDUCATION

### **BOISE COMMUNITY RADIO PROJECT (INFORMAL EDUCATION)—BOISE, ID**

**Grant Title:** *New Equipment—  
To serve the Treasure Valley*

Serving Boise and the surrounding area with locally produced, community-based radio programming, Boise Community Radio Project seeks to inspire thoughtful discussion, enhance social, cultural, and environmental awareness, and cultivate a strong

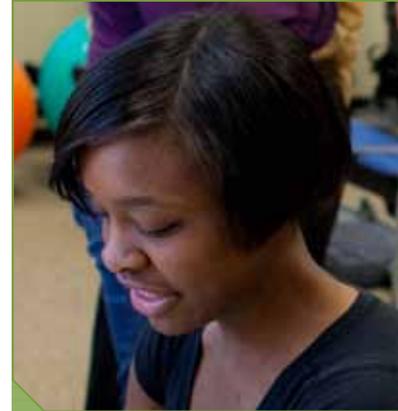
sense of place in the Treasure Valley. Its programming is comprised of local public affairs and educational programs, additionally highlighting local musicians and non-profit organizations. The all-volunteer organization was awarded a Trust grant of \$60,000 in 2011 toward the purchase of broadcasting and studio equipment to complete its radio station and increase its reach in the community.



### **GEORGE FOX UNIVERSITY (FORMAL EDUCATION)—NEWBERG, OR**

**Grant Title:** *Building Renovation—  
To establish Doctor of Physical  
Therapy program*

George Fox University is a national-level university and one of the top Christian colleges in the Pacific Northwest. With 17 graduate program offerings, it is responding to the need, the demand, and the under-served population in the Pacific Northwest by adding a Doctor of Physical Therapy program. The Trust supported the creation of this innovative program in 2011 with a grant of \$400,000 toward building renovations, which will allow George Fox to provide health education, resulting in countless benefits to the region.



**Boise Community Radio  
Project's Saturday music  
programmer, Liam Marchant  
(age 13), speaks with local  
fifth graders starting up a  
statewide elementary school  
recycling program**

George Fox University  
students learn hands-on  
physical therapy training  
in the new Doctor of  
Physical Therapy program



## FEATURED GRANTS

# HEALTH AND HUMAN SERVICES

### ARCTIC BARNABAS—KENAI, AK

**Grant Title:** *Aircraft Modifications and Maintenance Equipment—To build program capacity*

Serving in the most rural places in Alaska, Arctic Barnabas Ministries serves missionaries who can only be reached by plane. It takes on the practical, pastoral, and spiritual tasks of keeping pastors and their families engaged in ministry in Alaska's remote villages. These missionaries serve in some of the harshest missionary conditions in the world, and the support that Arctic Barnabas provides allows them to have a longer lasting impact on the Native Alaskans they serve. The Trust's 2011 grant of \$115,000 refurbished and upgraded two aircraft and purchased equipment for continued maintenance.



Arctic Barnabas Ministries' Piper Navajo plane flies into Port Alsworth, Alaska

### SISTER SCHOOLS—SEATTLE, WA

**Grant Title:** *New Program Staff—To expand education program*

Sister Schools connects Seattle-area elementary and middle schools with schools in Uganda, Africa, through the act of giving. Seattle-area schools are paired with sister schools in Uganda; the American schools then collect needed supplies and clothing and



**Sister Schools connects American and Ugandan students through the act of giving**

choose a project to fundraise for and support. Sister Schools often targets low-income schools where students are usually on the receiving end of charity to allow them to experience the joy of giving. The Trust provided \$144,000 for a new executive director in 2011 to help fulfill its mission to develop social awareness and strong moral character in young students while improving living conditions for children in Uganda.



Glendive Medical Center staff with the new CT scanner

### GLENDIVE MEDICAL CENTER—GLENDIVE, MT

**Grant Title:** *New CT Equipment—To diagnose and treat rural patients*

A rural health clinic that is the only clinic in its county, Glendive Medical Center offers a wide range of services in its commitment to a healthier community. Among its many services are a nursing home, an assisted living home, in-patient and out-patient behavioral health services, and a dozen specialty services provided by local physicians. A new CT scanner was purchased with help from a 2011 Trust grant of \$250,000. The sophisticated unit allows for lower patient radiation doses and a wide array of diagnostic capacity, which in turn allows patients to stay closer to home and enjoy accurate diagnoses.



Wright Hall, the heart of Menucha Retreat and Conference Center

**FRIENDS OF MENUCHA—  
CORBETT, OR**

**Grant Title:** *Historic Hall Restoration—To increase guest safety*

Located in rural Oregon, Menucha Retreat and Conference Center serves about 10,000 people and 400 groups each year by providing retreat space for leadership development, spiritual formation, and team building. Wright Hall, Menucha's main house, contains the dining hall, main gathering hall, and sleeping quarters for 50 people; it has suffered severe weathering from 80 years of exposure to the harsh conditions in the Columbia Gorge. In 2011 the Trust supported the renovation of Wright Hall with a grant of \$85,000 to help preserve the building from major damage and improve its appearance and safety for guests.

**FEATURED GRANTS**  
**SCIENTIFIC RESEARCH**

**TRINITY WESTERN UNIVERSITY—LANGLEY, BC**  
**Grant Title:** *The Role of ILK in the Differentiation and Progression of Retinoblastomas (MCRPLS)*

The Trust awarded a Murdock College Research Program for Life Sciences grant of \$48,500 to Dr. Julia Mills in 2011 to study childhood cancer in the eye. Also pictured is

William Sikkema, a student whose research was made possible because of a summer research stipend provided by the same award. Dr. Mills' research was conducted in the new cell biology laboratory located in the Neufeld Science Research Centre, funded by a 2010 Trust grant, one of the top science programs in Western Canada.



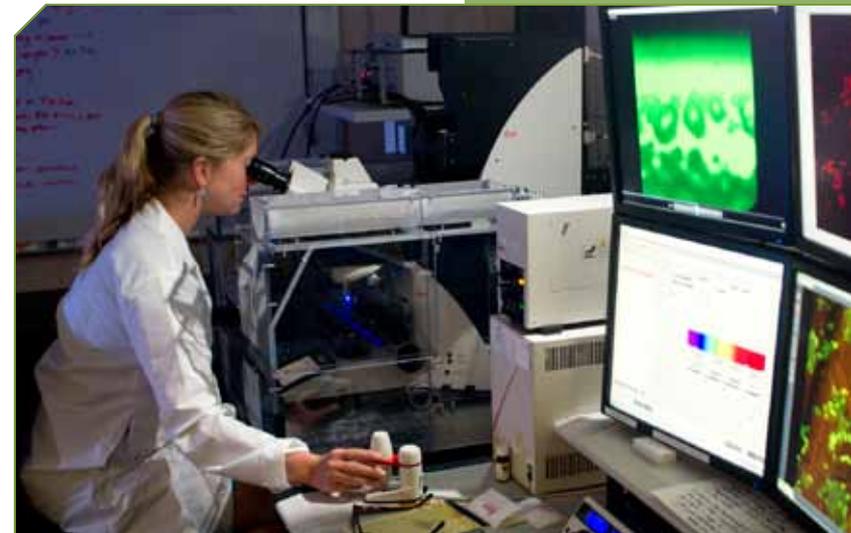
Dr. Julia Mills studies childhood eye cancer with undergraduate students at Trinity Western University

**MONTANA STATE UNIVERSITY BOZEMAN—BOZEMAN, MT**

**Grant Title:** *Acquisition of Confocal Microscope System—To support live imaging development*

Montana State University Bozeman is creating a dedicated live-imaging facility that will allow faculty and students to perform research in neuroscience with powerful new approaches. The Trust granted \$450,000 in 2011 for a new confocal microscopy system and laser for live imaging that will enable neuroscientists to research and understand how neural circuits contribute to neural function and behavior, as well as optically record the activity of specific neural circuits. This state-of-the-art microscope serves the work of biology researchers and students not only in the Northwest but throughout the United States.

Microbiology graduate student Kristen Brileya works with the new confocal microscope at Montana State University Bozeman





A mother holds her son's immunization card during PATH's new meningitis vaccine campaign in Burkina Faso, Africa. Photo by Gabe Biencycki

**PATH—SEATTLE, WA**  
**Grant Title: *Technology Enhancements—  
To improve financial and project management of global health initiatives***

An international leader in the global health field, PATH makes vaccines and treatments affordable, accessible, and available to the most underserved and remote populations in the world. PATH develops vaccine technology in its Seattle laboratories and selects developing-world companies to manufacture and distribute these life-saving products to their vulnerable communities. The Trust granted \$255,000 in 2011 toward organizational infrastructure improvements to advance PATH's global health mission to serve the health needs of the developing world.

## ENRICHMENT INITIATIVES

The Trust supplements its grantmaking efforts with *Enrichment Initiatives* to fulfill its desire to strengthen and enrich the quality of life of individuals and communities in the Pacific Northwest. Through these Enrichment Initiatives, the Trust seeks to nurture and strengthen sectors of particular interest by addressing difficult and persistent issues, enhancing the quality and capacity of individual organizations, and improving the abilities and skills of those who are in positions of leadership. Enrichment programs are offered in science education, organizational capacity building, leadership development, and special grants programs.

### ENRICHMENT INITIATIVES IN 2011:

#### 1. SCIENCE EDUCATION

- Enrichment programs in *science education* add value to the work done by secondary school teachers and higher education faculty and their students. Our science education Enrichment programs are carried out through grants and supported by Trust-hosted and Trust-sponsored conferences. Five programs make up science education: Murdock College Science Research Program, Partners in Science (PIS), PIS Supplemental, Murdock College Research Program for Life Sciences, and Research Start-Up Grants for New Science Faculty.

#### 2. CAPACITY BUILDING

- Non-profit organizations operate in an increasingly complex society and marketplace. Within this environment, an organization's ability to build its capacity is crucial to sustaining, enhancing, and expanding necessary programs. To assist organizations, the Trust provides a number of workshops designed to address critical issues in areas such as fundraising and board development. *Capacity Building* programs include Essentials of Development, Advanced Development, and Board Leadership and Development.

#### 3. CHRISTIAN LEADERSHIP

- Christian Leadership* convenes leaders, educators, and advisors in order to help them meet the critical and persistent leadership needs faced by Northwest organizations. The Trust's goal is to bolster organizational efforts by developing more effective leaders who are better prepared to serve mission-based organizations and their communities. The three programs in Christian Leadership are Christian Leadership Advance, Vision and Call Internship Program, and Women in Leadership.

#### 4. SPECIAL GRANTS

- Special grants* support Nonprofit Support Organizations and K-12 Private Education.



Kevin Haler of Lake City High School in Idaho is in the PIS program and studies the Use of Nanoparticle Probes for Biosensing at the University of Idaho laboratory

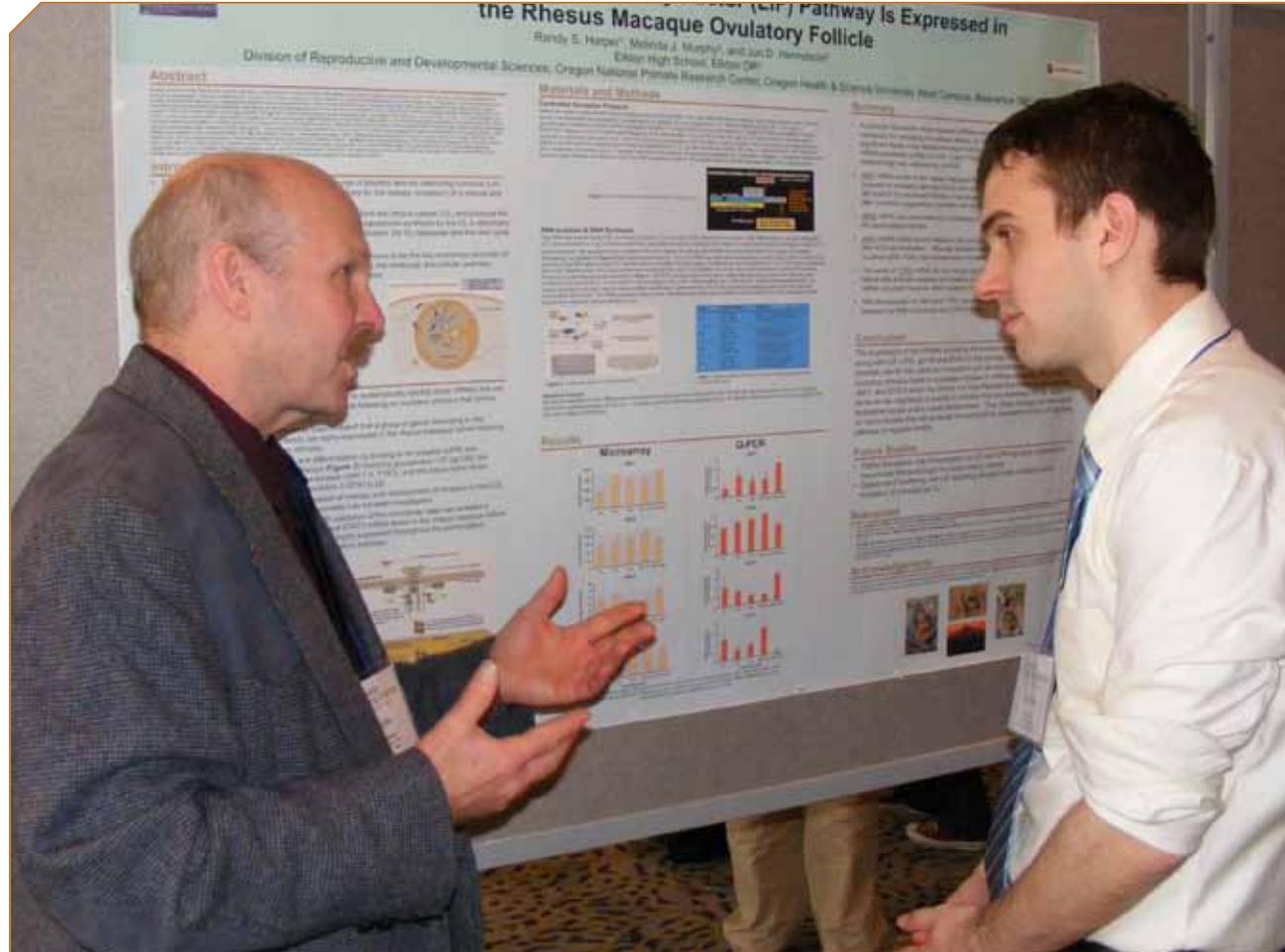
## ENRICHMENT INITIATIVES SCIENCE EDUCATION

### MURDOCK COLLEGE SCIENCE RESEARCH PROGRAM (MCSR)

- The goal of *MCSR* is to strengthen faculty and undergraduate student research efforts in the natural sciences in private four-year liberal arts colleges in the Trust's grant-making region. The Trust sponsors an accompanying MCSR Conference each fall, which celebrated its twentieth year in 2011.

### PARTNERS IN SCIENCE (PIS) PROGRAM

- The *PIS Program* allows high school science teacher partners to work with investigator mentors in science labs doing cutting-edge research over the course of two summers for the purpose of bringing the knowledge from the research lab back into the high school science classroom. Corresponding conferences occur in Vancouver, Washington, each August and in San Diego each January. Fourteen teacher-mentor partnerships were funded in 2011.



Randy Harper of Elkton High School in Oregon discusses his work with fellow partner Ben Hart at the Partners in Science Conference. Randy is working with Jon Hennebold at the Oregon National Primate Research Center at OHSU researching Characterization of Transcriptome in Primate Ovarian Function.

## ENRICHMENT INITIATIVES SCIENCE EDUCATION

### PARTNERS IN SCIENCE SUPPLEMENTAL PROGRAM

- High school teachers who have completed two summers of research in the PIS Program may apply for a *Supplemental award* in order to implement ideas from the research partnership into their classrooms. Ten awards were given in 2011.



High School students perform research in Randall James' classroom at North Central High School in Spokane, Washington

*Spotlight on one of our Partners:*

#### **RANDALL JAMES**

Randy is a teacher at North Central High School in Spokane, Washington. He participated in the Partners in Science program in 1998 and 1999, when he worked in the laboratory of Dr. Donald Lightfoot at Eastern Washington University (EWU) in Cheney, Washington. In 2000 he received a Partners in Science Supplemental award to support student research at his high school, which measured the amount of soil DNA to determine the vitality of soil microbe ecosystems in active farm soils under a variety of farming practices.

Randy has put his Partners experience to great use. He has transformed his classroom to be more of a research laboratory than a traditional high school classroom in that it is more inquiry focused with opportunities for students to participate in molecular biology research. He has continued his connection with EWU for the benefit of his students. As the result of his continuing efforts, he has received several other grants, a number of his colleagues were drawn to participate in the Partners in Science Program, and several of his students have gone on to college to pursue science degrees.

## ENRICHMENT INITIATIVES SCIENCE EDUCATION

### MURDOCK COLLEGE RESEARCH PROGRAM FOR LIFE SCIENCES (MCRPLS)

- ▮ *MCRPLS* is designed to support research in the life sciences at private, predominantly undergraduate colleges and universities in the Trust's funding region. The fourteenth round of grants was given in 2011 for ten life sciences projects.

### RESEARCH START-UP GRANTS FOR NEW SCIENCE FACULTY

- ▮ The *Faculty Start-Up* program offers support to supplement start-up costs for the establishment of new faculty positions in the natural sciences at private undergraduate colleges and universities in the Trust's five-state region. Five grants were awarded in 2011, for a total of 51 grants to 16 institutions since the program was established in 2005.



Seattle University undergraduate students conduct research as part of MCRPLS

## ENRICHMENT INITIATIVES

# CAPACITY BUILDING

### ESSENTIALS OF DEVELOPMENT

- *This seminar* is designed to help small or start-up organizations build a sustainable development structure. A three-member faculty of Pacific Northwest leaders presents valuable materials and strategies to about ten organizations in a pair of two-day sessions. A cohort of 11 organizations began program improvements and upgrades in 2011; those results will be assessed in 2012.

### ADVANCED DEVELOPMENT

- The *Advanced Development seminar* helps larger organizations with a basic development structure in place to enhance their fund-raising skills and focus their strategies. In 2011, 20 individuals representing six organizations benefitted from the program.

### BOARD LEADERSHIP AND DEVELOPMENT

- *This pilot program* helps young non-profit organizations identify the strategic steps and benchmarks needed to create a sustainable future to fulfill their unique missions as they build the capacity of their board and staff. A cohort of eight organizations participated in the pilot program in 2011, with a program assessment slated for 2012.

## ENRICHMENT INITIATIVES

# CHRISTIAN LEADERSHIP

### CHRISTIAN LEADERSHIP ADVANCE

- The *Leadership Conference* was established for leaders who have the privilege and responsibility of training other people to become leaders. Participants include Christian ministry leaders, educators, trainers, businessmen, and others. In 2011 about 190 leaders representing 125 organizations gathered for the seventh annual conference.

### VISION AND CALL INTERNSHIP PROGRAM

- The *Vision and Call Internship Program* exists to foster a sense of societal responsibility in college-aged students by connecting them with internship sites in and around the Northwest. Operating on an apprenticeship model, Vision and Call internships allow students to consider their vocational direction while gaining meaningful ministry or work experience. About 75 interns representing 21 organizations are participating in the 2011–2012 program.

Vision and Call interns discuss their experiences during the annual retreat



ENRICHMENT INITIATIVES  
CHRISTIAN LEADERSHIP

**WOMEN IN LEADERSHIP**

- ▮ *Women in Leadership* is a program designed for female professionals in middle management or its equivalent. The biannual Women in Leadership conferences offer a chance for networking and skill-building in a welcoming environment. Nearly 130 women attended the conferences in 2011, representing 55 organizations.



Women in middle-management connect at the Women in Leadership Conference

## ENRICHMENT INITIATIVES SPECIAL GRANTS

### NONPROFIT SUPPORT ORGANIZATIONS

- ▮ The Trust has a long history of supporting the non-profit community's capacity building activities and funding nonprofits that provide this capacity building support. As a result of a 2007 study conducted with several Pacific Northwest *nonprofit support organizations*, the Trust committed to providing multi-year core program support for statewide and regional supporting entities that provide quality capacity building education programs and services. In 2008 the Trust made grants to build the internal capacity of these nonprofit support organizations, with a follow-up renewal grant in 2011.

### K-12 PRIVATE EDUCATION

- ▮ Throughout its history, the Trust has sought to strengthen and support the work of *K-12 private and Christian schools*, a vital subsector of the region's dynamic and complex system of education. After a 2007 study was conducted to determine how the Trust might have a greater impact on these schools, a number of conversations and roundtables were held to identify priorities of need in this area of the education sector. The Trust made several grants in 2008 to building capacity in these schools and renewed these grants in 2011.

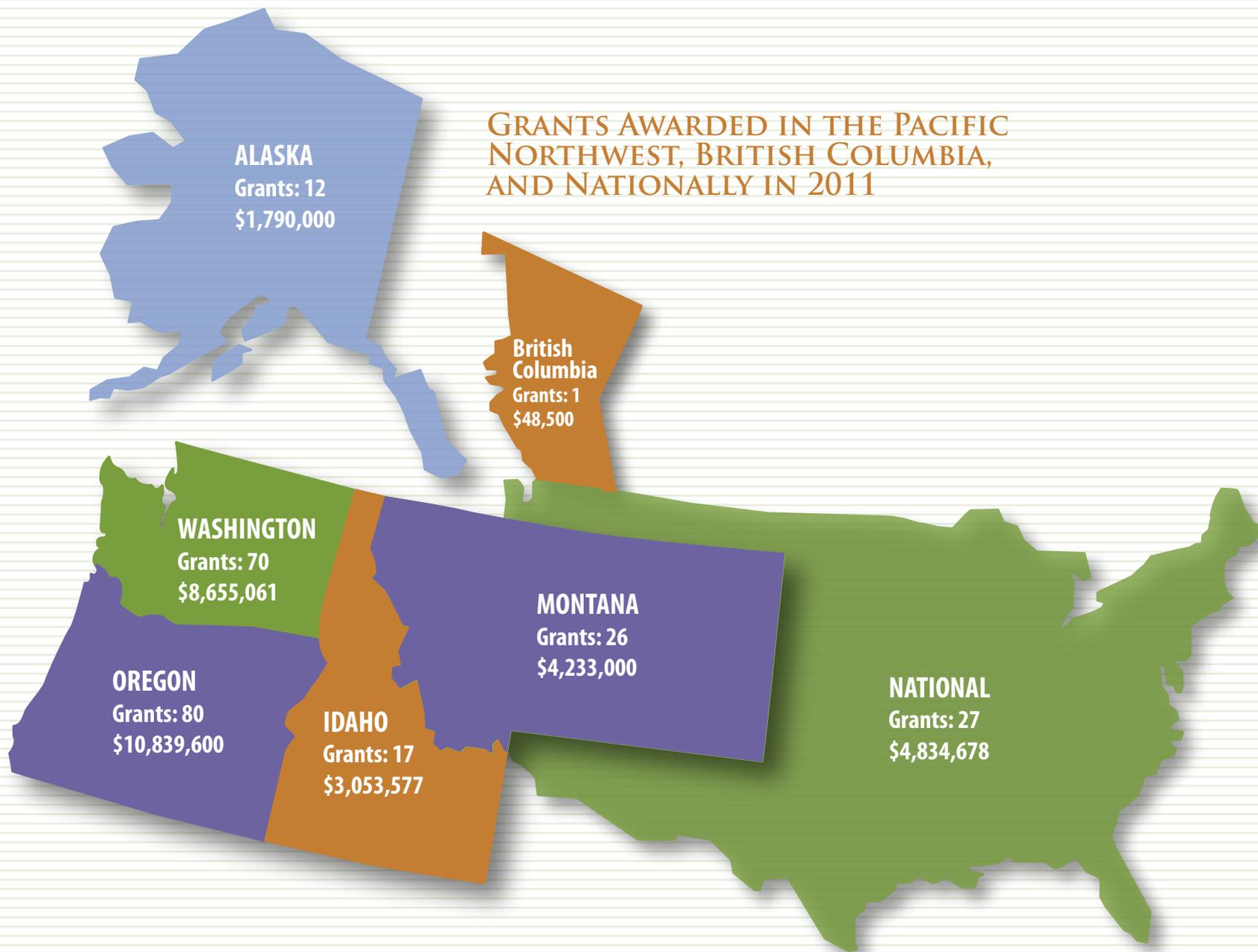
### TRUSTFACTS

*Over 1,300 leaders from more than 475 organizations and institutions participated in one of the Murdock Trust's Enrichment programs in 2011.*



The Murdock Trust  
hosts its own group  
of interns each  
summer as part of its  
enrichment activities

## GRANTS AWARDED IN THE PACIFIC NORTHWEST, BRITISH COLUMBIA, AND NATIONALLY IN 2011



**GRANTS AWARDED 2011**  
**ARTS & CULTURE**

**Alaska Dance Theatre, Inc.**

***New Artistic Staff***

To support professional dance company and education programs

Arts & Culture | Anchorage, AK | **\$80,000**

**Artist Trust, A Resource for Washington**  
***Program Expansion***

To support statewide business training for artists

Arts & Culture | Seattle, WA | **\$148,000**

**Center for Religious Humanism**

***Development Program Expansion***

To advance the intersection of art and faith

Arts & Culture | Seattle, WA | **\$196,000**

**Craterian Performances Company**

***Sound Equipment***

To enhance audience experience

Arts & Culture | Medford, OR | **\$81,000**

Alaska Dance Theatre's ballet company performs *Othello: The Moore of Venice*



Artist Trust grant recipient Anne Drew Potter's self-portrait with her work *Curious*





A Neskowin Coast Foundation workshop student works in encaustic, or hot wax, painting

**GRANTS AWARDED 2011**  
**ARTS & CULTURE**

**Neskowin Coast Foundation**

**Capital Improvements**

To enhance arts education programs  
Arts & Culture | Otis, OR | **\$175,000**

**Northwest Professional Dance Project**  
**New Marketing and Development Director**

To support performance and education  
Arts & Culture | Portland, OR | **\$135,200**

**Oregon Rail Heritage Foundation**  
**New Building**

To house historic steam locomotives  
Arts & Culture | Portland, OR | **\$500,000**

**Oregon Symphony Association**  
**Expand Development Program**

To support programming  
Arts & Culture | Portland, OR | **\$307,000**

**Pentacle Theatre, Inc.**

**Production Equipment**

To enhance theater experience  
Arts & Culture | Salem, OR | **\$75,000**

**Portland Classical Chinese Garden**  
**Technology Enhancements**

To enrich visitor experience  
Arts & Culture | Portland, OR | **\$125,000**

**Portland Taiko**

**Program Expansion**

To increase earned income  
Arts & Culture | Portland, OR | **\$69,500**

**Pratt Fine Arts Center**  
**Establish New Program**

For students of the wood arts  
Arts & Culture | Seattle, WA | **\$150,000**



The traditional Lantern Viewing Evening at Portland Classical Chinese Garden that ends its Chinese New Year celebration



Sarah Slipper, founding artistic director of Northwest Professional Dance Project, trains company dancers for her latest work

**GRANTS AWARDED 2011**

## EDUCATION ~ FORMAL

### **Alaska Christian College**

#### ***Establish Development Program***

To support Alaska Native education

Education > Formal | Soldotna, AK | **\$180,000**

### **Association of Christian Schools International**

#### ***K-12 Christian Schools Capacity-Building Initiative Extension***

For fund development training program

Education > Formal | Colorado Springs, CO | **\$167,200**



Students and faculty in the newly remodeled Learning Resource Center in Alaska Christian College's academic learning environment

### **George Fox University**

#### ***Building Renovation***

To establish Doctor of Physical Therapy program

Education > Formal | Newberg, OR | **\$400,000**

### **George Fox University**

#### ***K-12 Christian Schools Capacity-Building Initiative Extension***

For mentoring and professional development for educators

Education > Formal | Newberg, OR | **\$200,000**

### **Linfield College**

#### ***Renovation of Historic Building***

For enhanced teaching technologies

Education > Formal | McMinnville, OR | **\$285,000**

### **Mars Hill Graduate School**

#### ***Establish Continuing Education Program***

To train ministry and lay leaders

Education > Formal | Seattle, WA | **\$300,000**

### **Northwest District - Lutheran Church Missouri Synod**

#### ***K-12 Christian Schools Capacity-Building Initiative Extension***

For financial sustainability program

Education > Formal | Portland, OR | **\$154,000**

### **Our Lady of the Lake Catholic Church**

#### ***New Science and Technology Classrooms***

To enhance K-8 school

Education > Formal | Lake Oswego, OR | **\$150,000**

### **Pacific Lutheran University**

#### ***KPLU Radio Equipment***

To manage digital music library and playlists

Education > Formal | Tacoma, WA | **\$70,400**

### **Portland State University Foundation**

#### ***Electron Microscope Training and Loan Program***

To improve middle and high school science instruction

Education > Formal | Portland, OR | **\$260,000**

### **Seattle Pacific University**

#### ***K-12 Christian Schools Capacity-Building Initiative Extension***

For professional learning communities program

Education > Formal | Seattle, WA | **\$200,000**

### **Washington State University Foundation**

#### ***Acquisition of Laboratory Equipment***

For Vancouver campus' renewable energy track

Education > Formal | Pullman, WA | **\$250,500**

### **Western Baptist College, dba Corban University**

#### ***Establish Online Graduate Program***

To prepare students for ministry

Education > Formal | Salem, OR | **\$337,000**

**GRANTS AWARDED 2011**

**EDUCATION ~ INFORMAL**

**Alaska Zoo**

***Educational Signage***

To enhance visitor experience  
Education > Informal | Anchorage, AK |  
**\$62,000**

**Atomic Heritage Foundation**

***Hanford Exhibit Development***

To interpret role in the Manhattan Project  
Education > Informal | Washington, DC |  
**\$165,000**

**Boise Community Radio Project, Inc.**

***New Equipment***

To serve the Treasure Valley  
Education > Informal | Boise, ID | **\$60,000**

**Captain Michael King Smith Evergreen  
Aviation Educational Institute**

***Magic Planet Museum Exhibit***

To motivate and educate visitors  
Education > Informal | McMinnville, OR |  
**\$130,000**

**Catholic Broadcasting Northwest, Inc.**

***New Equipment***

To expand programming to central and  
southern Oregon  
Education > Informal | Portland, OR |  
**\$100,000**

**Center for Religion and Diplomacy, Inc.**

***Expand Educational Reform Project***

To develop programs for teacher training  
Education > Informal | Washington, DC |  
**\$225,000**

**Children's Museum of Tacoma**

***Facility Renovation and Exhibit Construction***

To expand services for visitors  
Education > Informal | Tacoma, WA |  
**\$300,000**

**Coos County Historical Society**

***New Museum***

To educate visitors about regional culture  
and history  
Education > Informal | North Bend, OR |  
**\$250,000**

**Foundation for Research on Economics  
and the Environment**

***Economics and Environmental Seminars***

For religious leaders  
Education > Informal | Bozeman, MT |  
**\$60,000**

**Foundation for Teaching Economics**

***Pacific Northwest Educational Workshops***

To support classroom instruction of  
economic principles  
Education > Informal | Davis, CA | **\$90,000**

**Freedoms Foundation at Valley Forge**

***Teacher Workshops***

To advance the ideals of American citizenship  
Education > Informal | Valley Forge, PA |  
**\$120,000**

**Friends of KSPS**

***New Equipment***

For program distribution and productions  
Education > Informal | Spokane, WA |  
**\$200,000**

**Friends of Montana PBS, Inc.**

***New Equipment Acquisition***

To expand public television to  
Flathead County  
Education > Informal | Bozeman, MT |  
**\$150,000**

**Heritage Foundation**

***Education Research and Outreach***

To address educational reform  
Education > Informal | Washington, DC |  
**\$375,000**

**Institute for Humane Studies, Inc.**

***Pacific Northwest Program***

To advance the principles of liberty  
through education  
Education > Informal | Arlington, VA |  
**\$90,000**

The image shows the exterior of the Alaska SeaLife Center. The building is a modern, multi-story structure with a prominent white, arched entrance on the left side. The main building is light grey with large glass windows. In the foreground, there is a paved parking lot with yellow markings and blue bike racks. Several flagpoles are visible, with the American flag and other colorful banners. A few people are walking near the entrance. The background features a steep, forested hill under a clear blue sky.

The Alaska  
SeaLife Center  
at the Seward  
Association for  
the Advancement  
of Marine Science

**GRANTS AWARDED 2011**

**EDUCATION ~ INFORMAL**

**Intercollegiate Studies Institute, Inc.**

***Pacific Northwest Leadership Project***

To further students' understanding of economic, political, and spiritual values  
Education > Informal | Wilmington, DE | \$260,000

**National Center for Policy Analysis**

***Health Care Study***

To promote personal choice and free-market competition  
Education > Informal | Dallas, TX | \$450,000

**National Strategy Information Center, Inc.**

***Security Research***

To prepare educators and policymakers for a new environment  
Education > Informal | Washington, DC | \$350,000

**Oregon Museum of Science and Industry**

***Renewable Energy Exhibit***

To educate visitors  
Education > Informal | Portland, OR | \$230,000

**Philanthropy Roundtable**

***Alliance for Charitable Reform Program***

To promote the value of charitable giving  
Education > Informal | Washington, DC | \$120,000

**Political Economy Research Center, Inc.**

***dba Property Environment Research Center***

***Research, Outreach, and Education Program***

To apply free market environmentalism to Pacific Northwest Indian reservations  
Education > Informal | Bozeman, MT | \$360,000

**Seward Association for the Advancement of Marine Science Capital Improvements**

To support research, rehabilitation, and education  
Education > Informal | Seward, AK | \$233,000

**Sitka Sound Science Center**

***New Hatchery Equipment***

To improve education  
Education > Informal | Sitka, AK | \$57,000

**University of Montana Foundation**

***New Radio Transmission and Production Equipment***

For programming in Flathead Lake region communities  
Education > Informal | Missoula, MT | \$145,000

**Washington Policy Center**

***Expand Research Center***

To address challenges in education  
Education > Informal | Seattle, WA | \$180,000

A hands-on exhibit in OMSI's Turbine Hall captures the attention of a young child.  
*Photo by Gia Goodrich*



**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

### **Abuse Recovery Ministry & Services**

#### ***New Spokane Staff***

To expand victim care  
Health & Human Services | Hillsboro, OR |  
**\$125,000**

### **Adventist World Aviation**

#### ***Gifted Program Related Investment***

For improved aircraft access  
Health & Human Services | Berrien Springs,  
MI | **\$59,262**

### **Air Serv International, Inc.**

#### ***Gifted Program Related Investment***

For improved aircraft access  
Health & Human Services | Warrenton, VA |  
**\$177,784**

### **Allelon International, Inc.**

#### ***New Staff and Program Development***

To develop global social enterprise initiative  
Health & Human Services | Eagle, ID | **\$250,000**

### **Arctic Barnabas Ministries, Inc.**

#### ***Aircraft Modifications and Maintenance Equipment***

To build program capacity  
Health & Human Services | Kenai, AK |  
**\$115,000**

### **Arrow Leadership Ministries, Inc.**

#### ***New Program Staff***

To train Northwest leaders  
Health & Human Services | Blaine, WA | **\$181,000**

### **Barrett Hospital and Health**

#### ***New Diagnostic Imaging Equipment***

To serve rural Montana patients  
Health & Human Services | Dillon, MT |  
**\$200,000**

### **Big Brothers Big Sisters of Puget Sound**

#### ***Washington State Performance Manager***

To serve youth  
Health & Human Services | Seattle, WA |  
**\$177,000**

### **Billings District Council of the Society of St. Vincent de Paul**

#### ***Service Center Remodel***

To expand client services  
Health & Human Services | Billings, MT |  
**\$100,000**

### **Birch Community Services, Inc.**

#### ***New Truck***

To increase perishable food capacity  
Health & Human Services | Portland, OR |  
**\$50,500**

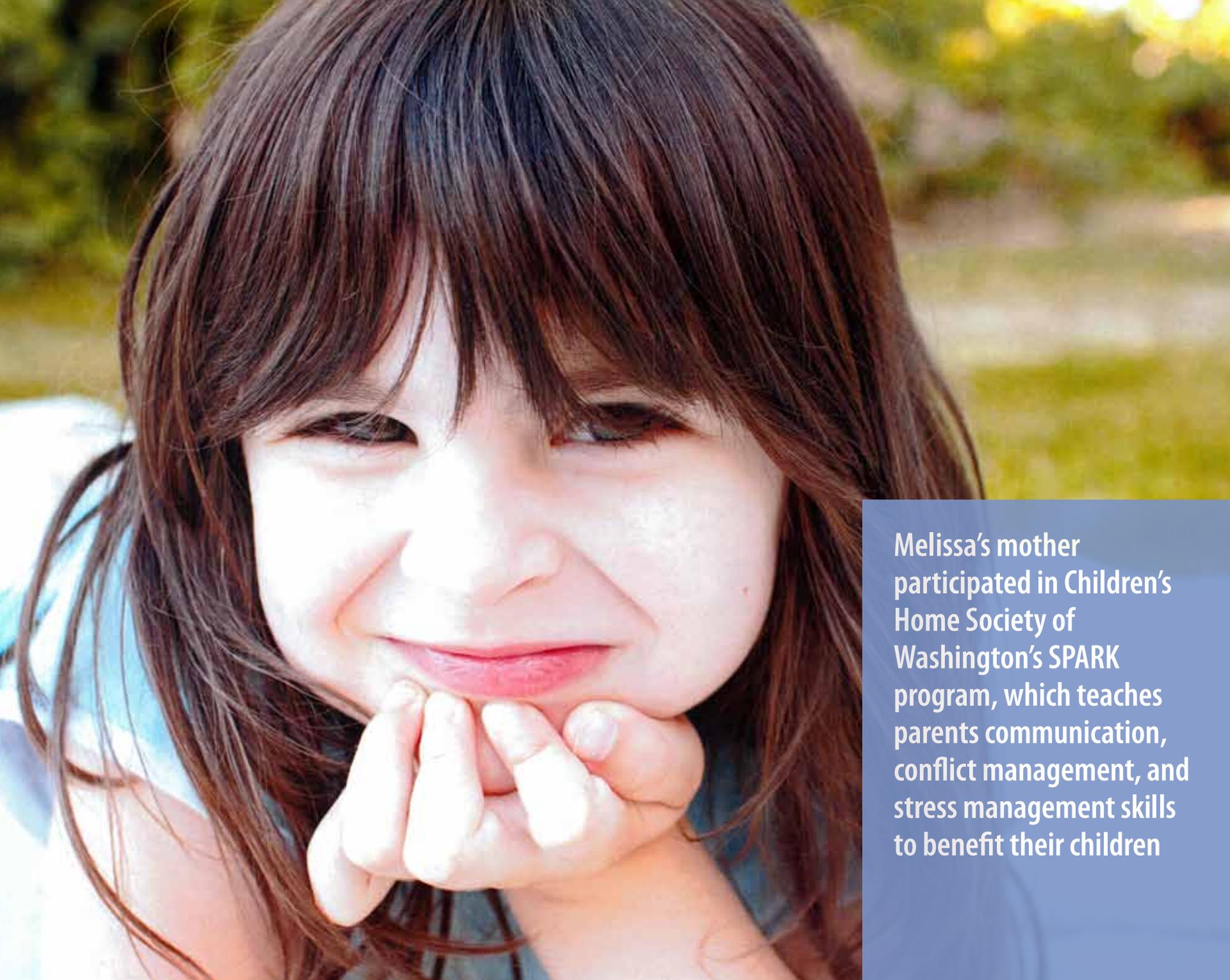
### **Blanchet House of Hospitality**

#### ***New Service Center Construction***

To serve Portland's homeless  
Health & Human Services | Portland, OR |  
**\$450,000**

The 32nd class of Arrow  
Leadership Ministries at  
Keats Island, Washington





**Melissa's mother participated in Children's Home Society of Washington's SPARK program, which teaches parents communication, conflict management, and stress management skills to benefit their children**

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

**Boys & Girls Club of Red Lodge & the Beartooth Front, Inc.**

**Clubhouse Renovation and Expansion**

To serve youth in Carbon County  
Health & Human Services | Red Lodge, MT |  
**\$250,000**

**Boys & Girls Clubs of the Columbia Basin**

**New Club Building**

To serve youth  
Health & Human Services | Moses Lake, WA |  
**\$250,000**

**Bozeman Deaconess Foundation**

**Emergency Department Expansion**

To improve services for rural patients  
Health & Human Services | Bozeman, MT |  
**\$300,000**

**Camp Fire USA Alaska Council**

**Camp K Community Hall**

To serve campers  
Health & Human Services | Anchorage, AK |  
**\$100,000**

**Camp Fire USA Portland Metro Council**

**New Staff**

To support growth and sustainability  
Health & Human Services | Portland, OR |  
**\$106,000**

**Capitol Ministries**

**Program Expansion**

To serve elected officials and staff in nation's capital  
Health & Human Services | Santa Clarita, CA |  
**\$225,000**

**Center for Transforming Mission**

**New Staff**

To develop City as Classroom initiative  
Health & Human Services | Tacoma, WA |  
**\$60,000**

**Children's Home Society of Washington**

**New Development Staff**

To serve families in the Spokane region  
Health & Human Services | Seattle, WA |  
**\$185,000**

**Christianity Today International**

**Multimedia Storytelling**

To reach a new generation of readers  
Health & Human Services | Carol Stream, IL |  
**\$201,000**

**Clallam County Hospital District No. 1, dba Forks Community Hospital**

**New Equipment**

To serve rural cardiology patients  
Health & Human Services | Forks, WA | **\$43,000**



**College Success Foundation**

**New Program Staff**

For training center  
Health & Human Services | Issaquah, WA |  
**\$208,500**

**Columbia River Community Health Services**

**New Clinic**

To expand services for rural patients  
Health & Human Services | Boardman, OR |  
**\$200,000**

A staff member of Camp Fire Portland's Elementary School Program helps a student with her homework after school

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

### **Compass Housing Alliance**

#### *Transitional Housing Construction*

For homeless veterans and their families  
Health & Human Services | Seattle, WA |  
**\$190,000**

### **DePaul Industries**

#### *Production Equipment*

To expand employment for workers with disabilities  
Health & Human Services | Portland, OR |  
**\$150,000**

### **Emergency Food Network of Tacoma and Pierce County**

#### *Capital Improvements*

To increase energy efficiency  
Health & Human Services | Lakewood, WA |  
**\$100,000**

### **FareStart**

#### *Catalyst Kitchens Replication*

To expand culinary training for the homeless  
Health & Human Services | Seattle, WA |  
**\$220,000**

### **Farm in the Dell Great Falls, Inc.**

#### *New Housing Unit*

To serve adults with developmental disabilities  
Health & Human Services | Great Falls, MT |  
**\$150,000**

### **Financial Stewardship Resources, Inc.**

#### *Program Expansion*

For volunteer board member training  
Health & Human Services | Philomath, OR |  
**\$157,000**

### **Flying Mission USA, Inc.**

#### *Gifted Program Related Investment*

For improved aircraft access  
Health & Human Services | Worthington, MN |  
**\$59,262**

### **The Foraker Group**

#### *Nonprofit Support Organization Initiative Extension*

To strengthen internal capacity to serve the non-profit community  
Health & Human Services | Anchorage, AK |  
**\$300,000**

### **Fourth Memorial Church**

#### *Riverview Camp Tunnel Construction*

To improve camper safety  
Health & Human Services | Spokane, WA |  
**\$170,000**

### **Franklin County Medical Center**

#### *New Hospital Equipment*

To improve care for rural patients  
Health & Human Services | Preston, ID |  
**\$145,000**

### **Friends of Menucha Foundation**

#### *Historic Hall Restoration*

To increase guest safety  
Health & Human Services | Corbett, OR |  
**\$85,000**



A volunteer helps paint the new Farm in the Dell residence for adults with disabilities

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

### **Friends of the Children – Portland**

#### ***New Staff***

To serve southeast Portland  
Health & Human Services | Portland, OR |  
**\$209,000**

### **Friends of the Teton River, Inc.**

#### ***New Education Staff***

To support conservation education programs  
Health & Human Services | Driggs, ID |  
**\$110,000**

### **General Conference of Seventh Day Adventists**

#### ***Gifted Program Related Investment***

For improved aircraft access  
Health & Human Services | Silver Spring, MD |  
**\$118,523**

### **Glendive Medical Center**

#### ***New CT Equipment***

To diagnose and treat rural patients  
Health & Human Services | Glendive, MT |  
**\$250,000**

### **Grays Harbor County Public Hospital District No. 1**

#### ***New Equipment***

To serve rural patients  
Health & Human Services | McCleary, WA |  
**\$150,000**

### **Great Falls Community Food Bank**

#### ***Regional Warehouse Expansion and Renovation***

To serve the central Montana region  
Health & Human Services | Great Falls, MT |  
**\$130,000**

### **Habitat for Humanity of Lincoln County**

#### ***Staff Expansion***

To support rural low-income home building  
Health & Human Services | Newport, OR | **\$62,000**

### **Habitat for Humanity of Oregon**

#### ***New Staff***

To support local affiliates  
Health & Human Services | Salem, OR | **\$145,000**

### **Habitat for Humanity Portland/Metro East**

#### ***New Project Manager***

To increase capacity for home construction  
Health & Human Services | Portland, OR |  
**\$111,000**

### **Hands On Portland**

#### ***New Program Staff***

To encourage volunteerism  
Health & Human Services | Portland, OR |  
**\$102,000**

### **Healing the Culture**

#### ***New Educational Program***

For high school students  
Health & Human Services | Kenmore, WA |  
**\$55,000**

### **Hopa Mountain Foundation**

#### ***StoryMakers Program Expansion***

To serve rural and tribal children and families  
Health & Human Services | Bozeman, MT |  
**\$158,000**



A group of Habitat for Humanity volunteers raises a wall for homes at Rivergate Commons in Portland, Oregon. Photo by Frank Hunt

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

**Idaho Corporation of Benedictine Sisters**  
**Water System Improvements**

To serve residents and visitors  
Health & Human Services | Cottonwood, ID |  
**\$149,000**

**Idaho Nonprofit Development Center, Inc.**  
**Nonprofit Support Organization**  
**Initiative Extension**

To strengthen internal capacity to serve the  
non-profit community  
Health & Human Services | Boise, ID | **\$80,000**

**Intermountain Deaconess Home for**  
**Children**

**Building Construction**  
To serve children with mental illness  
Health & Human Services | Helena, MT |  
**\$225,000**

**Intermountain Lutheran Camp Association,**  
**dba Luther Heights Bible Camp**  
**Facility Improvements**

To serve campers  
Health & Human Services | Shoshone, ID |  
**\$100,000**

**International Traditional Games Society**  
**New Staff**

To advance Native American culture  
Health & Human Services | East Glacier Park,  
MT | **\$86,000**

**JAARS, Inc.**  
**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Waxhaw, NC |  
**\$118,523**

**Jesuit Volunteer Corps Northwest**  
**New Staff**

To encourage older adults to serve  
Health & Human Services | Portland, OR |  
**\$154,000**

**Kenai Watershed Forum**  
**Building Renovation**

To support education, research, and  
restoration programs  
Health & Human Services | Soldotna, AK |  
**\$150,000**

**Kootenai Youth Recreation Organization**  
**Construct Community Ice Arena**

To serve youth and families in region  
Health & Human Services | Post Falls, ID |  
**\$150,000**



Chelsea O'Neill of Jesuit  
Volunteer Corps Northwest  
weaves with an indigenous  
woman in Juneau, Alaska

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

**Little Red School House, Inc.**

**Technology Improvements**

To serve children with disabilities  
Health & Human Services | Everett, WA |  
**\$60,000**

**Loaves and Fishes Centers, Inc.**

**New Rockwood Center**

To serve senior citizens  
Health & Human Services | Portland, OR |  
**\$150,000**

**Lutheran Community Services Northwest**

**Mental Health Assessment Tool**

To serve refugees  
Health & Human Services | SeaTac, WA |  
**\$119,000**

**Medical Teams International Northwest**

**Medical Teams**

**New Staff and Equipment**

For donor information management  
Health & Human Services | Portland, OR |  
**\$210,000**

**Mercy Air, Inc.**

**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Holland, MI |  
**\$59,262**

**Minidoka Memorial Hospital**

**New Imaging and Surgical Equipment**

To better serve rural patients  
Health & Human Services | Rupert, ID | **\$150,000**

**Mission Aviation Fellowship**

**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Nampa, ID |  
**\$651,877**

**Mission Padamo Aviation and Support, Inc.**

**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Luray, VA |  
**\$59,262**

**Montana Community Development Corporation**

**New Chief Financial Officer**

To serve low-income, disadvantaged populations  
Health & Human Services | Missoula, MT |  
**\$175,000**

**Montana HomeOwnership Network, Inc.**

**New Staff**

To develop matching fund program  
Health & Human Services | Great Falls, MT |  
**\$164,000**

**Montana Nonprofit Association, Inc.**

**Nonprofit Support Organization Initiative Extension**

To strengthen internal capacity to serve the non-profit community  
Health & Human Services | Helena, MT |  
**\$120,000**

**National Indian Child Welfare Association, Inc.**

**New Staff**

To serve American Indian children and families  
Health & Human Services | Portland, OR |  
**\$158,000**

**New Tribes Mission, Inc.**

**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Sanford, FL |  
**\$770,400**

### TRUSTFACTS

*The Trust contributed nearly \$291,500 to 140 organizations through the staff and trustee matching gifts program in 2011 and almost \$1,600,000 cumulative since 2001.*

**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

**Next Door, Inc.**

**Facility Renovation**

To serve children and families  
Health & Human Services | Hood River, OR |  
**\$162,000**

**Olive Crest**

**Program Expansion**

To launch Safe Families for Children in  
Washington  
Health & Human Services | Santa Ana, CA |  
**\$111,000**

**Open Arms International, Inc.**

**New Staff**

For organizational restructuring and  
development programming  
Health & Human Services | Portland, OR |  
**\$224,000**

**Portland Habilitation Center, Inc.**

**New Machine Shop Equipment**

To train adults with disabilities  
Health & Human Services | Portland, OR |  
**\$100,000**

**Puget Sound Christian Clinic**

**New Staff**

To establish fund development program  
Health & Human Services | Seattle, WA |  
**\$132,000**

**Red Feather Development Group**

**Program Expansion**

To establish Northern Cheyenne office  
Health & Human Services | Bozeman, MT |  
**\$142,000**

**Reid Saunders Evangelistic Association**

**New Communications Director**

To support programs  
Health & Human Services | Salem, OR |  
**\$151,500**

**Responder Life**

**Establish Development Program**

To expand programs for first responders  
Health & Human Services | Sandy, OR |  
**\$200,500**

**Salvation Army - Alaska Division**

**New Community Center**

To serve children and families  
Health & Human Services | Anchorage, AK |  
**\$250,000**

**Sanford Clinic**

**Pediatric Clinic Construction**

To serve children of the Klamath Basin  
Health & Human Services | Sioux Falls, SD |  
**\$225,000**

**Sister Schools, Inc.**

**New Program Staff**

To expand education program  
Health & Human Services | Seattle, WA |  
**\$144,000**

**Spokane District**

**Dental Society Foundation**

**Clinic Equipment**

To serve low-income patients  
Health & Human Services | Spokane, WA |  
**\$250,000**

**Spokane Turbine Center**

**Gifted Program Related Investment**

For improved aircraft access  
Health & Human Services | Spokane, WA |  
**\$59,261**

**St. Andrew Legal Clinic**

**New Staff**

To support non-profit organizations that  
serve low-income clients  
Health & Human Services | Portland, OR |  
**\$120,000**

A child's tears turn to a smile  
in Kenya, where Open Arms  
International carries out its  
vision to transform Africa  
one life at a time



**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

**St. John's Lutheran Hospital Foundation**  
*New Radiographic and Fluoroscopic Equipment*

For improved rural patient care  
Health & Human Services | Libby, MT |  
**\$115,000**

**St. Joseph Hospital Foundation**  
*Peace Island Medical Center Imaging Equipment*

To serve San Juan Islanders  
Health & Human Services | Bellingham, WA |  
**\$250,000**

### TRUSTFACTS

*The Nonprofit Support Organization Initiative of the Murdock Trust provided training and development to hundreds of nonprofits in the Pacific Northwest in 2011.*

**Step Forward Activities, Inc.**  
*Building Expansion*

To increase employment opportunities for adults with disabilities  
Health & Human Services | Baker City, OR |  
**\$100,000**

**Technical Assistance for Community Service, dba Nonprofit Association of Oregon**

*Nonprofit Support Organization Initiative Extension*

To strengthen internal capacity to serve the non-profit community  
Health & Human Services | Portland, OR |  
**\$300,000**

**Teen Challenge International Pacific Northwest Centers**

*Montana Facility Renovation and Expansion*

To serve women  
Health & Human Services | Lebanon, OR |  
**\$150,000**

**Trout Creek Bible Camp, Inc.**

*Cabin Construction*

To support year-round use  
Health & Human Services | Corbett, OR |  
**\$207,000**

**United Way of Linn County**

*New Dental Staff*

For free clinic  
Health & Human Services | Albany, OR |  
**\$140,000**

**Ursuline Historical Foundation, Inc.**  
*Centre Restoration Project*

To serve constituents  
Health & Human Services | Great Falls, MT |  
**\$150,000**

**Vadis**

*Building Renovation*

To serve adults with disabilities  
Health & Human Services | Sumner, WA |  
**\$50,000**

**Western Rivers Conservancy**

*John Day River Project*

To acquire conservation land  
Health & Human Services | Portland, OR |  
**\$140,000**

Western Rivers Conservancy's John Day River Project permanently protects more than 16 river miles and 16,000 acres of habitat  
*Photo by Peter Marbach*



**GRANTS AWARDED 2011**

## HEALTH & HUMAN SERVICES

### **Whidbey Institute**

#### *Program Expansion*

To enhance civic engagement  
Health & Human Services | Clinton, WA |  
**\$150,000**

### **Whidbey Island Hospital Foundation**

#### *New Dispensing System*

To improve care for rural patients  
Health & Human Services | Coupeville, WA |  
**\$150,000**

### **Willamette Valley Development Officers**

#### *New Staff*

To support expanding programs  
Health & Human Services | Portland, OR |  
**\$64,000**

### **World Vision, Inc.**

#### *New Development Software*

To enhance fund-raising capacity  
Health & Human Services | Federal Way, WA |  
**\$500,000**

### **Yakima Valley Memorial Hospital Charitable Foundation**

#### *Children's Village Autism Coordinator*

To serve special needs children  
Health & Human Services | Yakima, WA |  
**\$204,000**

### **Young Men's Christian Association of Columbia-Willamette**

#### *New Program Staff*

To advance the mission  
Health & Human Services | Portland, OR |  
**\$152,000**



### **Youth for Christ USA, Inc. – Spokane**

#### *New City Life Center*

For Hillyard area youth  
Health & Human Services | Spokane, WA |  
**\$244,000**

A pharmacy staff tests the medication dispensing unit that will be used in Whidbey Island Hospital's Emergency Department

A group of young people enjoys Youth for Christ's weekly outreach program City Life Club at the newly built Youth Center



**GRANTS AWARDED 2011**

## VISION AND CALL INTERNSHIP PROGRAM

### **Aglow International**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Edmonds, WA | **\$20,000**

### **All God's Children International**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$105,600**

### **Allelon International, Inc.**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Eagle, ID | **\$70,400**

### **Christian School Society of Portland Oregon, dba Portland Christian Schools**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$40,000**

### **Christianity Today International**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Carol Stream, IL | **\$40,200**

### **The College of Idaho, Inc.**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Caldwell, ID | **\$35,200**

### **Earl Palmer Ministries**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Seattle, WA | **\$23,000**

### **George Fox University**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Newberg, OR | **\$13,500**

### **Gonzaga University, Corporation of**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Spokane, WA | **\$47,000**

### **Inland Northwest Lutheran Outdoor Ministries, Inc.,**

#### ***dba Lutherhaven Ministries***

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Coeur d'Alene, ID | **\$32,000**

### **The Navigators**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Colorado Springs, CO | **\$70,400**

### **New Horizons Ministries**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Seattle, WA | **\$35,000**

### **North Pacific Conference**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Mercer Island, WA | **\$40,000**

### **Northwest Leadership Foundation**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Tacoma, WA | **\$46,000**

### **Northwest Nazarene University, Inc.**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Nampa, ID | **\$105,600**

### **Oregon Leadership Development Institute**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$79,200**

## TRUSTFACTS

*Seventy-five interns in 21 organizations took part in the 2011 [Vision and Call Internship Program](#), preparing recent college graduates for emerging leadership in Pacific Northwest non-profit sectors. A total of 335 interns representing 25 organizations have participated in Vision and Call since its inception.*

**GRANTS AWARDED 2011**

## VISION AND CALL INTERNSHIP PROGRAM

### **Oregon Leadership Development Institute**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$62,000**

### **Portland Leadership Foundation**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$70,400**

### **Seattle Area Youth for Christ**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Seattle, WA | **\$52,000**

### **Twin Rocks Friends Conference Association**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Rockaway Beach, OR | **\$45,000**

### **University of Portland**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Portland, OR | **\$46,200**

### **Urban Impact**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Seattle, WA | **\$70,000**

### **Warm Beach Christian Camps and Conference Center**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Stanwood, WA | **\$43,000**

### **Whitworth University**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Spokane, WA | **\$52,800**

### **World Vision, Inc.**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Federal Way, WA | **\$55,000**

### **Young Life**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Colorado Springs, CO | **\$70,400**

### **Young Life**

#### ***Vision and Call Internship Program***

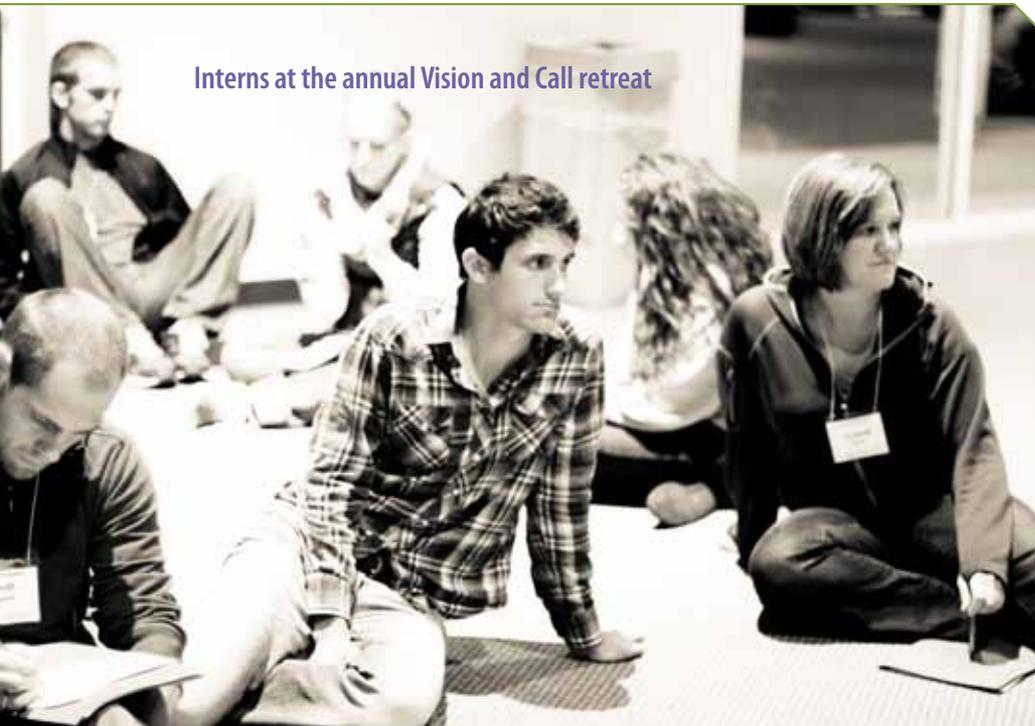
Health & Human Services > Vision and Call |  
Colorado Springs, CO | **\$57,200**

### **Youth Dynamics**

#### ***Vision and Call Internship Program***

Health & Human Services > Vision and Call |  
Burlington, WA | **\$105,600**

**Interns at the annual Vision and Call retreat**



**GRANTS AWARDED 2011**

## SCIENTIFIC RESEARCH ~ GENERAL

### **Boise VA Medical Center**

#### ***Acquisition of Biomedical Research Equipment***

For studies of infectious diseases  
Scientific Research | Boise, ID | **\$337,500**

### **Montana State University Bozeman**

#### ***Purchase of a Micro X-Ray CT Scanner***

For studies of materials at sub-zero temperatures  
Scientific Research | Bozeman, MT | **\$301,000**

### **Montana State University Bozeman**

#### ***Acquisition of Confocal Microscope System***

To support live imaging development  
Scientific Research | Bozeman, MT | **\$450,000**

### **Oregon Health & Science University Foundation**

#### ***Acquisition of a Super-Resolution Light Microscope***

For studies of cells and tissues  
Scientific Research | Portland, OR | **\$450,000**

### **Oregon State University**

#### ***Acquisition of a High-Resolution Transmission Electron Microscope***

For studies of biological, soft sample, and novel hard materials  
Scientific Research | Corvallis, OR | **\$425,000**

### **PATH (Program for Appropriate Technology in Health)**

#### ***Technology Enhancements***

To improve financial and project management of global health initiatives  
Scientific Research | Seattle, WA | **\$255,000**

### **Prince William Sound Science & Technology Institute**

#### ***Research Vessel Upgrades***

To support studies of the marine ecosystem  
Scientific Research | Cordova, AK | **\$248,000**

### **Puget Sound Blood Center and Program**

#### ***Purchase of Medical Research Instrumentation***

For studies of blood and blood-related diseases  
Scientific Research | Seattle, WA | **\$400,000**

### **University of Idaho Foundation, Inc.**

#### ***Acquisition of Bioinformatics Computer Core Equipment***

For studies of evolutionary processes  
Scientific Research | Moscow, ID | **\$335,000**

### **University of Idaho Foundation, Inc.**

#### ***Equipment Acquisition for Research in Mechanical Engineering***

For studies to improve internal combustion engines  
Scientific Research | Moscow, ID | **\$292,000**

### **Washington State University Foundation**

#### ***Acquisition of Specialized Environment Chambers***

For research on impacts of global climate change  
Scientific Research | Pullman, WA | **\$382,000**

### **Washington State University Foundation**

#### ***Acquisition of Engineering Research Equipment***

For studies of biomass processing  
Scientific Research | Pullman, WA | **\$179,000**

### **Western Washington University Foundation**

#### ***Multi-Disciplinary Science Research Program***

To support undergraduate research  
Scientific Research | Bellingham, WA | **\$138,500**

### **Willamette University**

#### ***Acquisition of a Laser Scanning Confocal System***

To advance research and training in biology, chemistry, and physics  
Scientific Research | Salem, OR | **\$171,000**

Dr. Xiaoping Wu conducts an experiment using Puget Sound Blood Center's new FACSria III Cell Sorter



**GRANTS AWARDED 2011**

**PARTNERS IN SCIENCE**

**Centralia College**

*Use of Dendrochronology for Investigating "Ghost Forest" at Mount Hood, Oregon*  
Scientific Research > Partners in Science |  
Centralia, WA | \$15,000

**Evergreen State College**

*Monitoring PO2 and Hemoglobin Saturation in Skin Grafts*  
Scientific Research > Partners in Science |  
Olympia, WA | \$15,000

**Evergreen State College**

*Needle-less Methods for Delivering Gene-Based Vaccines to Rainbow Trout*  
Scientific Research > Partners in Science |  
Olympia, WA | \$15,000

**Gonzaga University, Corporation of**

*Studies of Plethodontid Salamanders Pheromone Gene Variation*  
Scientific Research > Partners in Science |  
Spokane, WA | \$15,000

**Montana State University Bozeman**

*Investigating Relationships Between Vegetation, Climate Change, and Fire History*  
Scientific Research > Partners in Science |  
Bozeman, MT | \$15,000

**Montana State University Bozeman**

*Studies of Hyperthermophilic Archaeal Viruses*  
Scientific Research > Partners in Science |  
Bozeman, MT | \$15,000

**Oregon Health & Science University**

*Studies of Cryopreservation of Ovarian Function from Anti-Cancer Therapy*  
Scientific Research > Partners in Science |  
Beaverton, OR | \$15,000

**Oregon Health & Science University**

*Characterization of Endometrium Retinoid Receptors*  
Scientific Research > Partners in Science |  
Beaverton, OR | \$15,000

**Oregon Health & Science University**

*Characterization of Transcriptome in Primate Ovarian Function*  
Scientific Research > Partners in Science |  
Beaverton, OR | \$15,000

**University of Alaska-Anchorage**

*Investigations in Mammalian Copper Metabolism*  
Scientific Research > Partners in Science |  
Anchorage, AK | \$15,000

**University of Montana**

*Use of Modified Silica Polyimine Composites for Microbial and Viral Capture*  
Scientific Research > Partners in Science |  
Missoula, MT | \$15,000

**University of Washington**

*Studies of Bone Marrow Transplant-Derived Microglia*  
Scientific Research > Partners in Science |  
Seattle, WA | \$15,000

**Washington State University Foundation**

*Role of Planktonic Grazers in Cyanobacteria Toxin Production*  
Scientific Research > Partners in Science |  
Pullman, WA | \$15,000

**Willamette University**

*Ethylene Regulation of Floral Transition in "Arabidopsis Thaliana"*  
Scientific Research > Partners in Science |  
Salem, OR | \$15,000



Greg Whatley of South Salem High School, Oregon, performs research with Partners in Science mentor Sarah Kirk and a graduate student at Willamette University

**GRANTS AWARDED 2011**

## PARTNERS IN SCIENCE SUPPLEMENTAL

### Anaconda High School

*Exploration of Hot Springs Microorganisms*  
Scientific Research > Partners in Science Supplemental | Anaconda, MT | \$7,000

### Eastlake High School

*Biotechnological Studies of Nematode Worm Species*  
Scientific Research > Partners in Science Supplemental | Sammamish, WA | \$7,000

### Gladstone High School

*Synthesis and Spectrographic Analysis of Gold Nanoparticles*  
Scientific Research > Partners in Science Supplemental | Gladstone, OR | \$7,000

## TRUSTFACTS

The national *Partners in Science Conference* held in San Diego involved many partnerships in 2011, including Research Corporation for Science Advancement and Columbia University. More than 300 attendees represented the Pacific Northwest and other national programs.

### Heppner Jr./Sr. High School

*A Spectroscopical Study of Metalloproteins*  
Scientific Research > Partners in Science Supplemental | Heppner, OR | \$7,000

### Illinois Valley High School

*Human Pathology Studies*  
Scientific Research > Partners in Science Supplemental | Cave Junction, OR | \$7,000

### Lincoln High School

*Astronomy Research Using Digital Imaging Equipment*  
Scientific Research > Partners in Science Supplemental | Portland, OR | \$7,000

### McMinnville High School

*Application of Molecular Biology Techniques*  
Scientific Research > Partners in Science Supplemental | McMinnville, OR | \$7,000

### Prairie High School

*Inquiry-Based Investigations of Lupins*  
Scientific Research > Partners in Science Supplemental | Battle Ground, WA | \$7,000

## TRUSTFACTS

The twentieth annual *Murdock College Science Research Program Conference* was held in 2011 and involved 420 top students and faculty from the leading private college undergraduate programs in the Pacific Northwest. Involved is an estimated 90,000 hours of work presented by participating students.

### Roosevelt High School

*Investigating Organic Compounds Using Gas Chromatography*  
Scientific Research > Partners in Science Supplemental | Portland, OR | \$7,000

### Wellpinit High School

*Water Quality Studies of the Spokane River*  
Scientific Research > Partners in Science Supplemental | Wellpinit, WA | \$7,000

**GRANTS AWARDED 2011**

## MURDOCK COLLEGE RESEARCH PROGRAM FOR LIFE SCIENCES

### **Pacific University**

#### *Study of Plant Secondary Metabolites from "Gaultheria shallon"*

Scientific Research > Murdock College Research Program for Life Sciences | Forest Grove, OR | \$48,500

### **Reed Institute, dba Reed College**

#### *Neural Mechanisms Underlying Feeding Phenotypes in a New Cichlid Model for Metabolic Research*

Scientific Research > Murdock College Research Program for Life Sciences | Portland, OR | \$49,500

### **Seattle Pacific University**

#### *Paralytic Shellfish Toxins and the Seastar-Mussel Interaction*

Scientific Research > Murdock College Research Program for Life Sciences | Seattle, WA | \$40,000

### **Seattle Pacific University**

#### *Social Brain and Vasopressin: Regulation of Maternal Behavior and Aggression in the California Mouse*

Scientific Research > Murdock College Research Program for Life Sciences | Seattle, WA | \$40,000

### **Seattle University**

#### *Study of Packaging Determinants Within the C-terminus of Foamy Virus Polymerase Protein*

Scientific Research > Murdock College Research Program for Life Sciences | Seattle, WA | \$58,000

### **Seattle University**

#### *Circadian Regulation of Hypothalamic-Pituitary-Adrenal Responsivity*

Scientific Research > Murdock College Research Program for Life Sciences | Seattle, WA | \$50,500

### **Trinity Western University**

#### *Role of ILK in the Differentiation and Progression of Retinoblastomas*

Scientific Research > Murdock College Research Program for Life Sciences | Langley, BC | \$48,500

### **University of Portland**

#### *Effect of Fatty Acid Modification and Glycosaminoglycan Association on Wnt-Frizzled Binding Affinity*

Scientific Research > Murdock College Research Program for Life Sciences | Portland, OR | \$54,000

### **Willamette University**

#### *Genomic Tools for Studies of Coevolution*

Scientific Research > Murdock College Research Program for Life Sciences | Salem, OR | \$48,000

### **Willamette University**

#### *Characterizing the Cellular Effects of Stress Steroids on Neurons*

Scientific Research > Murdock College Research Program for Life Sciences | Salem, OR | \$50,500

David Dalton, professor of Biology at Reed College, conducts research with a student. Photo by Matt D'Annunzio



**GRANTS AWARDED 2011**

**FACULTY START-UP**

**Reed Institute, dba Reed College**

*Start-Up Research Package for New Position in Biology*

Scientific Research > Faculty Start-Up | Portland, OR | \$30,000

**Seattle University**

*Start-Up Research Package for New Position in Cell & Molecular Biology*

Scientific Research > Faculty Start-Up | Seattle, WA | \$30,000

**Seattle University**

*Start-Up Research Package for New Position in Marine Conservation Biology*

Scientific Research > Faculty Start-Up | Seattle, WA | \$30,000

**University of Puget Sound**

*Start-Up Research Package for New Position in Chemistry*

Scientific Research > Faculty Start-Up | Tacoma, WA | \$30,000

**Whitworth University**

*Start-Up Research Package for New Position in Chemistry*

Scientific Research > Faculty Start-Up | Spokane, WA | \$25,000

**GRANTS AWARDED 2011**

**EXCEPTIONAL OPPORTUNITY**

**Oregon Health & Science University Foundation**

*Medical Research Support*

For a study of the genetics of autism  
Scientific Research > Exceptional Opportunity | Portland, OR | \$50,000

**Oregon State University**

*Data Collection to Study the Emerging Role of Zinc-Containing Metalloproteins in Human Diseases*

To enhance NIH grant application  
Scientific Research > Exceptional Opportunity | Corvallis, OR | \$50,000

**Oregon State University**

*Support for Coastal Marine Research*

For studies of oxygen uptake at the ocean floor  
Scientific Research > Exceptional Opportunity | Corvallis, OR | \$50,000

**TRUSTFACTS**

*In 2011 the Trust crossed the threshold of \$650 million in grants to over 2,000 organizations through more than 4,750 grants.*

**TRUSTFACTS**

*The average growth rate of the Murdock Trust assets value after grants and administrative expenses have been paid out is 6.92 percent, while the average inflation rate since inception is 4.1 percent.*

**GRANTS AWARDED 2011**

**TOTAL, BY TYPE, AND BY STATE**

<b>TOTAL GRANTS AWARDED IN 2011</b>	
<b>Grants</b>	<b>233</b>
<b>Grant Dollars</b>	<b>\$33,454,416</b>
<b>Trust Matching Gifts Program*</b>	<b>\$291,370</b>

*\*Trust Matching Gifts Program: Promoting and encouraging charitable giving, the Trust matches gifts made to eligible organizations by Trust employees and Trustees.*

<b>GRANTS AWARDED BY STATE IN 2011</b>		
<i>State</i>	<i>Number of Grants</i>	<i>Amount Granted</i>
<b>Alaska</b>	<b>12</b>	<b>\$1,790,000</b>
<b>Idaho</b>	<b>17</b>	<b>\$3,053,577</b>
<b>Montana</b>	<b>26</b>	<b>\$4,233,000</b>
<b>National</b>	<b>28</b>	<b>\$4,883,178</b>
<b>Oregon</b>	<b>80</b>	<b>\$10,839,600</b>
<b>Washington</b>	<b>70</b>	<b>\$8,655,061</b>
<b>Total</b>	<b>233</b>	<b>\$33,454,416</b>

<b>GRANTS AWARDED BY TYPE IN 2011</b>		
<i>Type</i>	<i>Number of Grants</i>	<i>Amount Granted</i>
<b>Arts &amp; Culture</b>	<b>12</b>	<b>\$2,041,700</b>
<b>Education</b>	<b>38</b>	<b>\$7,716,100</b>
<b>Health &amp; Human Services</b>	<b>127</b>	<b>\$18,270,116</b>
<b>Scientific Research</b>	<b>56</b>	<b>\$5,426,500</b>
<b>Total</b>	<b>233</b>	<b>\$33,454,416</b>

## PEOPLE AT THE TRUST

### TRUSTEES

JOHN CASTLES

JEFFREY GRUBB

LYNWOOD SWANSON



### EXECUTIVE STAFF



**Steven G. W. Moore**  
Executive Director



**Julie Cieloha**  
Chief Financial Officer



**Jim Martin**  
Chief Investment Officer



**Dana Miller**  
Senior Program Director  
for Grant Programs



**Terry Stokesbary**  
Senior Program Director  
for Enrichment Initiatives

# PEOPLE AT THE TRUST

## PROGRAM DIRECTORS



**Dave Coleman**  
Program Director



**Kit Gillem**  
Program Director



**Bart Hadder**  
Program Director



**Jan Kennedy**  
Program Director



**Jill Tatum**  
Program Director



**Hugh Vander Plas**  
Program Director

## PROGRAM STAFF



**Colleen Allbee**  
Technology Coordinator



**Camille Cotton**  
Program Assistant



**Sheila Flannigan**  
Program Assistant



**Kathy Freitas**  
Executive Assistant



**Marybeth Stewart Goon**  
Senior Program Assistant



**Mary Hill**  
Program Assistant



**Conner Peckham**  
Administrative Assistant  
and Receptionist

## PEOPLE AT THE TRUST

### INVESTMENT AND FINANCE STAFF



**Karen deRenne**  
Senior Accountant



**Jennifer Larson**  
Investment &  
Finance Specialist



**Mark Pyatt**  
Investment Analyst

### ADJUNCT STAFF

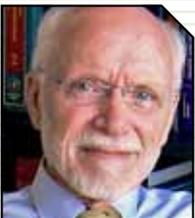
Senior fellows and visiting scholars contribute to the work of the Trust by advising on programs, serving on panels, and providing connections to key resources



**Jay Barber**  
Senior Fellow



**Michael McGill**  
Visiting Scholar



**Kent Thornburg**  
Senior Fellow



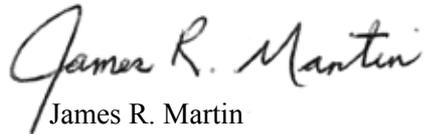
**John Van Zytveld**  
Senior Fellow

## LETTER FROM THE CHIEF INVESTMENT OFFICER

The M. J. Murdock Charitable Trust embraces a long-term investment strategy (*see strategic asset allocation*), focusing on total return and using “best of breed” outside *investment managers*. As illustrated in the accompanying graphs, the Trust’s commitment to a long-term, well-diversified plan has resulted in growth in assets from under \$100 million in 1975 to nearly \$800 million as of December 31, 2011.

The opportunity to work with some of the brightest investment minds in the world—our investment managers—is truly a blessing. The collective result they have achieved is only surpassed by their dedication to our mission. It is an honor to be their client.

We are fortunate to be governed by Trustees who “get it” and are willing to think outside the box to help create investment mandates focusing on making money (total return) while minimizing risk. Their willingness to embrace such mandates has been invaluable to the Trust’s long-term success. It is a privilege to be a small part of managing the Trust’s investment program and to work for a supportive executive director and with a talented and committed staff, all of whom are dedicated to maximizing our grantmaking potential for our charitable beneficiaries.

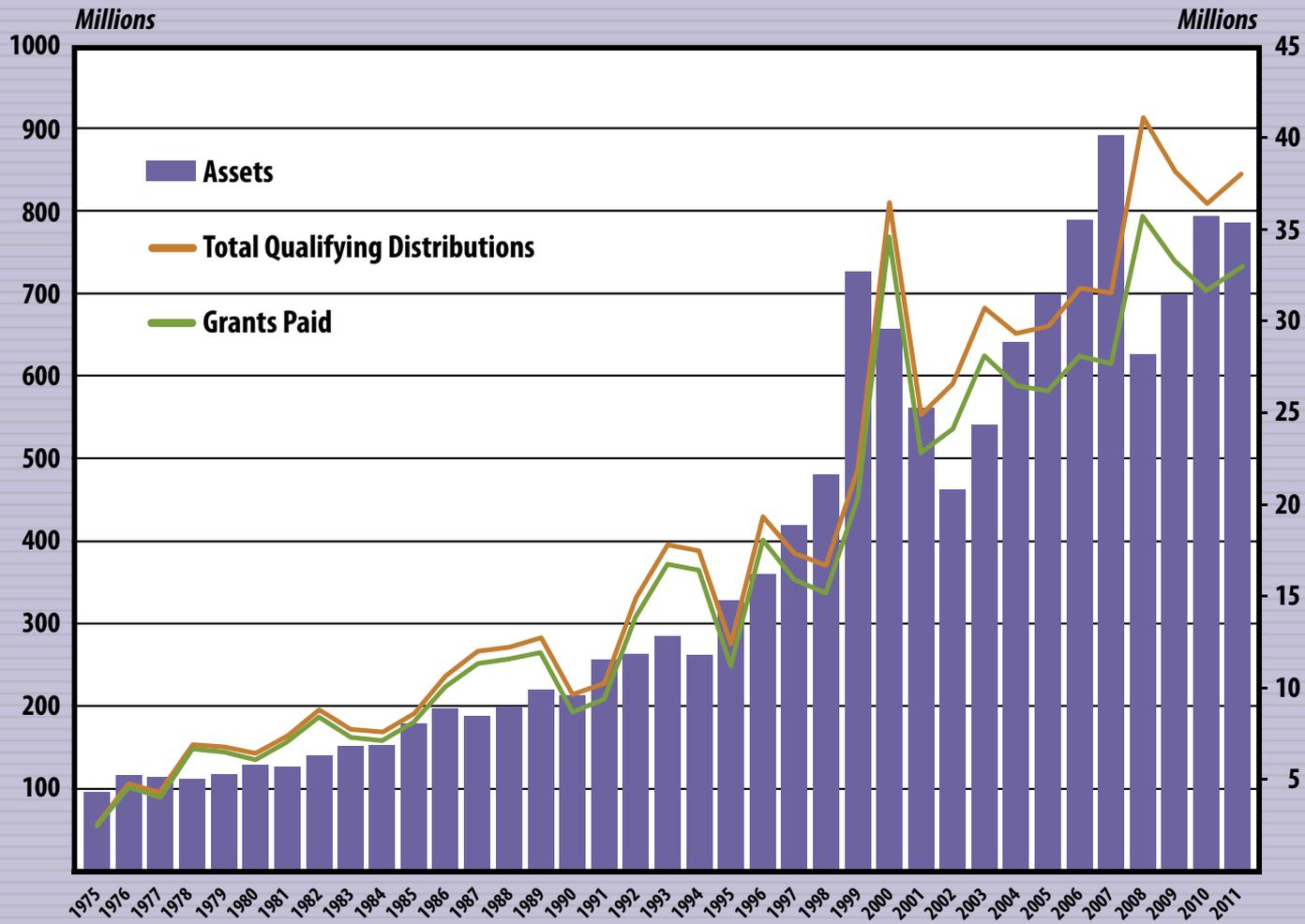


James R. Martin  
Chief Investment Officer

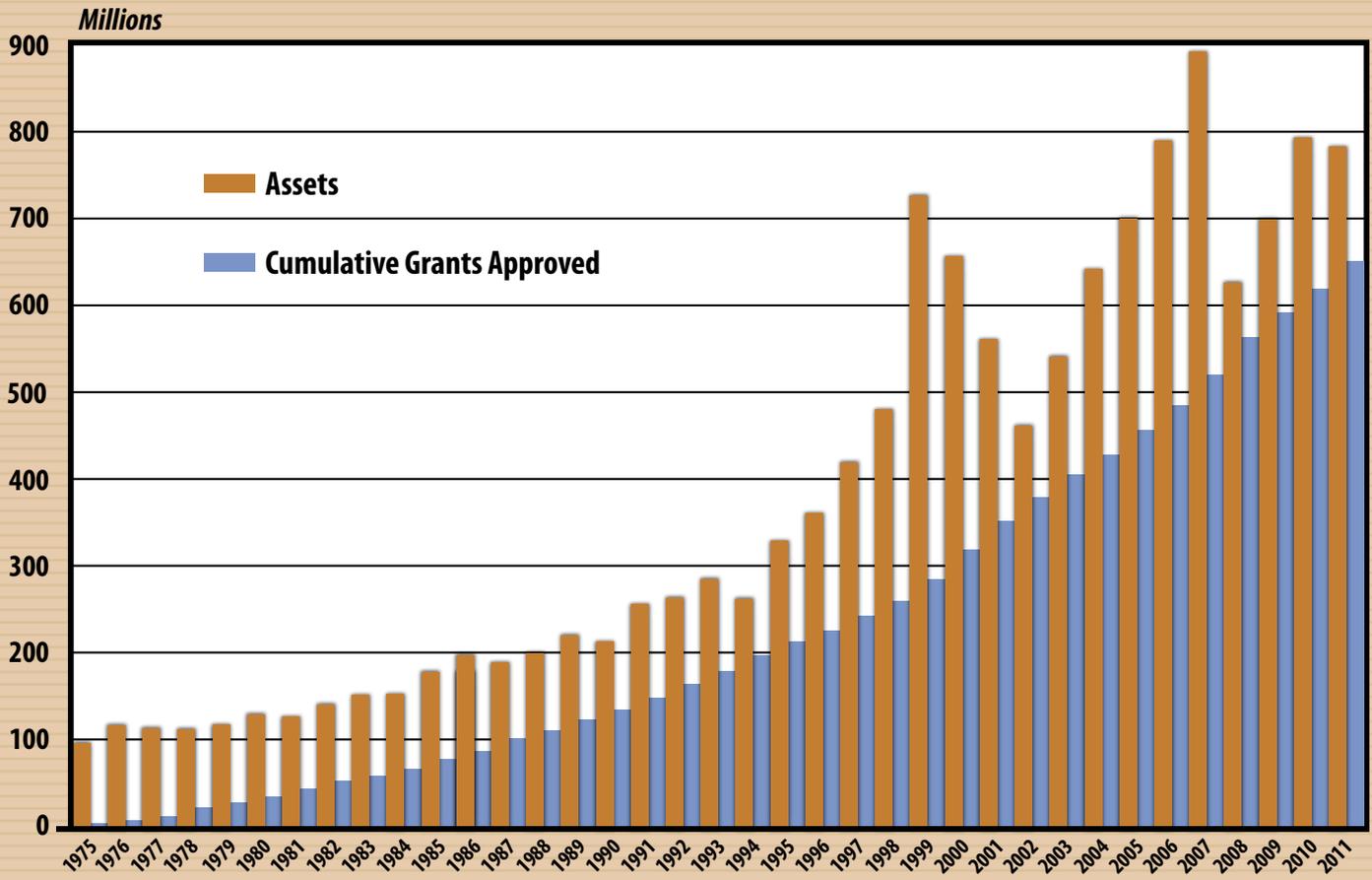


James R. Martin,  
Chief Investment Officer

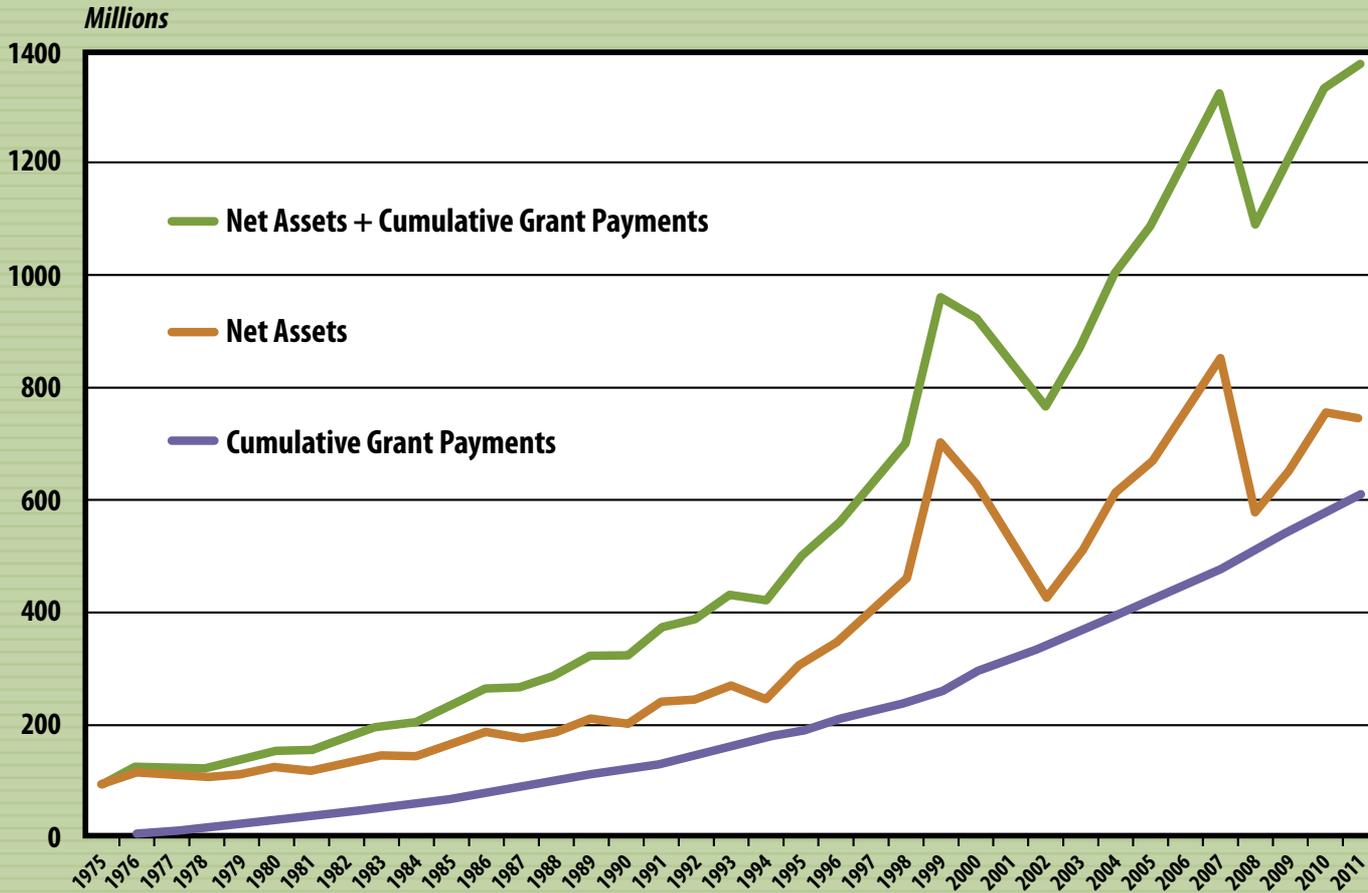
# ASSETS AND QUALIFYING DISTRIBUTIONS



# ASSETS/CUMULATIVE GRANTS APPROVED



# CUMULATIVE GRANT PAYMENTS & GROWTH IN NET ASSETS SINCE INCEPTION



# INVESTMENT MANAGERS

## Risk Bucket I – Low Risk



- Common Sense Investment Management, LLC (1999)
- Hoisington Investment Management Company (1981)
- TCW/Metropolitan West Asset Management, LLC (1997)
- Pacific Alternative Asset Management Company, LLC (2000)
- Rimrock Capital Management, LLC (2006)

## Risk Bucket II – Medium Risk



- Acorn Investors, LLC (2004)
- Allianz Global Investors Capital, LLC (1991)
- Calamos Investments, LLC (2011)
- Capital International, Inc. (1994)
- Commonfund Realty, Inc. (2006)
- KSL Capital Partners, LLC (2005)
- Oaktree Capital Management, L.P. [Emerging Markets] (1998)
- Pinnacle Associates Ltd. (2000)
- PRIMECAP Management Company (1984)
- VEF Advisors, LLC (1998)
- W.P. Stewart & Co., Ltd. (1988)
- Zevenbergen Capital Investments, LLC (1994)

## Risk Bucket III – High Risk



- Abbott Capital Management, LLC (1995)
- ABRY Partners, LLC (2001)
- Alchemy Special Opportunities, LLP (2007)
- AXA Private Equity (1999)
- Brooke Private Equity Associates (2006)
- Capital International, Inc. [CIPEF] (2000)
- Coller Capital (2002)
- EIG Global Energy Partners, LLC (2003)
- Endeavour Capital (2000)
- First Reserve Corporation (1998)
- Keyhaven Capital Partners, Ltd. (2003)
- Knightsbridge Advisers, LLC (1997)
- New Venture Partners, LLC (2005)
- Oaktree Capital Management, L.P. (1990)
- Resource Capital Funds (1998)
- Sequoia Capital (1980)
- Spur Capital Partners, LLC (2002)
- Standard Life Investments (2005)
- Technology Partners (2000)

*(Years indicate relationship inception)*

# STRATEGIC ASSET ALLOCATION

## Risk Bucket 1

### Capital Preservation

- Cash
- Alternative Cash
- Fixed Income Relative Value
- Hedge Funds
- Long U.S. Treasuries

## Risk Bucket 2

### Equities/Value-Added Real Estate

- Diversified Style Disciplines
- Domestic & Global Mandates
- Long/Short
- Specialized Equity Portfolios
- Value-Added Real Estate
- Equity-Minority Interest

## Risk Bucket 3

### Alternative Investments

- Domestic & International Private Equity
- Distressed Securities
- Venture Capital, Buyouts, and Special Situations including Energy, Natural Resources, Media, and Business Services

### Target Allocation

15%



50%



35%



### Actual Allocation

18%



39%



43%



## GUIDELINES FOR GRANTSEEKERS

To make an application to the Trust, the following four steps should be done:

1. Review your organization's potential eligibility to apply to the Trust.
2. Determine the potential match of your project with Trust interests and limitations.
3. Prepare and submit a Letter of Inquiry.
4. If eligible, complete and submit an application.

### **Step 1: Is your organization eligible to apply for a grant?**

Requests for grants are considered from organizations that fit with current Trust interest and have been ruled to be tax exempt under Section 501(c)(3) of the Internal Revenue Code and are not private foundations as defined in Section 509(a) of the Code (an explanation regarding this IRS Code is available in the [Toolbox](#) on our website). Charitable organizations applying for support must have in hand the most current IRS documentation reflecting their status or qualification as a tax-exempt government entity.

Requests for support are generally limited to projects that occur within five states of the Pacific Northwest:

Alaska, Idaho, Montana, Oregon, and Washington. Generally speaking, preference is given to organizations that receive the majority of their funding from private sources. Please note that eligibility to apply for a scientific research grant, any of the focused Trust programs in science, or other enrichment or special initiative grants is limited. To learn more about these programs and their individual application processes and timelines, visit the [Grants](#) section of the Trust's website or call the Trust office at 360.694.8415.

### **Step 2: Is the project for which you seek support within Trust interests?**

While the Trust supports a wide variety of projects in the region, there are limitations to what the Trust will fund. The best indicator of current Trust interest is generally reflected in past successes. To review a list of recently funded projects, please visit the [Grants Awarded](#) section of the Trust's website. The [Funding Priorities](#) page will provide additional guidance to what requests are and are not generally considered. Additionally, be sure to review [Writing Great Grants](#), a guide to successful grantwriting.

### **Step 3: Prepare and submit a Letter of Inquiry**

In order to avoid unnecessary work both for a potential applicant and for the Trust, it is important to determine as early as possible the degree to which a proposed project coincides with areas of Trust interest. If you believe your organization and project may be of Trust interest, you should consider submitting a [Letter of Inquiry](#).

A Letter of Inquiry may be submitted to the Trust at any time. Letters of Inquiry are reviewed to determine if an organization and proposed project sufficiently fit Trust interest and guidelines to warrant submission of a full proposal. Once the Trust has your Letter of Inquiry in hand, it will be reviewed and you can expect a response within about three weeks.

### **Step 4: Complete and submit an application.**

If you receive an invitation to submit a full application, you will be given instructions on how to download the application form from the Trust's website using the password provided.

## GUIDELINES FOR GRANTSEEKERS

Unless specifically noted, there are no deadlines for the receipt of an application. An application may be submitted at any time when sufficient information is available for the applicant to thoughtfully address the

questions outlined in the application instructions. In general, an application should be submitted early enough to allow staff sufficient time to thoroughly study it and, if appropriate, conduct a site visit to meet with the

principals of the project. Once the application is received, the rest of the process, including the site visit, usually takes six to nine months.



## OUR BENEFACTOR

While still in the spring of his life, *Jack Murdock* displayed swelling buds of scientific curiosity and a philanthropic heart. These opened more fully later in life, and they continue to mature in our activities here at the Trust.

In his *autobiography*, written in 1934 at only 16 years old, Jack set several goals for himself. He wrote, “After leaving high school and establishing a business of my own, I intend to go further into the study of radio phenomena. I would like to learn all there is to know about radio if it is possible. I shall probably carry on many experiments in this field, and also, possibly some other branches of sciences...I have at present several ideas for inventions, which if put into use would be of great benefit to the people of the world.”

Jack did indeed establish a business, out of which was born the oscilloscope that gave Tektronix its start and eventual success. Through Tektronix, and with the help of those he gathered around himself, he introduced a high-tech emphasis in our region that has grown remarkably, all based ultimately on solid scientific research. In this sense, the scientific buds of his youth burst into full bloom and produced a high yield of tech fruit still being harvested today.

His youthful statement of doing things to benefit others—the philanthropy buds—also came into bloom, yielding fruit before his death. He established his own foundation, the Millicent Foundation (named for his mother), which was his personal vehicle of giving in the region. Simply by opening a box of hand-written records on a shelf in our offices, we see his heart for others—a wide variety of organizations he believed worthy of his support, and a guide to our philanthropy today.

As Jack’s youth was replaced by adulthood and his career interests took root, so did his interests in humankind expand beyond that of radios and science. This was evident in a *speech* he gave in 1966 to the Portland Chamber of Commerce 32 years after his autobiography was penned. There he reflected on the importance of work and play, the pursuit of knowledge, and the human need for creative expression. He believed that these activities, and certainly others as well, lead to healthier, happier, and more productive people more able to solve society’s problems and make significant contributions to our world.

So it is that both Jack’s wide-ranging interests and his practice of philanthropy live on today in the form of the charitable Trust established from his estate in 1975 to “enrich and nurture the spiritual, educational, cultural, and social lives of individuals, families, and communities.” Since then, thousands of grants worth hundreds of millions of dollars have been invested in the work, play, education, and creativity of people in the region. Surely he would have enjoyed seeing the harvest of his dreams and the ripple effect of his work.

Jack believed that the health of communities was directly related to the health of the persons in those communities. As a member of what has come to be known as “The Greatest Generation,” he also knew the importance of sacrifice, generosity, democratic freedoms, civic investment, and continually investing in the next generation. These values and more help sustain the strong fabric of a healthy culture. Jack left more than a Trust; he left a legacy, which is still being written.



Jack Murdock

### **Mailing Address**

M. J. Murdock Charitable Trust  
PO Box 1618  
Vancouver, Washington 98668

### **Office Location**

M. J. Murdock Executive Plaza  
703 Broadway, Suite 710  
Vancouver, Washington 98660

### **Contact**

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\* On the cover: Western Rivers Conservancy's John Day River Project permanently protects more than 16 river miles and 16,000 acres of riparian and shrub-steppe habitat for fish, wildlife, and people. Photo by Peter Marbach