

# Staying the Course

Charles Stewart Mott Foundation



## OUR FOUNDER

*“It seems to me that every person, always, is in a kind of informal partnership with his community. His own success is dependent to a large degree on that community, and the community, after all, is the sum total of the individuals who make it up. The institutions of a community, in turn, are the means by which those individuals express their faith, their ideals and their concern for fellow men ....*

*“So broad and so deep are the objectives of the Mott Foundation that they touch almost every aspect of living, increasing the capacity for accomplishment, the appreciation of values, and the understanding of the forces that make up the world we live in. In this sense, it may truly be called a Foundation for Living — with the ultimate aim of developing greater understanding among men.*

*“We recognize that our obligation to fellow men does not stop at the boundaries of the community. In an even larger sense, every man is in partnership with the rest of the human race in the eternal conquest which we call civilization.”*

Charles Stewart Mott (1875-1973), who established this Foundation in 1926, was deeply concerned from his earliest years in Flint with the welfare of his adopted community.

Soon after he had become one of the city's leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served three terms as mayor (in 1912, 1913 and 1918) during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000.

As a private citizen, he started a medical and dental clinic for children and helped establish the YMCA and the Boy Scouts, along with the Whaley Children's Center, in Flint.

Nine years after the Foundation was incorporated for philanthropic, charitable and educational purposes, it became a major factor in the life of Flint through organized schoolground recreational activities, which developed into the nationwide community education program.

From this start, the Foundation's major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond its home city.



## OUR PHILOSOPHY

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Charles Stewart Mott's central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of its grantmaking, the Foundation has refined and broadened its grantmaking over time to reflect changing national and world conditions.

Through its programs of Civil Society, Environment, Flint Area and Pathways Out of Poverty, and their more specific program areas, the Foundation seeks to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. The Foundation hopes that its collective work in any program area will lead toward systemic change.

Fundamental to all Mott grantmaking are certain values:

- Learning how people can live together to create a sense of community, whether at the neighborhood level or as a global society;
- Building strong communities through collaboration to provide a basis for positive change;
- Nurturing strong, self-reliant individuals to ensure a well-functioning society;
- Promoting the social, economic and political empowerment of all individuals to preserve fundamental democratic principles and rights;
- Encouraging responsible citizen participation to help foster social cohesion;
- Developing leadership to build upon the needs and values of people and to inspire the aspirations and potential of others; and
- Respecting the diversity of life to maintain a sustainable human and physical environment.

## OUR CODE OF ETHICS

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*Respect for the communities we work with and serve;*

*Integrity in our actions;*

*Responsibility for our decisions and their consequences.*

- We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
- We are committed to avoid conflicts of interest and the appropriate handling of actual or apparent conflicts of interest in our relationships.
- We are committed to treat our grantees fairly and to treat every individual with dignity and respect.
- We are committed to treat our employees with respect, fairness and good faith and to provide conditions of employment that safeguard their rights and welfare.
- We are committed to be a good corporate citizen and to comply with both the spirit and the letter of the law.
- We are committed to act responsibly toward the communities in which we work and for the benefit of the communities we serve.
- We are committed to be responsible, transparent and accountable for all of our actions.
- We are committed to improve the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.



**Vision:** The Charles Stewart Mott Foundation affirms its founder’s vision that each of us is in partnership with the rest of the human race — that each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of caring, integrity and service. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

**Mission:** To support efforts that promote a just, equitable and sustainable society.

GOAL	PROGRAM AREAS	
<p><b>Civil Society</b></p> <p><b>Mission:</b> To strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.</p>	<p>Central/Eastern Europe and Russia</p> <p>South Africa</p> <p>United States</p> <p>Global</p>	
<p><b>Environment</b></p> <p><b>Mission:</b> To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.</p>		<p>Conservation of Freshwater Ecosystems in North America</p> <p>Reform of International Finance and Trade</p> <p>Special Initiatives</p>
<p><b>Flint Area</b></p> <p><b>Mission:</b> To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.</p>	<p>Arts, Culture and Education</p> <p>Community Revitalization and Economic Development</p> <p>Special Initiatives</p>	
<p><b>Pathways Out of Poverty</b></p> <p><b>Mission:</b> To identify, test and help sustain pathways out of poverty for low-income people and communities.</p>	<p>Improving Community Education</p> <p>Expanding Economic Opportunity</p> <p>Building Organized Communities</p> <p>Special Initiatives</p>	
<p><b>Exploratory and Special Projects</b></p> <p><b>Mission:</b> To support exploratory initiatives that may lead to a formal program area over time or unexpected opportunities that address significant international and/or national problems.</p>	<p>Historically and Predominantly Black Colleges and Universities</p> <p>Special Projects</p>	

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## Staying the Course

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Few institutions — colleges, universities, foundations and large nonprofits — that rely on investments to generate cash for current operations and to underwrite future growth have escaped economic whiplash in recent years as the stock market tumbled and the economy stalled.

The Mott Foundation has been neither immune to, nor isolated from, this experience. Our assets rose dramatically in the 1990s, growing from \$1.162 billion in 1992 to \$3.227 billion in 1999. This near tripling of resources supported an even more robust level of growth in our grantmaking — from \$49 million in 1993 to \$153 million in 2000.

The end result of this growth is that during the past four years the Foundation has given away almost one-third (\$506 million) of the total grant dollars (\$1.6 billion) we have awarded in our 76 years of operation.

We had viewed the equity market expansion of the 1990s as a unique and unsustainable phenomenon. Unfortunately, we did not have a clear understanding of, or appreciation for, the many forces that would buffet the market in the years that followed. With the clarity of hindsight, we realize we should have taken a different path than the one we chose.

This has been, frankly, a humbling experience. At the same time, we are reminded that the Mott Foundation, like other foundations, brings more to the table than just financial resources. Our value as an institution is not measured solely by the size of our assets, or our grants. Our expertise as a grantmaker, our staff's knowledge and skills, and our commitment to community change and betterment remain intact.

The caution born of managing assets and grantmaking during periodic down markets over the past 40 years<sup>1</sup> had made us reluctant to allocate every additional grant dollar that became available to our core grantmaking programs. Rather, a significant portion of these additional resources was earmarked for our Program Reserve Fund.

That fund is designed to function as a mechanism to provide flexibility for future program planning and for unanticipated opportunities, as well as a safety net

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<sup>1</sup>See chart, "Total Assets at Market Value and Total Assets in 2002 Dollars," that tracks the Foundation's assets since 1963 on page 3.

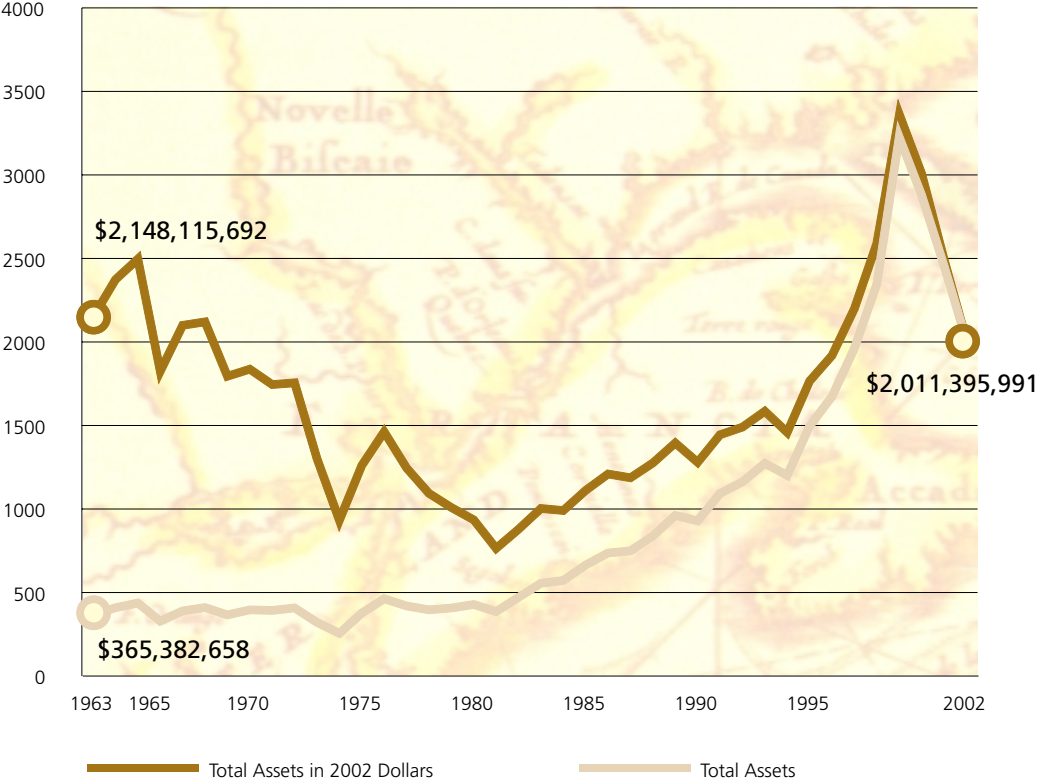
in the event our asset base experiences a decline. At the start of each calendar year, approximately 20 to 25 percent of our grants budget is earmarked for this account. Proposals from across the Foundation’s programs compete for, and are funded from, the Program Reserve Fund throughout the year.

During those years when the assets were rising quickly, additional dollars were earmarked for this fund first, rather than being allocated directly to the core program budget. We used the extra grant dollars generated by the market run-up to underwrite large, one-time grants. Many of these grants went to longtime grantees whose work the Foundation has long championed, and which we wanted to strengthen for the future. Other large grants enabled us to seize truly special, one-time opportunities.

This strategy got the resources out to the nonprofit community and allowed us to respond to unique opportunities. But it did not create ongoing obligations that would be difficult to meet if and when the market retreated.

This approach resulted in \$103.9 million in large, one-time grants from 1998 through 2001 to nonprofits working in Michigan, the United States, South Africa, Central/Eastern Europe and Russia. Slightly more than half of

**Total Assets at Market Value & Total Assets in 2002 Dollars (In Millions)**



**We are focusing on our core program competencies and our long-term grantees, with a greater emphasis on general purpose and capacity-building grants.**

these grants — 55.7 percent — were made in Flint and Genesee County under the Flint Area program. The balance was spread across the Pathways Out of Poverty (19.8 percent), Civil Society (13.5 percent), Environment (10.1 percent), and Exploratory and Special Projects (0.9 percent) programs.

Many of these grants were earmarked for endowments that will generate revenue for the recipient organizations for decades to come. Others funded construction of buildings or other capital improvement projects, or provided support for long-term programmatic initiatives, all of which will have lasting benefits for the grantees and their constituencies. (See chart, “Large One-Time Grants, 1998-2001,” pages 7-8.)

However, since December 31, 1999, when the market value of the Foundation’s assets reached a high of \$3.23 billion, our assets have dropped 38 percent, to \$2.88 billion in 2000, \$2.46 billion in 2001, and \$2.01 billion at the end of 2002. After an increase in grants from \$113.9 million in 1999 to \$153 million in 2000, there was a drop in grant dollars during the ensuing years to \$129.7 million in 2001 and \$109.8 million in 2002.

The reality is that it generally takes 12 to 18 months for the full impact of a dramatic change in assets to be reflected in a foundation’s grantmaking activity. Because of this time lag, foundations cannot always adjust their grant budgets with equal rapidity — either up or down — to respond to swiftly changing markets.<sup>2</sup>

During this period, reductions were achieved by first cutting grant dollars allocated to the Program Reserve Fund; additional reductions that were required came from strategic, focused cutbacks in selected program areas.

Recognizing full well the potential impact of cuts on grantees, we took a number of deliberate actions that we believed helped us “stay the course” as a responsible grantmaker.

First, we exceeded our traditional 5 percent payout rate for the past two years, granting an additional \$827,000 in 2001 and \$16.9 million in 2002. Preliminary estimates based on the performance of our portfolio through the end of May 2003 are that we will again exceed the 5 percent payout rate by \$16 million to \$18 million in additional grants in 2003.

Second, we are fully meeting all of our existing funding commitments and not reducing or canceling grants with multiyear payments.

Third, whenever possible, we are focusing on our core program competencies and our long-term grantees, with a greater emphasis on general purpose and capacity-building grants. We are doing this for two reasons: Nonprofits find general purpose support valuable for the flexibility it provides, and funding

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<sup>2</sup>Private foundations are required to make qualifying distributions (grant payments, foundation-administered expenses, excise tax and administrative expenses) equal to roughly 5 percent of their average assets each year. The basis of this calculation is a rolling, 12-month average of the foundation’s investment assets.

capacity building is an investment in a grantee's long-term future. This focus is not new for our foundation, but we have been placing increased emphasis on it in recent years. At the same time, we remain open to unusual opportunities, but our ability to respond to them will continue to be limited.

Fourth, our staff continues to provide what we believe are value-added activities to the nonprofit community through technical assistance to our grantees. We also actively participate in policy discussions related to our funding interests at the local, state, national and international levels.

Starting in 2000, for example, Richard K. Rappleye, Vice President of Field Services, provided management and administrative technical assistance for new and emerging, as well as established, Michigan foundations. Rappleye, who retired from Mott in January 2003, was instrumental in establishing NPower Michigan, an organization committed to ensuring that all nonprofits can use technology to expand the reach and impact of their work.

Since 1996, we have had at least one staff member on loan to a grantee, beginning with Program Officer Pat K. Edwards, who continues in that capacity at the National Center for Community Education. Program Officer Suzanne Feurt, who is now with the Council on Foundations Inc., spent almost four years on loan to the European Foundation Centre. Senior Communications Officer Carol D. Rugg continues on loan to the Aspen Institute's Fund for Innovation, Effectiveness, Learning and Dissemination.

Early in 2003, Program Director Karen Aldridge-Eason became Mott's fourth recent loaned staff member when she was selected by Michigan Governor Jennifer M. Granholm to serve as the state's first liaison between Michigan's foundation community and state government. In her new role, Aldridge-Eason will serve as a policy adviser to the governor and will focus on the Michigan Land Use Leadership Council and the Project Great Start early childhood initiative.

Fifth, we have cut steadily our administrative expenditures by reducing outside contracted services and staff travel, and instituting a hiring freeze on most open positions. This has resulted in some program staff members taking on grantmaking responsibilities in more than one program. We have also deferred capital investments in our facilities and equipment.

Despite these actions, we have had to make some reductions in our core program areas over the past two years. Rather than implementing flat, across-the-board cuts, we have taken a more thoughtful approach and asked the following questions in order to develop common criteria:

- Does the Foundation have a long funding history, extensive knowledge and experience with respect to a specific area? Is the Foundation a critical player?

Are we the lead funder on an issue or one of a small group of foundations engaged in funding a specific area? Would withdrawal of our funding have a particularly severe impact on the field?

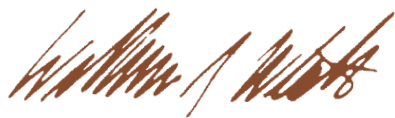
- Is the Foundation's grantmaking at a stage of development such that funds could be withdrawn without great disruption? Have we accomplished what we set out to do so our exit is logical? Has a level of stability been achieved in a particular field such that our involvement is no longer essential?
- Is there a window of opportunity for the Foundation to make a major impact on a particular area, such that discontinuation of funding would be unwise? Has sufficient momentum built up to put that issue on the radar screen of policymakers, other decisionmakers and/or the public?

Starting in late 2001 and continuing through 2002, the program staff and management used these questions to examine each grantmaking area and develop strategies that would maximize the effectiveness of available grant dollars for those issues in which we still fund, provide technical assistance and other forms of non-monetary support to grantees, and remain engaged at the policy table around those issues that are of long-term concern.

In the program overviews that begin on page 9, we not only present our traditional review of our grantmaking for the year past, but also explore the approaches used in our efforts to balance the grantmaking budget and maintain core program integrity.

In addition, this annual report contains — inside the front cover — the Foundation's first formal Code of Ethics, which was approved by our Board of Trustees in March 2003.

It is difficult to predict when the economy and the equity markets will recover. The current three-year downturn has lasted longer than many experts expected, and no one predicts a return to the halcyon days of the 1990s anytime soon, if ever. Our experience is a constant reminder that responsible grantmaking requires us to strike a thoughtful balance between the needs of today's grantees and the unknowable challenges that the future most assuredly will present us.



William S. White  
President

**Large One-Time Grants (1998-2001)**

GRANTEE	AMOUNT (millions)	ENDOWMENT	PROGRAM	LAND & BUILDINGS*
<b>CIVIL SOCIETY</b>				
<b>Board Source</b> Washington, D.C.	\$ 1.0		X	
<b>Capital Region Community Foundation</b> Lansing, Mich. <i>Connect Michigan Alliance Endowment Fund</i>	1.0	X		
<b>Charities Aid Foundation</b> Kent, England <i>CAF Russia: Endowment for Sustainable Future</i>	1.0	X		
<b>Council on Foundations, Inc.</b> Washington, D.C. <i>Community Foundation Leadership Team</i>	1.0		X	
<b>EastWest Institute</b> New York, N.Y. <i>Transfrontier Cooperation Program</i>	1.5		X	
<b>German Marshall Fund of the U.S.</b> Washington, D.C. <i>Balkan Trust for Democracy</i>	5.0		X	
<b>Independent Sector</b> Washington, D.C.	.5		X	
<b>International Fundraising Consortium</b> Braamfontein, South Africa <i>HIV/AIDS Fund</i>	1.0		X	
<b>Nelson Mandela Children's Fund</b> Johannesburg, South Africa	2.0	X		
<b>S U B T O T A L</b>	\$ 14.0			
<b>ENVIRONMENT</b>				
<b>The Conservation Fund</b> Arlington, Va. <i>Great Lakes Revolving Loan Fund &amp; Michigan Dune Alliance</i>	\$ 4.6		X	X
<b>Earth Share</b> Bethesda, Md. <i>State Environmental Federation Partnership</i>	.6		X	
<b>Grand Traverse Regional Land Conservancy</b> Traverse City, Mich. <i>Lake Michigan Coastal Preservation Project</i>	.7		X	X
<b>The Nature Conservancy</b> Washington, D.C. <i>Freshwater Ecosystem Conservation &amp; Center for Innovative Conservation Finance</i>	3.6		X	
<b>The Nature Conservancy of Canada</b> Toronto, Ontario	1.0		X	X
<b>S U B T O T A L</b>	\$ 10.5			
<b>FLINT AREA</b>				
<b>Baker College</b>	\$ 1.0			X
<b>Boy Scouts of America-Tall Pines Council</b>	.5			X

\*includes property acquisition, construction and capital improvements

NOTE: Some grantees with no program/project name listed received multiple grants and/or general support.

*continued*

## Large One-Time Grants (1998-2001)

GRANTEE	AMOUNT (millions)	ENDOWMENT	PROGRAM	LAND & BUILDINGS
<b>FLINT AREA (CONTINUED)</b>				
<b>Community Foundation of Greater Flint</b> <i>10th Anniversary Endowment Challenge &amp; Fair Winds Girl Scout Council Endowment</i>	\$ 6.5	X		
<b>East Harlem (N.Y.) Employment Service</b> <i>Flint STRIVE Replication</i>	1.0		X	
<b>Flint Community Schools</b> <i>Flint Public Library Interim Funding</i>	3.6		X	
<b>Flint Cultural Center Corporation</b>	13.4		X	X
<b>Foundation for Flint Cultural Center</b>	8.5	X		
<b>Genesee County Parks &amp; Recreation</b>	.7			X
<b>Kettering University</b>	7.0			X
<b>Mott Community College</b>	7.3		X	X
<b>University of Michigan-Flint</b>	8.3		X	X
<b>SUBTOTAL</b>	<b>\$ 57.8</b>			
<b>PATHWAYS OUT OF POVERTY</b>				
<b>Center for Community Change</b> Washington, D.C. <i>National Campaign for Jobs &amp; Income Support</i>	\$ 3.0		X	
<b>Children's Aid Society</b> New York, N.Y. <i>Carrera Program Replication</i>	.8		X	
<b>Corporation for Enterprise Development</b> Washington, D.C.	2.0	X		
<b>Council of Michigan Foundations</b> Grand Haven, Mich. <i>Michigan IDA Partnership</i>	1.0		X	
<b>Focus: HOPE</b> Detroit, Mich.	4.5	X	X	
<b>Fund for the Center For Community Change</b> Washington, D.C.	.5	X		
<b>Interfaith Education Fund</b> Austin, Tex. <i>Civic Responsibility in Low-Income Communities</i>	3.0		X	
<b>Manpower Demonstration Research Corp.</b> New York, N.Y.	1.5	X		
<b>National Center for Community Education</b> Flint, Mich.	.8			X
<b>YouthBuild USA</b> Somerville, Mass.	3.5	X		
<b>SUBTOTAL</b>	<b>\$ 20.6</b>			
<b>EXPLORATORY</b>				
<b>New York Community Trust</b> <i>September 11 Fund</i>	\$ 1.0		X	
<b>SUBTOTAL</b>	<b>\$ 1.0</b>			
<b>TOTAL</b>	<b>\$ 103.9</b>			

# Programs & Grants

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CIVIL SOCIETY

ENVIRONMENT

FLINT AREA

PATHWAYS OUT OF POVERTY

EXPLORATORY & SPECIAL PROJECTS

EMPLOYEE & TRUSTEE MATCHING GRANTS



*Nonprofits around the world, including Prague, Czech Republic, faced competition for fewer resources from private foundations.*

**T**he Mott Foundation's strategies for building and furthering civil society were tested in 2002 by economic- and sector-related trends, both in the United States and in the international regions in which it funds.

These trends — particularly the downturns in the U.S. economy and stock market — had a significant impact on many Civil Society grantees. Nonprofits faced heightened competition for fewer resources, as the assets of most private foundations dropped. Furthermore, international grantees — most notably in Central/Eastern Europe — faced additional pressures, because some traditional funders refocused their giving in other regions or on different issues.

In this context, the Foundation continued to build on more than a decade of funding in Central/Eastern Europe and Russia, and South Africa, and on strengthening the nonprofit infrastructure in the United States.

Within the program's three-pronged mission of strengthening the nonprofit sector, promoting citizen rights and responsibilities, and improving race and ethnic relations, grantmaking also sought to



continue the work of increasing indigenous philanthropy. Pooling funds with other foundations for significant projects was a frequently employed strategy.

In all, 250 grants totaling \$31,255,509 were made in the Civil Society program in 2002.

### **Central/Eastern Europe and Russia**

Major grants to the Carpathian Foundation and the Friends of the Carpathian Foundation-United States were made to help the Carpathian Foundation become a more effective indigenous grantmaker in Central/Eastern Europe.

A two-year, \$1-million grant to Friends of the Carpathian Foundation helped launch a \$9-million endowment campaign

for the organization, which works to create cross-border cooperation across parts of Poland, Hungary, Romania, Slovakia and Ukraine. The grant, made in the form of matching funds, was designed to increase corporate and individual giving in the region, and is part of Mott's overall strategy of promoting in-country philanthropy. The endowment campaign was established through the German Marshall Fund of the United States, one of Mott's many international funding partners.

A two-year, \$1.4-million general purposes grant also helped the Carpathian Foundation strengthen non-governmental organizations (NGOs) in the region and create opportunities for NGO leaders to learn from each other.

The Foundation continued its long-term work to promote community-based philanthropy through a two-year, \$304,160 grant to Charities Aid Foundation for its community foundation project, which provides technical assistance and other resources to community foundations in Russia. In an exciting new trend in Russian philanthropy, the grant leverages matching contributions from Russian-based corporations.

Mott also sought to strengthen its partnerships with other long-term grantees in the region. A two-year,

*Over 100 artisans, including this Romanian clothesmaker, participated in a Carpathian Foundation fair designed to provide an opportunity for local craftspeople to promote their work abroad.*





### MISSION

To strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.

GOAL	OBJECTIVES
<p><b>Central/Eastern Europe and Russia</b> Contribute to the development of democratic, pluralistic societies in Central/Eastern Europe and Russia, principally through support of the nonprofit sector, citizen engagement and improved ethnic relations.</p> 	<p><b>Nonprofit Sector</b> Strengthening the nonprofit sector by assisting infrastructure development, including promoting an enabling legal environment, enhancing public understanding and support, and building the sector's capacity; encouraging resource development, including the growth of philanthropy and volunteerism; and supporting initiatives to ensure the sector is relevant, effective and inclusive.</p> <p><b>Citizen Rights and Responsibilities</b> Promoting citizen engagement by providing support for nonpartisan activities to ensure free and fair elections; supporting access to and use of accurate information; and promoting processes that support dialogue and community-based initiatives among all sectors of society.</p> <p><b>Race and Ethnic Relations</b> Improving race and ethnic relations, principally in southeast Europe, by improving interethnic relations through dialogue and development programs; fostering peace-building efforts through collaborations; raising awareness and understanding about ethnic diversity; and supporting selected advocacy and policy development efforts.</p>
<p><b>South Africa</b> Contribute to a healthy civil society in South Africa by strengthening the nonprofit sector and building a participatory democracy, especially at the local level, with an emphasis on women's participation.</p>	<p><b>Nonprofit Sector</b> Strengthening the nonprofit sector by building local resources for the sector, encouraging a supportive legal environment, raising awareness of the sector, building organizational effectiveness and supporting women's leadership within the sector.</p> <p><b>Citizen Rights and Responsibilities</b> Promoting citizen rights and responsibilities by assisting citizens to engage local governments around key development priorities, increasing economic literacy with priority given to government budgeting, supporting organizations that strengthen advice offices as a source of information for isolated communities and supporting initiatives that strengthen women's voices in policy development.</p> <p><b>Race and Ethnic Relations</b> Exploring initiatives to improve race and ethnic relations.</p> 
<p><b>United States</b> Strengthen civil society in the United States during a time of increasing social needs and tensions by building on a tradition of democracy and citizen action.</p>	<p><b>Nonprofit Sector</b> Strengthening the nonprofit sector by improving accountability and governance, increasing and diversifying resources, and strengthening membership groups.</p> <p><b>Race and Ethnic Relations</b> Combating root causes of institutional and societal racism and building understanding and appreciation of racial diversity, primarily through support of dialogue leading to transformative action at the local, regional and national levels.</p>
<p><b>Global</b> Contribute to a healthy civil society at the global level by strengthening the nonprofit sector and supporting emerging civil society issues outside the Foundation's priority geographic areas.</p> 	<p><b>Increasing and diversifying resources</b> for nonprofit organizations, principally the development and support of community foundations.</p> <p><b>Strengthening</b> global- and regional-level nonprofit sector and philanthropy membership organizations, with the goal of enhancing citizen participation and engagement.</p> <p><b>Advancing nonprofit sector information</b> sharing and skills transfer among the Foundation's priority geographic regions: the United States, Central/Eastern Europe and Russia, and South Africa, and at the global level.</p>

\$120,000 grant to the Princess Margarita of Romania Foundation, a Mott grantee since 1992, helped the organization address the special needs of vulnerable children and families in Romania.

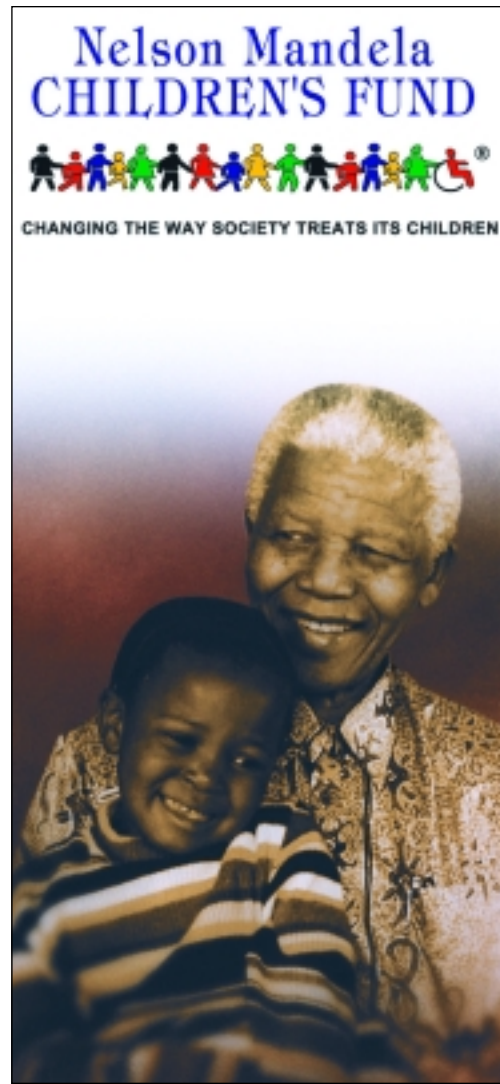
A two-year, \$200,000 grant to the Borderland Foundation was made to support efforts to strengthen cross-border communication and cooperation throughout Central/Eastern Europe and Russia. The grant helped fund the organization's overall mission of providing a platform for mutual enrichment among multicultural communities, and reconnecting isolated societies, local communities and citizens.

Efforts to expand the capacity of NGOs in the Usti nad Labem region of the Czech Republic was the focus of a three-year, \$90,000 grant to the Community Foundation of Usti nad Labem. The community foundation is one of few non-governmental grantmakers in the region and is part of Mott's long-term strategy of supporting community foundations and indigenous philanthropy across Central/Eastern Europe and Russia.

In southeast Europe, the Foundation provided support for an innovative program to transform schools and other public spaces into community centers that foster community education through a one-year, \$200,000 grant to the Open Society Institute. This project provides opportunities for young people to become active participants in their communities.

### South Africa

The Foundation made a number of grants to further efforts to strengthen local grantmaking in South Africa. Mott



*The Nelson Mandela Children's Fund focuses on the needs of children and the young in South Africa.*

continued funding the Nelson Mandela Children's Fund, an organization established by the former South African president to focus on the needs of children and youth in South Africa. Building on a planning grant from 1999 and a \$2-million endowment grant made in 2000, Mott made an 18-month, \$75,000 grant in 2002 to help the organization manage an expansion of its programs.

A three-year, \$375,000 grant to the Social Change Assistance Trust continued Mott's long-standing support of rural advice offices, which help build NGO

*Data from GuideStar, a leading provider of information about nonprofits, is available for public review on the Internet.*



capacity in communities throughout the Western, Northern and Eastern Cape provinces. The trust provided financial support and capacity building for the advice offices.

Continued support for the Southern Africa Grantmakers Association (SAGA) also contributed to the strengthening of the NGO sector in South Africa. Mott made a two-year, \$125,000 grant to SAGA in support of the organization's efforts to disseminate more detailed donor information to NGOs and to provide networking and information exchange opportunities for donors.

In an effort to build on previous grants promoting the growth of indigenous philanthropy, Mott provided a three-year, \$225,000 grant to the Charities Aid Foundation (CAF)-Southern Africa to promote workplace giving. Direct giving by corporations in South Africa is increasing, but there is potential to further expand employee giving and corporate matching gifts programs. The grant supports work to establish giving programs at five corporations each year and draws on the experience of similar programs created by CAF in Australia and the United Kingdom.

In a further effort to strengthen philanthropy in South Africa, Mott gave a

three-year, \$200,000 grant to the Centre for Civil Society at the University of Natal to conduct a comprehensive study of sources of philanthropy in South Africa. Research is being conducted on the size and scope, as well as patterns, of social giving in the country, including corporate philanthropy, faith-based contributions and other forms of individual giving. The study seeks to determine who gives, why they give and how organized the giving process is in South Africa. SAGA is a partner in the project. The effort builds on a 2001 grant to the centre to conduct and disseminate research on the NGO sector in South Africa.

The Foundation also supported two of the first women-focused funds in the country. A two-year, \$75,000 grant was made to the Pitseng Trust, which focuses on women's economic development. A 32-month, \$150,000 grant to the Women's Hope Education and Training Trust supports its efforts to involve women in community development.

### **United States**

Mott joined nine other foundations, including the Ford Foundation and Atlantic Philanthropies, to ensure that critical information about the nonprofit sector continues to be made available to the public via the Internet. The Foundation made a three-year, \$450,000 grant to GuideStar Philanthropic Research, a leading provider of information about nonprofits and foundations. The grant was made to help GuideStar strengthen its capacity and ability to make data about the sector available to the public through its Web site ([www.guidestar.com](http://www.guidestar.com)).

Looking at ways to increase the capacities of nonprofits in the United States was of special importance in a year of economic and market downturns. The Foundation continued to focus on supporting organizations that provide a broad array of services to, and opportunities for, domestic nonprofits.

A two-year, \$320,000 grant helped establish a chapter of NPower in Michigan. NPower, founded in 1999 in Seattle, provides low-cost technical assistance and training for nonprofits around technology issues. Many nonprofits, especially grassroots organizations, find it cost-prohibitive to keep up with, and employ, the latest technologies. NPower's mission is to bridge that gap, and its services are critically important to nonprofits affected by the downturn in the economy.

The Foundation continued to support race-focused grantmaking and technical assistance, including leadership development and cross-cultural relationship building in communities across the country.

Mott continued its partnership with the Leadership Conference Education Fund (LCEF) with two grants to the organization totaling \$922,800. One grant assisted nonprofits whose mission is to combat racism by helping them educate potential donors about their work and build better

relationships with funding organizations. A second grant allowed LCEF to establish local coalitions that cross racial lines, and, thus, become more effective voices for people in their communities.

### **Global**

For more than two decades, the Foundation has funded organizations at the forefront of the community foundation movement in the United States and a number of regions internationally. Mott continued its support of the Worldwide Initiative for Grantmaker Support (WINGS) with a three-year, \$429,000 grant to the Community Foundation Network, a membership organization of community foundations in the United Kingdom.

The Foundation also provided a one-year, \$150,000 grant to CIVICUS: World Alliance for Citizen Participation, an international alliance of more than 600 members in 100 countries. CIVICUS works to promote policies and reforms that encourage and enhance giving and volunteering. One key activity supported by the grant is a worldwide survey of civil society organizations to better understand how they have been impacted by the events of September 11, 2001.

## CENTRAL/EASTERN EUROPE AND RUSSIA

### NONPROFIT SECTOR

<b>Academy for the Development of Philanthropy in Poland</b> <i>Warsaw, Poland</i> Grant increase to support an organization created to promote community-based philanthropy and grassroots citizen action in Poland.	\$15,000
<b>Agency for Social Information</b> <i>Moscow, Russia</i> To support an organization that disseminates information on the Russian nonprofit sector.	\$120,000 36 mos.
<b>Allavida</b> <i>London, England</i> To foster the development of grassroots action in Romania.	\$150,000 18 mos.
To support an organization serving non-governmental organizations in Central/Eastern Europe and the Newly Independent States.	\$50,000 12 mos.
<b>Association for the Forum of Non-governmental Initiatives</b> <i>Warsaw, Poland</i> To support an alliance of nonprofit sector leaders established to enhance cooperation among non-governmental organizations and the governmental and business sectors in Poland.	\$70,000 24 mos.
<b>BlueLink Foundation</b> <i>Sofia, Bulgaria</i> To strengthen networking and communication between non-governmental organizations in Bulgaria.	\$56,253 28 mos.
<b>Borderland Foundation</b> <i>Sejny, Poland</i> To support a cross-border organization that promotes positive ethnic relations in Central/Eastern Europe and the former Soviet Union.	\$200,000 24 mos.



<b>BORIS Association - Support Office for the Movement of Social Initiatives</b> <i>Warsaw, Poland</i> To support an organization dedicated to helping non-governmental organizations and public institutions better respond to the needs of their local communities.	\$75,000 24 mos.
<b>CARE USA</b> <i>Atlanta, GA</i> To strengthen youth associations in Bosnia-Herzegovina, Croatia, Macedonia and Serbia and Montenegro.	\$100,000 36 mos.
<b>Carpathian Foundation</b> <i>Kosice, Slovakia</i> To support an organization created to promote economic development, cross-border cooperation and interethnic initiatives in the Carpathian Euroregion.	\$1,400,000 24 mos.
<b>Centre for Non-Governmental Organisations</b> <i>Riga, Latvia</i> To support a resource center for non-governmental organizations throughout Latvia.	\$25,000 24 mos.
<b>Charities Aid Foundation</b> <i>Kent, England</i> To support the development of emerging community foundations in Russia.	\$304,160 24 mos.
<b>Children of Slovakia Foundation</b> <i>Bratislava, Slovakia</i> To support an organization created to promote child development in Slovakia.	\$90,000 24 mos.
<b>Civil Society Development Foundation - Hungary</b> <i>Budapest, Hungary</i> To support a Hungarian non-governmental training and support organization.	\$40,000 24 mos.
<b>Civil Society Development Foundation - Romania</b> <i>Bucharest, Romania</i> To build the capacity and improve the effectiveness of non-governmental organizations in Romania.	\$60,097 18 mos.
<b>Community Foundation of Usti nad Labem</b> <i>Usti nad Labem, Czech Republic</i> To support an organization whose mission is to create an open community and improve the living conditions in the Usti nad Labem region.	\$90,000 36 mos.
<b>Czech Environmental Partnership Foundation (Nadace Partnerstvi)</b> <i>Brno, Czech Republic</i> To support grassroots community development in the Czech Republic.	\$85,000 24 mos.
<b>Czech Union Nature Conservation</b> <i>Prague, Czech Republic</i> To strengthen public support for environmental protection in the Czech Republic.	\$35,000 36 mos.
<b>Eastern European Democratic Centre</b> <i>Warsaw, Poland</i> To develop cooperation among youth leaders both within and between Belarus and Ukraine.	\$100,000 24 mos.

GRANT ACTIVITY CIVIL SOCIETY		
GRANT ALLOCATION	GRANT DOLLARS (in Millions)	NUMBER OF GRANTS
<b>CENTRAL/EASTERN EUROPE &amp; RUSSIA</b>	Nonprofit Sector	\$ 6.845 60
	Citizen Rights & Responsibilities	3.788 42
	Race & Ethnic Relations	1.505 14
	Special Initiatives	2.541 14
<b>SOUTH AFRICA</b>	Nonprofit Sector	\$ 1.901 19
	Citizen Right & Responsibilities	1.990 18
	Race & Ethnic Relations	.673 8
<b>UNITED STATES</b>	Nonprofit Sector	\$ 4.856 40
	Race & Ethnic Relations	2.907 15
<b>GLOBAL</b>	Nonprofit Sector	\$ 2.900 17
	Special Initiatives	1.350 3
<b>TOTALS:</b>	<b>\$31.256</b>	<b>250</b>

Total: \$31,255,509 / 250 Grants



- Ednannia: ISAR** \$200,000  
*Kyiv, Ukraine*  
24 mos.  
To build the capacity of grassroots Ukrainian non-governmental organizations addressing local environmental and social concerns.

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- Education Centre for Non-profit Organizations** \$40,000  
*Banska Bystrica, Slovakia*  
24 mos.  
To improve capacity-building opportunities for Slovak nonprofit organizations.

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- Ekopolis Foundation** \$22,000  
*Banska Bystrica, Slovakia*  
Grant increase to promote and cultivate a philanthropic culture in the Slovak Republic.

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- Életfa Environmental Protection Association** \$85,000  
*Eger, Hungary*  
30 mos.  
To strengthen intra-sector cooperation among non-governmental organizations in Hungary.

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- Environmental Management and Law Association** \$83,362  
*Budapest, Hungary*  
24 mos.  
To improve the legal framework of the Hungarian non-governmental sector.

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- EOS - Education for Organizations in Non-Profit Sector** \$50,000  
*Zagreb, Croatia*  
36 mos.  
To support an organization created to strengthen non-governmental organizations in Croatia.

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- Eroforras Foundation (United Way Hungary)** \$2,000  
*Budapest, Hungary*  
Grant increase to support a network of United Way affiliates in Hungary.

- Eurasia Foundation** \$9,971  
*Washington, DC*  
Grant increase to strengthen the nonprofit sector in Ukraine.

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- Euro Citizen Action Service** \$100,000  
*Brussels, Belgium*  
16 mos.  
To raise awareness among Central/Eastern European non-governmental organizations about the European Union and accession-related issues.

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- Foundation for Social Communication** \$49,320  
*Warsaw, Poland*  
36 mos.  
To support an organization that serves as the facilitator between the business sector, the advertising industry and the nonprofit sector in Poland.

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- Foundation-Administered Projects**

  - To identify emerging independent grantmaking organizations in Hungary. \$8,000
  - To examine ways to increase the effectiveness of community-based programming in the Czech Republic. \$5,160

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- Friends of the Carpathian Foundation-United States** \$1,000,000  
*Washington, DC*  
24 mos.  
To raise and manage an endowment fund for the Carpathian Foundation.

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- German Marshall Fund of the United States** \$6,800  
*Washington, DC*  
Grant increase to support groups working to ensure that environmental problems in Romania are addressed.

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- Greenpeace Russia** \$49,000  
*Moscow, Russia*  
14 mos.  
To encourage the development of philanthropy in Russia.

<b>GURT Resource Center for NGO Development</b> <i>Kyiv, Ukraine</i> To advance the role of the nonprofit sector in Ukraine.	\$80,000 24 mos.	<b>Nonprofit Enterprise and Self-Sustainability Team, Inc.</b> <i>Baltimore, MD</i> To assist non-governmental organizations in Central/Eastern Europe to develop sustainable sources of financing.	\$100,000 24 mos.
<b>Healthy City Community Foundation</b> <i>Banska Bystrica, Slovakia</i> To support a community foundation created to strengthen social capital and improve the quality of life in the Slovakian districts of Banska Bystrica and Zvolen.	\$70,000 36 mos.	<b>Opportunity Associates - Romania</b> <i>Bucharest, Romania</i> To develop local training capacity for strengthening non-governmental organizations in Romania.	\$60,000 24 mos.
<b>Hestia</b> <i>Prague, Czech Republic</i> To support an organization established to promote volunteerism throughout the Czech Republic.	\$80,000 24 mos.	<b>People in Need Foundation</b> <i>Prague, Czech Republic</i> To strengthen non-governmental organizations in Kosovo.	\$150,000 19 mos.
<b>Incredibly Good Institution - FADE IN</b> <i>Zagreb, Croatia</i> To promote the values and accomplishments of civil society through the media in Croatia.	\$60,000 24 mos.	<b>Pontis Foundation</b> <i>Bratislava, Slovakia</i> To support an organization created to strengthen citizen participation in Slovakia.	\$60,000 24 mos.
<b>Information Centre</b> <i>Samorin, Slovakia</i> To support an organization created to assist in the social, political and economic development of southern Slovakia.	\$42,000 24 mos.	<b>Princes-Benefactors Ostrozkiy Foundation</b> <i>Rivne, Ukraine</i> To develop the capacity of Ukrainian nonprofit organizations to mobilize local resources.	\$60,000 24 mos.
<b>International Center for Not-for-Profit Law</b> <i>Washington, DC</i> To develop the regulatory and legal framework for non-governmental organizations in Serbia and Kosovo.	\$100,000 24 mos.	<b>Princess Margarita of Romania Foundation - Romania</b> <i>Bucharest, Romania</i> To support an organization whose mission is to develop and support projects to improve health care and address special needs of children, youth and the elderly.	\$120,000 24 mos.
<b>ISAR</b> <i>Washington, DC</i> To support the development of non-governmental organizations in the former Soviet Union.	\$200,000 24 mos.	<b>Pro Vobis Volunteer Center</b> <i>Cluj-Napoca, Romania</i> To encourage volunteerism in Romania through a national network of volunteer centers.	\$70,000 24 mos.
<b>KLON/JAWOR Association</b> <i>Warsaw, Poland</i> To increase communication and networking within the Polish nonprofit sector and among Polish non-governmental organizations and citizens.	\$70,000 24 mos.	<b>Russia Donors' Forum</b> <i>Moscow, Russia</i> To support an association of grantmakers working to promote the development of civil society in Russia.	\$47,000 24 mos.
<b>National Alliance for Volunteer Action</b> <i>Plovdiv, Bulgaria</i> To promote and develop volunteerism in Bulgaria.	\$70,000 24 mos.	<b>Saint-Petersburg NGO Development Centre</b> <i>St. Petersburg, Russia</i> To support an information, training and networking resource center for non-governmental organizations in northwest Russia.	\$80,000 24 mos.
<b>Network of Estonian Non-Profit Organizations</b> <i>Tallinn, Estonia</i> To support a national resource center that provides information, training and legal services to nonprofit organizations and foundations in Estonia.	\$25,000 24 mos.	<b>Sluzhenye Association</b> <i>Nizhni Novgorod, Russia</i> To support a non-governmental organization support center in Russia's Volga-Vyatka region.	\$100,000 36 mos.
<b>New Perspectives Foundation</b> <i>Moscow, Russia</i> To support an organization dedicated to improving conditions for the positive development of Russian children and youth.	\$40,000 24 mos.	<b>Stefan Batory Foundation</b> <i>Warsaw, Poland</i> To develop institutional capacity and financial sustainability.	\$205,000 24 mos.
		<b>Volunteer Center Association</b> <i>Warsaw, Poland</i> To strengthen volunteer centers in Poland and Central/Eastern Europe.	\$60,000 36 mos.

<b>Volunteer Center Foundation</b> <i>Budapest, Hungary</i> To support an organization created to promote volunteering in Hungary.	\$60,000 24 mos.	<b>Center for Rural Assistance</b> <i>Timisoara, Romania</i> To promote active citizen participation in the development of poor, rural communities in western Romania.	\$60,000 24 mos.
<b>Workshop for Civic Initiatives Foundation</b> <i>Sofia, Bulgaria</i> To analyze the development of non-governmental organizations and informal citizen groups in Bulgaria.	\$59,790 12 mos.	<b>Center for the Development of Democracy and Human Rights</b> <i>Moscow, Russia</i> To support an organization that promotes the development of democratic institutions and sustainable mechanisms of human rights protection in Russia.	\$100,000 24 mos.
<b>Subtotal: Nonprofit Sector</b>	<b>\$6,844,913</b>		
<b>CITIZEN RIGHTS AND RESPONSIBILITIES</b>			
<b>Access to Information Programme</b> <i>Sofia, Bulgaria</i> To support an organization dedicated to ensuring citizen rights and freedom of information in Bulgaria.	\$60,000 24 mos.	<b>Center for Ukrainian Reform Education</b> <i>Kyiv, Ukraine</i> To support an educational radio series to encourage civic initiative.	\$138,355 12 mos.
<b>Allavida</b> <i>London, England</i> To engage young people in problem solving and decisionmaking at local, national and regional levels.	\$100,000 36 mos.	<b>Centers for Civic Initiatives - Tuzla</b> <i>Tuzla, Bosnia &amp; Herzegovina</i> To support an organization created to encourage active participation of citizens in their communities and in the political process in Bosnia and Herzegovina.	\$100,000 36 mos.
<b>Association for Psychosocial Help and Development of Voluntary Work</b> <i>Gracanica, Bosnia &amp; Herzegovina</i> To support the development of volunteerism and citizen engagement in Bosnia and Herzegovina, and Southeast Europe.	\$50,000 24 mos.	<b>Civic Eye</b> <i>Bratislava, Slovakia</i> To promote citizen involvement in Slovakia.	\$100,000 10 mos.
<b>Association of Central and Eastern European Election Officials</b> <i>Budapest, Hungary</i> To build the capacity of an association of election officials from Central/Eastern Europe.	\$50,000 24 mos.	<b>Civic Initiatives</b> <i>Belgrade, Serbia &amp; Montenegro</i> To encourage young people to become involved in their communities and learn about democracy.	\$60,000 24 mos.
<b>Association of Citizens Advice Bureaux</b> <i>Prague, Czech Republic</i> To support a network of information offices created to improve the ability of Czech citizens to exercise their rights.	\$50,000 24 mos.	<b>Committee of Voters of Ukraine</b> <i>Kyiv, Ukraine</i> To engage Ukrainian citizens in the democratic process.	\$100,000 24 mos.
<b>BBC World Service Trust</b> <i>London, England</i> To strengthen the impact of a radio program that addresses a variety of issues affecting Albanian society.	\$120,000 18 mos.	<b>Creating Effective Grassroots Alternatives</b> <i>Sofia, Bulgaria</i> To encourage Bulgarian youth to engage in local and national development.	\$184,560 30 mos.
<b>Belarusian Association of Social Workers</b> <i>Minsk, Belarus</i> To protect the rights of Belarusian citizens.	\$50,000 24 mos.	<b>Ecologic Club of Transylvania</b> <i>Cluj-Napoca, Romania</i> To encourage citizen participation to address community needs in Romania.	\$49,980 24 mos.
<b>Center for Civil Initiatives</b> <i>Zagreb, Croatia</i> To support an organization that works to stimulate citizen participation and strengthen grassroots organizations in local communities in Croatia.	\$130,000 36 mos.	<b>Ecopravo - Lviv</b> <i>Lviv, Ukraine</i> Grant increase to support an organization that promotes environmental rights protection for citizens in Ukraine.	\$9,535
<b>Center for Environmental Public Advocacy</b> <i>Poniky, Slovakia</i> To support an organization established to strengthen civil society in the Slovak Republic.	\$77,000 36 mos.	<b>European Roma Rights Center</b> <i>Budapest, Hungary</i> To promote community-based citizen education and engagement in Roma communities.	\$75,000 24 mos.
<b>Center for Free Elections and Democracy</b> <i>Belgrade, Serbia &amp; Montenegro</i> To promote cooperation among citizens and local authorities in Serbia.	\$50,000 24 mos.	<b>Euroregional Center for Democracy</b> <i>Timisoara, Romania</i> To encourage civic participation among Romanian youth.	\$51,310 24 mos.

<b>Forum of Migrants' Organizations</b> <i>Moscow, Russia</i> To support an organization created to protect the rights and interests of Russian refugees and migrants.	\$100,000 24 mos.
<b>Foundation for Local Government Reform</b> <i>Sofia, Bulgaria</i> To support a capacity-building program to stimulate citizen participation in local governance in Bulgaria.	\$119,196 24 mos.
<b>Foundation-Administered Project</b> To provide technical assistance to the community education field in Central/Eastern Europe and Russia.	\$15,658
<b>Freedom House, Inc.</b> <i>Washington, DC</i> To encourage reconciliation among the people of Serbia and their neighbors.	\$175,000 19 mos.
<b>Freudenberg Foundation GmbH</b> <i>Simin Han, Bosnia &amp; Herzegovina</i> To engage Bosnian youth in community development.	\$55,000 30 mos.
<b>Hungarian Federation of Community Schools</b> <i>Budapest, Hungary</i> To support an organization dedicated to promoting community education and community schools in Hungary.	\$45,000 36 mos.
<b>Institute for Sustainable Communities</b> <i>Montpelier, VT</i> To facilitate the development of community school partnerships in two demonstration communities in Ukraine.	\$112,001 24 mos.
<b>Krasnoyarsk Center for Community Partnerships</b> <i>Krasnoyarsk, Russia</i> To support a resource center for school-based community development in Russia.	\$300,000 36 mos.
<b>Media Development Loan Fund</b> <i>New York, NY</i> To support regeneration of credible independent broadcasting in Serbia and Montenegro.	\$102,850 15 mos.
<b>National Democratic Institute for International Affairs</b> <i>Washington, DC</i> To promote government accountability on the local level in Ukraine.	\$100,000 24 mos.
<b>New Forms of Civil Society Technologies</b> <i>Moscow, Russia</i> Grant increase to support efforts to engage Russian citizens in their communities.	\$9,991
<b>Open Society Institute</b> <i>New York, NY</i> To foster community education in Southeastern Europe by transforming schools and other public spaces into community resource centers.	\$200,000 12 mos.
<b>Outward Bound Romania Trust for Youth</b> <i>Targu Mures, Romania</i> To build the capacity of Romanian youth to engage in community and national development.	\$35,000 24 mos.



<b>Panonija</b> <i>Novi Sad, Serbia &amp; Montenegro</i> To encourage active and responsible citizenship in Serbia.	\$60,000 30 mos.
<b>PRIMA Human Rights News Agency</b> <i>Moscow, Russia</i> To support an organization created to raise human rights awareness in Russia.	\$100,000 24 mos.
<b>Pro Democracy Association</b> <i>Bucharest, Romania</i> To mobilize and engage Romanian citizens in the decisionmaking process.	\$100,000 24 mos.
<b>Romanian Association for Community Development</b> <i>Bucharest, Romania</i> Grant increase to support an organization created to help citizens from poor and disadvantaged communities become informed and take action to improve local development.	\$11,880
<b>Russian Center for Citizenship Education</b> <i>St. Petersburg, Russia</i> To engage Russian citizens in their society and improve local government through increased dialogue between officials and the public.	\$80,000 24 mos.
<b>Swedish Federation of Rural Economy and Agricultural Societies</b> <i>Stockholm, Sweden</i> To strengthen civil society in Central/Eastern European and former Soviet Union countries that are preparing for membership in the European Union.	\$150,000 24 mos.
<b>Union of Associations of Citizen Advice Bureaux</b> <i>Warsaw, Poland</i> To support the development of civil society in Poland.	\$90,000 36 mos.
<b>Young Men's Christian Association - Gabrovo</b> <i>Gabrovo, Bulgaria</i> To foster youth leadership and volunteerism in Bulgaria.	\$60,440 24 mos.
<b>SUBTOTAL: Citizen Rights and Responsibilities</b>	<b>\$3,787,756</b>

## RACE AND ETHNIC RELATIONS

<b>Bay Area Council for Jewish Rescue and Renewal</b> <i>San Francisco, CA</i> To support an organization that monitors acts of extremism and violations of human rights, primarily in northwest Russia.	\$100,000 24 mos.
<b>Center for Peace Studies</b> <i>Zagreb, Croatia</i> To support an organization created to promote a culture of peace, nonviolence and positive social change in Croatia.	\$80,000 24 mos.
<b>Centre for Peacemaking and Community Development</b> <i>Moscow, Russia</i> To promote peace building in the North Caucasus region of Russia.	\$100,000 24 mos.
<b>Foundation for Civil Society</b> <i>Moscow, Russia</i> To raise awareness of, and educate citizens on, overcoming ethnic discrimination, racism, xenophobia, intolerance and extremism in Russia.	\$45,206 13 mos.
<b>Fulcrum Foundation</b> <i>Moscow, Russia</i> To promote ethnic tolerance among youth in Russia.	\$100,000 24 mos.
<b>Inter Ethnic Initiative for Human Rights Foundation</b> <i>Sofia, Bulgaria</i> To support capacity building to improve ethnic relations in Bulgarian communities.	\$100,000 24 mos.
<b>International Center for Transitional Justice</b> <i>New York, NY</i> To support various governmental and non-governmental initiatives in Bosnia and Herzegovina, Croatia, and Serbia and Montenegro to address issues of truth, reconciliation and justice.	\$100,000 12 mos.
<b>International Monitor Institute</b> <i>Los Angeles, CA</i> To document events in the countries of the former Yugoslavia during the past decade.	\$60,000 24 mos.
<b>Media Development Loan Fund</b> <i>New York, NY</i> To promote understanding of the critical impact of the recent wars and conflicts in the former Yugoslavia region.	\$50,250 24 mos.
<b>Migration Policy Group</b> <i>Brussels, Belgium</i> To raise awareness among Central/Eastern European countries about the need for anti-discrimination laws.	\$200,000 24 mos.
<b>Minority Rights Group International</b> <i>London, England</i> To promote minority rights and inter-community cooperation in Southeast Europe.	\$200,000 24 mos.

<b>Project on Ethnic Relations</b> <i>Princeton, NJ</i> To support an organization that encourages peaceful solutions to ethnic conflicts in the new democracies of Central/Eastern Europe and the former Soviet Union.	\$300,000 24 mos.
<b>Roma-Lom Foundation</b> <i>Lom, Bulgaria</i> To stimulate multiethnic communities in northwest Bulgaria to participate in local development.	\$70,000 18 mos.
<b>Tides Center</b> <i>Oakland, CA</i> Adjustment to grant made in previous year.	-\$100,000
<b>World Conference on Religion and Peace</b> <i>New York, NY</i> To support continuing efforts to promote multireligious cooperation in Southeastern Europe.	\$100,000 15 mos.
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$1,505,456</b>

## SPECIAL INITIATIVES

<b>American Friends of the Czech Republic</b> <i>Washington, DC</i> To support the development of a memorial park symbolizing the growing friendship between Americans and the Czech and Slovak people.	\$100,000 7 mos.
<b>Atlantic Council of the United States</b> <i>Washington, DC</i> To educate university students about the foundations of European security.	\$100,039 8 mos.
<b>Carnegie Endowment for International Peace</b> <i>Washington, DC</i> To promote understanding of the central policy issues affecting Russian domestic politics and political institutions.	\$450,000 36 mos.
<b>Center for Strategic &amp; International Studies</b> <i>Washington, DC</i> To promote cooperation and integration among countries in Southeast Europe and the former Soviet Union.	\$249,530 15 mos.
<b>Citizens Network for Foreign Affairs</b> <i>Washington, DC</i> To build the capacity of agricultural production in Romania.	\$204,000 24 mos.
<b>EastWest Institute</b> <i>New York, NY</i> To promote regional cooperation, international integration, and peace and security in Central/Eastern Europe and the former Soviet Union.	\$500,000 26 mos.
To support research on the implications for Ukraine of future European Union accessions.	\$174,000 25 mos.
To provide a framework for dialogue and joint efforts among representatives from a variety of fields in Serbia and Montenegro.	\$50,000 24 mos.

<b>Institute for Sustainable Development</b> <i>Warsaw, Poland</i>	\$50,000 24 mos.
To support an organization created to provide critical, reliable and independent research and analysis on the challenges facing Poland and the nearby region.	
<b>International Crisis Group</b> <i>Washington, DC</i>	\$200,000 24 mos.
To support research and analysis of key issues and trends affecting the Balkans.	
<b>International Research &amp; Exchanges Board</b> <i>Washington, DC</i>	\$100,000 12 mos.
To enable journalists from Bosnia, Croatia, Kosovo and Montenegro to cover the proceedings of the International Criminal Tribunal for the former Yugoslavia.	
<b>Network of European Foundations for Innovative Cooperation</b> <i>Brussels, Belgium</i>	\$213,000
Grant increase to support an organization that provides support to cooperating European foundations.	
<b>People in Need Foundation</b> <i>Prague, Czech Republic</i>	\$100,000 12 mos.
To support the administration of flood relief funds.	
<b>Policy Education Centre on Assistance to Transition</b> <i>Warsaw, Poland</i>	\$50,000 24 mos.
To support an organization dedicated to research and policy work on assisting countries in transition.	
<b>Subtotal: Special Initiatives</b>	<b>\$2,540,569</b>
<b>Program Area Total: Central/Eastern Europe &amp; Russia</b>	<b>\$14,678,694</b>

## SOUTH AFRICA

### NONPROFIT SECTOR

<b>Charities Aid Foundation-Southern Africa</b> <i>Johannesburg, South Africa</i>	\$225,000 36 mos.
To support an organization that promotes workplace giving in South Africa.	



<b>Desmond Tutu Peace Trust</b> <i>Cape Town, South Africa</i>	\$75,000 24 mos.
To establish a leadership development program for women.	
<b>Eastern Cape NGO Coalition</b> <i>East London, South Africa</i>	\$100,000 24 mos.
To support a provincial non-governmental organization coalition.	
<b>Equal Opportunity Development Foundation</b> <i>Cape Town, South Africa</i>	-\$150,000
Adjustment to grant made in previous year.	
<b>Isandla Institute</b> <i>Gardens, South Africa</i>	\$50,000 24 mos.
To support the development of a policy research organization.	
<b>Legal Resources Trust</b> <i>Johannesburg, South Africa</i>	\$225,000 36 mos.
To provide institutional and legal support to nonprofit organizations.	
<b>Masimanyane Women's Support Centre</b> <i>East London, South Africa</i>	\$60,000 30 mos.
To provide leadership training to women in community-based organizations.	
<b>Nelson Mandela Children's Fund</b> <i>Johannesburg, South Africa</i>	\$75,000 18 mos.
To support a fund created to improve conditions for children and youth.	
<b>Non Profit Partnership</b> <i>Braamfontein, South Africa</i>	\$75,000
Grant increase to strengthen the financial sustainability of the nonprofit sector.	
<b>Northern Province NGO Coalition</b> <i>Pietersburg, South Africa</i>	\$75,000 24 mos.
To support an organization working to strengthen non-governmental organizations throughout the Northern Province.	
<b>People's Dialogue on Land and Shelter</b> <i>Johannesburg, South Africa</i>	\$150,000 30 mos.
To support the development of community savings clubs.	
<b>Pitseng Trust</b> <i>Braamfontein, South Africa</i>	\$75,000 24 mos.
To support a trust created to build the capacity of local women's organizations, especially those working on women's economic development.	
<b>Sedibeng Centre for Organisational Effectiveness</b> <i>Johannesburg, South Africa</i>	\$115,861 18 mos.
To promote a strong civil society through leadership and institutional capacity-building programs for non-governmental organizations.	
<b>South African National NGO Coalition</b> <i>Braamfontein, South Africa</i>	\$100,000 18 mos.
To support a membership organization of non-governmental organizations created to strengthen the nonprofit sector.	

<b>Southern African Grantmakers Association</b> <i>Braamfontein, South Africa</i> To support a member organization of grantmakers in southern Africa.	\$125,000 24 mos.
<b>University of Natal</b> <i>Durban, South Africa</i> To document the levels of giving and philanthropy in South Africa.	\$200,000 36 mos.
<b>University of Port Elizabeth</b> <i>Port Elizabeth, South Africa</i> To support training in organizational development, leadership skills and project development for nonprofit organizations in the Eastern Cape province.	\$75,000 24 mos.
<b>Volunteer Centre</b> <i>Cape Town, South Africa</i> To support an organization established to encourage and better manage volunteers.	\$100,000 30 mos.
<b>Women's Hope, Education and Training (WHEAT) Trust</b> <i>Cape Town, South Africa</i> To support the development of a fund dedicated to strengthening women's involvement in community development and promoting a culture of giving.	\$150,000 32 mos.
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$1,900,861</b>

**CITIZEN RIGHTS AND RESPONSIBILITIES**

<b>Agenda Feminist Media</b> <i>Durban, South Africa</i> To support an organization that publishes a quarterly journal on issues of women and gender in South Africa.	\$75,000 30 mos.
<b>Black Sash Trust</b> <i>Cape Town, South Africa</i> To support efforts to train communities and non-governmental organizations in KwaZulu-Natal on the roles of local government.	\$50,000 12 mos.
<b>Commission on Gender Equality</b> <i>Braamfontein, South Africa</i> To promote and protect gender equality through public education, research and monitoring.	\$100,000 21 mos.
<b>Community Law and Rural Development Centre</b> <i>Durban, South Africa</i> To promote democracy and help rural communities in KwaZulu-Natal and the Eastern Cape access their human rights.  Grant increase to promote democracy and help rural communities understand their human rights.	\$250,000 24 mos.  \$10,000
<b>Democracy Development Program</b> <i>Durban, South Africa</i> To strengthen the capacity of local government in KwaZulu-Natal.	\$100,000 18 mos.

<b>Gender Advocacy Programme</b> <i>Cape Town, South Africa</i> To raise awareness among South African women about their rights and educate them about the legislative process and policy formation.	\$100,000 24 mos.
<b>Gender Education and Training Network (GETNET)</b> <i>Cape Town, South Africa</i> To support an organization that provides gender education and training to government departments and non-governmental organizations.	\$75,000 30 mos.
<b>Gender Links</b> <i>Bruma, South Africa</i> To support research on the impact that the presence of women has on government.	\$60,000 18 mos.
<b>Karoo Centre for Human Rights, Education, Research and Development</b> <i>Beaufort West, South Africa</i> To support an organization that provides human rights training and assistance to rural people living in the Karoo region.	\$75,000 24 mos.
<b>Khulumani Support Group</b> <i>Braamfontein, South Africa</i> To support an organization that brings together survivors and families of victims of human rights abuses during the apartheid era.	\$95,000 24 mos.
<b>Midlands Women's Group</b> <i>Pietermaritzburg, South Africa</i> To support an organization created to facilitate the development of South African women and ensure that their rights are upheld and their achievements recognized.	\$75,000 24 mos.
<b>Mvula Trust</b> <i>Johannesburg, South Africa</i> To ensure safe and sustainable water services for poor rural communities.	\$150,000 36 mos.
<b>Social Change Assistance Trust</b> <i>Cape Town, South Africa</i> To analyze grantmaking trends and their impact.	\$375,000 36 mos.
<b>Trust for Community Outreach and Education</b> <i>Cape Town, South Africa</i> To connect rural communities with new local government structures.	\$150,000 36 mos.
<b>University of the Western Cape</b> <i>Bellville, South Africa</i> To bring local representatives together to address the needs of the community versus budget constraints.	\$100,000 24 mos.
<b>Women on Farms Project</b> <i>Stellenbosch, South Africa</i> To support an organization working to strengthen the capacity of women who live and work on farms.	\$75,000 24 mos.



**Women's Institute for Leadership Development & Democracy** \$75,000  
*Johannesburg, South Africa*  
 24 mos.  
 To support an organization created to promote effective participation of women in the democratic process.

**SUBTOTAL: Citizen Rights and Responsibilities** **\$1,990,000**

**RACE AND ETHNIC RELATIONS**

**Centre for Anti-Racism and Anti-Sexism Trust** \$80,000  
*Florida Hills, South Africa*  
 24 mos.  
 To support an organization created to help South Africans better understand and address the impact of racism and sexism, both institutionally and individually.

**Centre for the Study of Violence and Reconciliation** \$80,000  
*Braamfontein, South Africa*  
 24 mos.  
 To support an organization that addresses racism in integrated schools.

**Electoral Institute of South Africa (EISA)** \$200,000  
*Auckland Park, South Africa*  
 24 mos.  
 To support a campaign to address racism in elementary schools.

**Human Sciences Research Council** \$75,000  
*Pretoria, South Africa*  
 24 mos.  
 To support a national research project on racial integration in South African schools.

**Institute for Justice and Reconciliation** \$66,365  
*Cape Town, South Africa*  
 24 mos.  
 To improve race and ethnic relations through dialogue.

**Satyagraha - In Pursuit of Truth** \$36,216  
*Durban, South Africa*  
 24 mos.  
 To support a nonprofit organization created to promote the new democratic values and ethos of the Constitution and Bill of Rights.

**Spirals Trust** \$50,000  
*Grahamstown, South Africa*  
 24 mos.  
 To support an organization created to assist South Africans in meeting the challenge of identity in their transition from apartheid to democracy.

**Umtapo Centre** \$85,000  
*Durban, South Africa*  
 24 mos.  
 To address the issue of racism in schools.

**SUBTOTAL: Race and Ethnic Relations** **\$672,581**

**PROGRAM AREA TOTAL: South Africa** **\$4,563,442**

**UNITED STATES**

**NONPROFIT SECTOR**

**Alliance for Nonprofit Management** \$125,000  
*Washington, DC*  
 24 mos.  
 To support an alliance created to improve the quality of management support services provided to nonprofit organizations.

**Asian Americans/Pacific Islanders in Philanthropy** \$90,000  
*San Francisco, CA*  
 36 mos.  
 To support a group of grantmakers committed to expanding the participation of the Asian-American community in the philanthropic sector.

**Associated Black Charities** \$50,000  
*Baltimore, MD*  
 12 mos.  
 To support the development of permanent charitable assets from and for Maryland's black community.

**Association of Small Foundations** \$100,000  
*Bethesda, MD*  
 24 mos.  
 To support a membership organization dedicated to serving foundations with few or no staff.

**ConnectMichigan Alliance** \$250,000  
*Lansing, MI*  
 24 mos.  
 To support an organization that promotes volunteerism across Michigan.

**Council of Michigan Foundations**  
*Grand Haven, MI*  
 To recognize innovative leadership that increases and enhances philanthropy in Michigan. \$150,000  
 48 mos.

To support a statewide membership organization of grantmakers. \$140,000  
 36 mos.

To improve the level of services and information available to members. \$100,000  
 36 mos.

**Council on Foundations, Inc.**  
*Washington, DC*  
 To design and implement professional development training for community foundation staff and trustees. \$300,000  
 40 mos.

Grant increase to establish a fund to support special projects to strengthen the community foundation field. \$50,000

Grant increase to support a national membership organization dedicated to promoting and enhancing responsible and effective philanthropy. \$5,000

<b>Formative Evaluation Research Associates</b> <i>Ann Arbor, MI</i> To identify issues and challenges for the workplace-giving field and support evaluation research to inform such issues.	\$100,000 13 mos.	<b>Michigan Nonprofit Association</b> <i>East Lansing, MI</i> To encourage nonprofit organizations to take an active role in helping develop and implement public policies impacting Michigan.	\$150,000 36 mos.
<b>Forum of Regional Associations of Grantmakers</b> <i>Washington, DC</i> Grant increase to support a national membership association of regional grantmakers.	\$5,000	<b>National Center for Black Philanthropy, Inc.</b> <i>Washington, DC</i> To support an organization that encourages giving and volunteerism among African Americans.	\$40,000 12 mos.
<b>Foundation Center</b> <i>New York, NY</i> To document institutional philanthropy's response to the events of September 11, 2001.	\$50,000 30 mos.	<b>National Committee for Responsive Philanthropy</b> <i>Washington, DC</i> To support an organization dedicated to increasing the responsiveness and accessibility of philanthropic organizations to minorities and the disadvantaged.	\$80,000 24 mos.
<b>Foundation-Administered Project</b> To provide services to the philanthropic field.	\$263,909	To develop and strengthen the alternative workplace giving movement.	\$60,000 24 mos.
<b>Georgetown University</b> <i>Washington, DC</i> To support a fellowship involving research and writing initiatives on the nonprofit sector and philanthropy.	\$180,000 36 mos.	To research the increased use of donor-advised funds by community foundations.	\$50,000 18 mos.
To support an annual visiting scholar or practitioner to pursue research, teaching and public discussion on issues of philanthropy.	\$50,000 48 mos.	<b>National Council of Nonprofit Associations</b> <i>Washington, DC</i> To build the technological capacity of state associations in assisting community-based organizations.	\$75,000 18 mos.
<b>Grantmakers for Effective Organizations</b> <i>Washington, DC</i> To support an organization that works to promote effectiveness in the nonprofit sector.	\$15,000 24 mos.	<b>Nonprofit Technology Enterprise Network</b> <i>San Francisco, CA</i> To provide networking opportunities for nonprofit technology experts working in isolation who face major technological challenges.	\$100,000 24 mos.
<b>GuideStar Philanthropic Research, Inc.</b> <i>Williamsburg, VA</i> To support an organization dedicated to providing information to the nonprofit sector.	\$450,000 36 mos.	<b>NPower Michigan</b> <i>Detroit, MI</i> To support a Michigan nonprofit organization dedicated to helping other nonprofits use information technology to better serve their communities.	\$320,000 24 mos.
<b>Hispanics in Philanthropy</b> <i>Emeryville, CA</i> To support a collaboration that strengthens Latino nonprofit organizations.	\$150,000 36 mos.	<b>Peninsula Community Foundation</b> <i>San Mateo, CA</i> To support the implementation of a statewide community foundation marketing initiative in California.	\$150,000 36 mos.
To support a group of grantmakers committed to expanding the participation of the Latino community in the philanthropic sector.	\$90,000 36 mos.	<b>Philanthropy Roundtable</b> <i>Washington, DC</i> To support a national association that provides services to grantmakers who are committed to a vibrant private sector.	\$20,000 24 mos.
<b>Independent Sector</b> <i>Washington, DC</i> To support a national membership organization dedicated to promoting philanthropy, volunteerism and nonprofit sector development.	\$225,000 12 mos.	<b>Social Enterprise Alliance, Inc.</b> <i>Redwood City, CA</i> To support an organization created to connect entrepreneurial nonprofit organizations with the resources needed for sustainable social change.	\$30,000 12 mos.
<b>Lawrence Technological University</b> <i>Southfield, MI</i> To support efforts to strengthen the nonprofit sector in southeast Michigan.	\$376,950 36 mos.	<b>Southern Rural Development Initiative, Inc.</b> <i>Raleigh, NC</i> To provide peer-learning experience for staff and board members of member philanthropies.	\$80,000 24 mos.
<b>Michigan Community Foundations' Ventures</b> <i>Grand Haven, MI</i> To strengthen community foundations in Michigan by building their marketing capacity.	\$200,000 24 mos.		

<b>Tufts University</b> <i>Medford, MA</i>	\$80,000 24 mos.
To provide support for a leadership program to strengthen the capacity of the nonprofit sector.	
<b>University of Michigan</b> <i>Ann Arbor, MI</i>	\$25,000 11 mos.
To provide advanced educational opportunities for foundation professionals.	
<b>Volunteer Consulting Group, Inc.</b> <i>New York, NY</i>	\$50,000
Grant increase to support a project to strengthen the effectiveness of nonprofit boards.	
<b>Women &amp; Philanthropy</b> <i>Washington, DC</i>	\$30,000 24 mos.
To support a national membership organization of grantmakers that mobilizes resources to achieve equity for women and girls.	
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$4,855,859</b>

#### RACE AND ETHNIC RELATIONS

<b>American Documentary, Inc.</b> <i>New York, NY</i>	\$118,000 12 mos.
To promote community discussion and action on issues of race.	
<b>Asian Pacific American Legal Center of Southern California</b> <i>Los Angeles, CA</i>	\$350,000 36 mos.
To support the replication of a leadership development program focused on interethnic relations.	
<b>Association for the Study and Development of Community</b> <i>Gaithersburg, MD</i>	\$55,505
Grant increase to evaluate and provide technical assistance to a project developed to address issues affecting recent immigrants and established residents.	
<b>Crossroads Ministry</b> <i>Chicago, IL</i>	\$150,000 24 mos.
To support an organization working to dismantle racism and build anti-racism multicultural diversity throughout the United States.	
<b>Foundation-Administered Project</b>	\$50,916
To convene two meetings of Mott grantees on race and ethnic relations.	
<b>Leadership Conference Education Fund</b> <i>Washington, DC</i>	
To strengthen antiracism efforts by connecting antiracism organizations with funders.	\$772,800 39 mos.
To develop effective grassroots coalitions among people of diverse races, ethnicities and religions to advance community initiatives.	\$150,000 12 mos.
<b>NALEO Educational Fund</b> <i>Los Angeles, CA</i>	\$100,000 12 mos.
To support the development of a race and ethnic relations program to improve Latino leadership and representation.	

<b>National Asian Pacific American Legal Consortium</b> <i>Washington, DC</i>	\$200,000 24 mos.
To assist Asian Pacific-American communities in building their capacity to address community and civil rights issues on a local level.	
<b>National Network for Immigrant and Refugee Rights</b> <i>Oakland, CA</i>	\$100,000 12 mos.
To support a training curriculum developed to build greater understanding and coalitions among immigrants, people of color and social activists.	
<b>People's Institute for Survival and Beyond</b> <i>New Orleans, LA</i>	\$150,000 24 mos.
To support an organization that focuses on anti-racist training and community organizing.	
<b>Tides Center</b> <i>Oakland, CA</i>	\$400,000 24 mos.
To promote effective anti-racism, community-building training strategies throughout the United States.	
<b>Tomas Rivera Policy Institute</b> <i>Claremont, CA</i>	\$100,000 12 mos.
To examine the interethnic relations between Latinos and African Americans in New York and Los Angeles, and explore ways to build bridges between the two communities.	
<b>We Interrupt This Message</b> <i>San Francisco, CA</i>	\$59,800
Grant increase to promote dialogue and public policy addressing racism.	
<b>Western States Center</b> <i>Portland, OR</i>	\$150,000 24 mos.
To address racial issues in the Northwest.	
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$2,907,021</b>
<b>PROGRAM AREA TOTAL: United States</b>	<b>\$7,762,880</b>

#### GLOBAL

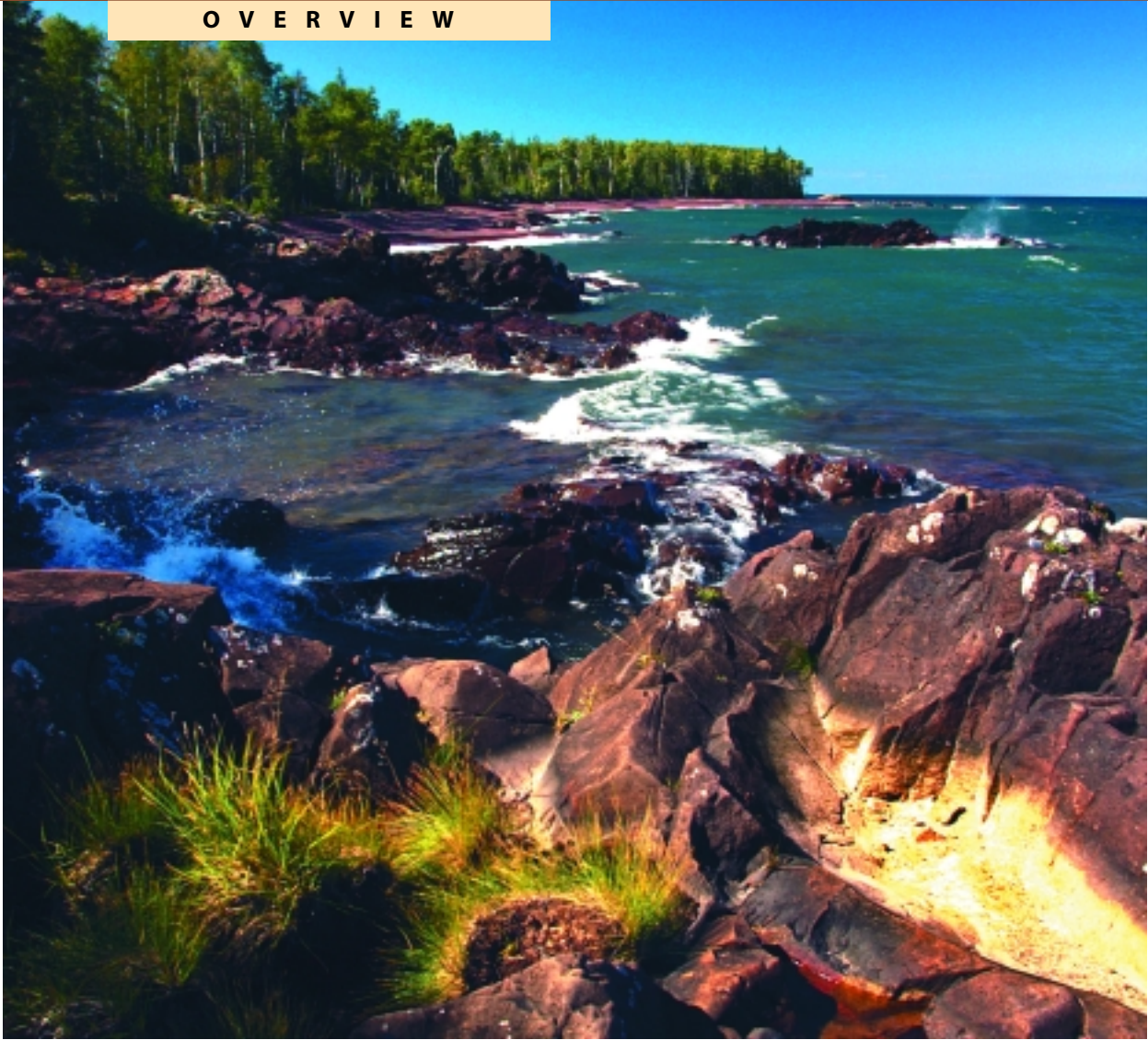
##### NONPROFIT SECTOR

<b>Allavida</b> <i>London, England</i>	\$150,000 36 mos.
To support the publication of a magazine that focuses on global civil society issues.	
<b>Association of Charitable Foundations</b> <i>London, England</i>	\$5,500 60 mos.
To support a membership organization dedicated to promoting the effectiveness of private grantmakers in the United Kingdom.	

<b>Bertelsmann Stiftung</b> <i>Gutersloh, Germany</i>	
To strengthen community foundations on both sides of the Atlantic through communication and interaction.	\$450,000 36 mos.
To establish a community foundation information and support network in Germany.	\$300,000 36 mos.
<b>City University of New York Graduate Center</b> <i>New York, NY</i>	\$96,255
Grant increase to encourage the growth of community foundations in other countries.	
<b>CIVICUS: World Alliance for Citizen Participation, Inc.</b> <i>Washington, DC</i>	\$150,000 12 mos.
To support an international alliance dedicated to strengthening citizen action and civil society throughout the world.	
<b>Community Foundation Network</b> <i>London, England</i>	\$429,000 36 mos.
To enable staff and board members of grantmaker associations and support organizations to learn from each other and collaborate to strengthen philanthropy worldwide.	
<b>Conference Board</b> <i>New York, NY</i>	\$100,000 24 mos.
To support a travel and tourism industry resource designed to influence industry and consumer behavior in favor of sustainable practices.	
<b>Council on Foundations, Inc.</b> <i>Washington, DC</i>	
To promote and enhance responsible and effective philanthropy worldwide.	\$150,000 36 mos.
To enable community foundation leaders to attend conferences related to community foundation issues.	\$120,000 20 mos.
<b>European Foundation Centre</b> <i>Brussels, Belgium</i>	
To support a program that provides information on foundations and corporate funders active in and with Europe.	\$260,000 36 mos.
To improve the information services of an organization dedicated to promoting philanthropy in Europe.	\$232,540 24 mos.
To respond to the growing need for European funding information.	\$50,000 24 mos.
<b>Foundation-Administered Project</b>	\$32,198
To provide worldwide technical assistance to the community foundation field.	
<b>Georgetown University</b> <i>Washington, DC</i>	\$100,000 26 mos.
To better understand changing world views by examining people's values throughout the world.	



<b>International Bank for Reconstruction and Development</b> <i>Washington, DC</i>	\$150,000 24 mos.
To examine the effectiveness of community foundation development in countries supported by the World Bank.	
<b>Puerto Rico Community Foundation</b> <i>San Juan, PR</i>	-\$50,000
Adjustment to grant made in previous year.	
<b>Synergos Institute, Inc.</b> <i>New York, NY</i>	\$150,000 36 mos.
To provide support services to emerging community foundations throughout Mexico.	
<b>World Affairs Council of Northern California</b> <i>San Francisco, CA</i>	\$25,000 9 mos.
To support a conference to promote and expand international philanthropy.	
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$2,900,493</b>
<b>SPECIAL INITIATIVES</b>	
<b>International Center for Transitional Justice</b> <i>New York, NY</i>	\$1,000,000 24 mos.
To support an organization created to provide research, information, technical assistance, legal counsel and policy recommendations for emerging democratic countries grappling with past human rights abuses.	
<b>Internews Network</b> <i>Arcata, CA</i>	\$250,000 24 mos.
To support an organization that promotes open media worldwide.	
<b>ManyFutures, Inc.</b> <i>Washington, DC</i>	\$100,000 12 mos.
To increase international philanthropy that benefits the poor in developing countries.	
<b>SUBTOTAL: Special Initiatives</b>	<b>\$1,350,000</b>
<b>PROGRAM AREA TOTAL: Global</b>	<b>\$4,250,493</b>
<b>PROGRAM TOTAL: Civil Society</b>	<b>\$31,255,509</b>



*Protection of resources like Lake Superior is one goal of Annex 2001.*

**T**he economic downturn that continued throughout 2002 posed challenges to environmental non-governmental organizations (NGOs) both in the United States and abroad. Contributions from members, major donors, foundations and corporate supporters declined because of reduced individual and institutional assets.

Tight budgets prompted staff and board members of many environmental and conservation groups to assess which of their programs were most critical to achieving their missions and which best fit with the niche they fill in the conservation

community. With those considerations in mind, budget adjustments were made that — while sometimes painful — focused resources on the organizations' most important functions.

The Mott Foundation undertook a



similar process of allocating resources in its Environment program.

Support for organizational capacity building and funding for NGO participation in important domestic and international policy deliberations have long been hallmarks of the Foundation's environmental grantmaking. Mott placed a priority on continued funding for those purposes, paying particular attention to NGOs whose work was seen as central to the Foundation's grantmaking objectives and strategies, and to policy issues on which a critical window of opportunity existed. Priority also was placed on honoring projected renewals to existing grantees.

The Foundation awarded 97 grants totaling \$17,484,061 within the Environment program during the year.

**Conservation of Freshwater Ecosystems in North America**

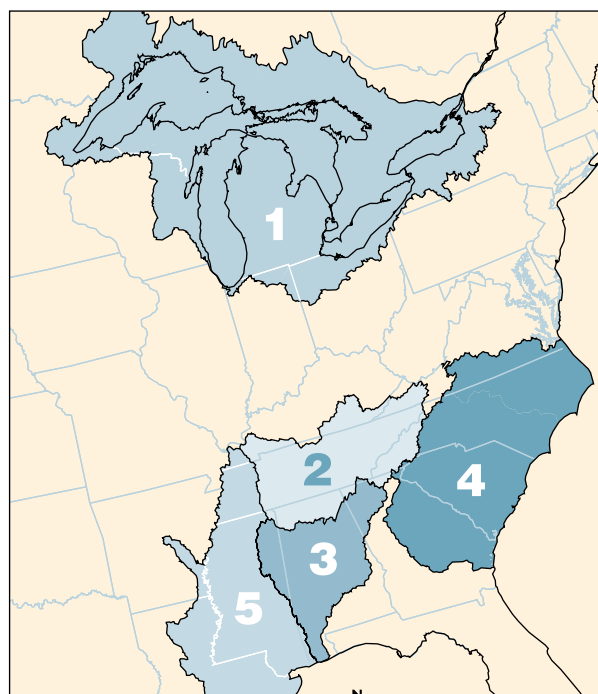
Grantmaking in this program area emphasized strengthening the community of NGOs working on freshwater issues in the Great Lakes basin and the southeastern United States, and influencing the design and implementation of public policies important to the health of freshwater ecosystems in these two regions.

In 2001, the U.S. governors and Canadian provincial premiers in the binational Great Lakes basin amended the Great Lakes Charter by adopting an agreement known as Annex 2001, in which they agreed to develop new rules governing the withdrawal and diversion of water from the Great Lakes system. The agreement includes the principle that proposed new withdrawals must be designed to enhance, and not harm, the ecosystem.

In response to this opportunity, the

Foundation chose to devote a major share of its 2002 grant budget to support NGOs working to influence implementation of the Annex 2001 agreement. A one-year, \$150,000 grant to the Council of Great Lakes Governors helped cover the cost of convening the official negotiations over Annex 2001 implementation. With the state and provincial governments facing severe budget cuts, Mott support allowed the council to maintain an effective negotiation process, including provisions for a stakeholder advisory committee and other public input.

Grants to two regional organizations, the Great Lakes Natural Resource Center of the National Wildlife Federation (two years, \$355,000) and Great Lakes United (three years, \$338,000), helped the NGO community monitor and participate directly in the negotiations sponsored by the council. These grants included funds to provide technical assistance to interested state and local groups in the form of networking, communications training and policy analysis.



*Mott's freshwater grantmaking consists of the Great Lakes basin (1) and four other ecoregions: Tennessee-Cumberland (2), Mobile Bay (3), South Atlantic (4), and Mississippi Embayment (5).*



### MISSION

To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

GOAL	OBJECTIVES
<p><b>Conservation of Freshwater Ecosystems in North America</b></p> <p>Advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and other globally significant ecosystems.</p>	<p><b>Strengthening the Environmental Community</b> Establishing a strong, effective and sustainable NGO community dedicated to the long-term conservation of freshwater ecosystems.</p> <p><b>Public Policy Work</b> Influencing the design and implementation of selected public policies to advance the conservation of freshwater ecosystems.</p> <p><b>Site-Based Conservation Efforts</b> Protecting and restoring selected freshwater ecosystems through site-based conservation activities.</p> 
<p><b>Reform of International Finance and Trade</b></p> <p>Promote environmentally sustainable development and greater public participation in economic decisionmaking processes through reform of the core policies and practices of international financial and trade institutions.</p>	<p><b>Policy Reform and Implementation</b> Promote the adoption and effective implementation of environmental and public accountability policies within selected international financial and trade institutions.</p>  <p><b>Strengthening International Constituencies for Reform</b> Increasing non-governmental organization effectiveness, public awareness and policymaker engagement in key countries on environmental reform of international finance and trade.</p> <p><b>Developing New Approaches</b> Developing new approaches to reorient international finance and trade toward sustainable development.</p>
<p><b>Special Initiatives</b></p> <p>Respond to unique opportunities to advance environmental protection in the United States and internationally.</p>	<p><b>Growth Management and Urban Revitalization in Michigan</b> Ensuring that the health of older cities and the interests of their residents are addressed as policies to reform land-use practices in Michigan are adopted.</p> <p><b>Strengthening the Environmental NGO Movement</b> Strengthening the environmental nonprofit community in the United States.</p> <p><b>Special Opportunities</b></p> 

Two-year grants to three state-level groups, Wisconsin's Environmental Decade Institute (\$120,000), Ohio Environmental Council (\$50,000) and Environmental Advocates of New York (\$90,000), further enhanced the capacity of the NGO community to influence discussions regarding Annex 2001 and related issues. Constructive engagement at the state level is critical, because that's where ultimate implementation of the agreement will occur.

Finally, a two-year, \$300,000 grant to The Nature Conservancy's Freshwater Initiative included support for aquatic ecologists and other staff scientists to contribute their expertise at critical points in the Annex negotiation process.

The November 2002 elections in the United States ushered in five new governors in the region. The Annex negotiations

continue to be productive and promising, due in part to the work of many Mott grantees.

**Reform of International Finance and Trade**

During 2002, Mott's grantmaking in this program area focused on maintaining support for core grantees, issues and strategies in countries and regions considered key to the international finance and trade reform agenda. The weak global economy, which reduced the asset base of many foundations, also resulted in a significant decline in international grantmaking, underscoring the importance of Mott's commitment to stay the course.

The Foundation made substantial grants to strengthen the organizational and programmatic capacity of NGOs in



*Global Greengrants Fund helped inform local people about a pipeline being built through an Ecuadorian forest preserve.*

developing countries and countries in transition, and to allow them to carry out strategic planning and coordination efforts internationally.

Mott funding supported international organizations that build the capacity of NGOs working locally to address the environmental and social impacts of projects financed by international financial institutions (IFIs) and the consequences of regional and international trade agreements. As part of this, the Foundation awarded \$500,000 over two years to Global Greengrants Fund (GGF), an international collaborative of environmental donors that provides small grants to NGOs.

This grant enabled GGF to establish an International Financial Institutions Small Grants Fund, which made 61 small grants to NGOs in 28 countries during 2002. For example, GGF made a \$5,000 grant to support a local Romanian NGO's effort to stop World Bank financing for a proposed gold mine project that would have destroyed the region's environment and devastated the oldest documented settlement in Romania. The grant allowed residents of the community to travel to Washington, where they convinced the World Bank to withdraw its support.

GGF also provided a \$5,000 grant to a coalition of Ecuadorian NGOs, working to ensure that local and indigenous people affected by an oil pipeline, being built through the Mindo-Nambillo Cloud Forest Preserve, had access to vital information on the project and had an opportunity to voice their concerns.

Another capacity-building grant awarded by Mott, for two years and \$120,000, went to the Uruguayan Study Center of Appropriate Technologies. It

supported the research and training necessary to strengthen the efforts of Latin American NGOs and public officials to develop policy alternatives that support sustainable development within the context of Latin American economic integration.

In Europe, a two-year, \$100,000 grant to Fern supported the coordination of national export credit agency reform efforts in European Union member countries to ensure a cohesive NGO strategy at the EU and the Organization for Economic Cooperation and Development. Grants to the Bretton Woods reform project of ActionAid (two years, \$250,000) and the Italian campaign for World Bank reform of Mani Tese (two years, \$240,000) supported critical strategic planning and coordination functions that have strengthened the international NGO community's IFI reform efforts.

These groups and many other Mott grantees have collaborated to highlight the environmental and social impacts of several high-profile projects financed by IFIs, including oil and gas pipelines, mining projects, and large dams, and to maintain strong environmental and social policies in these institutions.

### **Special Initiatives**

Within this program area, the Foundation supports three categories of work: projects considered "special opportunities," efforts to strengthen the environmental NGO community in the United States, and projects addressing growth management and urban revitalization in Michigan.

Mott chose to maintain a strong commitment to grantmaking on growth

management and urban revitalization in Michigan during 2002. The Foundation continued to fund efforts that would help set the stage for reform of state policies that influence land development patterns. Grants supported research to inform public policy debates, as well as the involvement of diverse leadership in policy reform deliberations.

The Foundation made a nine-month, \$60,000 grant to the newly formed Michigan Suburbs Alliance, a membership organization charged with developing and advancing public policies beneficial to central cities and their older, established suburbs. The alliance's leadership includes elected officials and city managers of communities in metropolitan Detroit.

The Foundation also awarded a two-year, \$190,000 grant to the Detroit Branch of the National Association for the Advancement of Colored People. The grant allowed the organization to become more involved in the discussion of growth management policies in Michigan by sponsoring research studies; conducting educational outreach; and communicating with members of the Michigan Legislature, particularly members of the Michigan Legislative Black Caucus.

Michigan-based NGOs working on growth management issues have benefited from the research and counsel of national



experts, including staff of the Brookings Institution's Center on Urban and Metropolitan Policy. The Foundation made a two-year, \$300,000 grant for the center's continued research on the economic, fiscal, environmental and social implications of metropolitan growth trends; the role of public policies in facilitating those trends; and the role of smart growth policies in shaping new growth patterns.

*The effects of urban sprawl in Michigan were part of a study of metropolitan growth trends.*

## CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

### STRENGTHENING THE ENVIRONMENTAL COMMUNITY

<b>Alabama Rivers Alliance</b> <i>Birmingham, AL</i> To support an organization dedicated to freshwater ecosystem conservation in Alabama.	\$225,000 36 mos.
<b>Cahaba River Society</b> <i>Birmingham, AL</i> To support an organization dedicated to restoring and protecting the Cahaba River watershed.	\$120,000 24 mos.
<b>Great Lakes United</b> <i>Buffalo, NY</i> To support a coalition of community-based and regional organizations and individuals dedicated to protecting the Great Lakes ecosystem.	\$338,000 36 mos.
<b>Gulf Restoration Network</b> <i>New Orleans, LA</i> Grant increase to support a coalition of organizations working to conserve the health of ecosystems that drain into the Gulf of Mexico.	\$45,000
<b>Kentucky Waterways Alliance</b> <i>Munfordville, KY</i> To support an organization created to provide leadership on water-quality and river-protection issues.	\$150,000 36 mos.
<b>La Piana Associates, Inc.</b> <i>Piedmont, CA</i> To provide information on current organizational capacity and capacity-building needs of nonprofit organizations focused on freshwater ecosystem conservation in the Great Lakes basin and southeastern United States.	\$100,000 8 mos.
<b>Lake Michigan Federation</b> <i>Chicago, IL</i> To support an organization created to protect Lake Michigan and the other Great Lakes.	\$225,000 36 mos.



<b>Minnesota Environmental Partnership</b> <i>St. Paul, MN</i> To support a partnership of organizations dedicated to protecting and preserving Minnesota's natural environment.	\$120,000 24 mos.
<b>National Fish and Wildlife Foundation</b> <i>Washington, DC</i> To strengthen freshwater ecosystem conservation efforts in the Mississippi Delta.	\$225,000 36 mos.
<b>Nature Conservancy</b> <i>Arlington, VA</i> To increase protection of the biological diversity of aquatic systems.	\$300,000 24 mos.
<b>River Network</b> <i>Portland, OR</i> Grant increase to promote river and watershed protection in the Great Lakes basin and southeastern United States.	\$10,000
<b>Tip of the Mitt Watershed Council</b> <i>Petoskey, MI</i> Grant increase to support citizen efforts to protect wetlands and other aquatic habitats throughout the Great Lakes basin.	\$15,000
<b>Trout Unlimited</b> <i>Arlington, VA</i> Grant increase to strengthen the organizational capacity of state councils in the Great Lakes region and the Southeast.	\$175,000
<b>Upstate Forever</b> <i>Greenville, SC</i> Grant increase to support an organization created to promote sensible growth, sound land use and environmental protection in the upstate region of South Carolina.	\$50,000
<b>Wisconsin Wetlands Association</b> <i>Madison, WI</i> To support an organization created to promote citizen involvement in the protection and restoration of wetland resources.	\$135,000 36 mos.
<b>World Wildlife Fund, Inc.</b> <i>Washington, DC</i> To coordinate and strengthen freshwater conservation efforts in the Southeast.	\$171,000 36 mos.

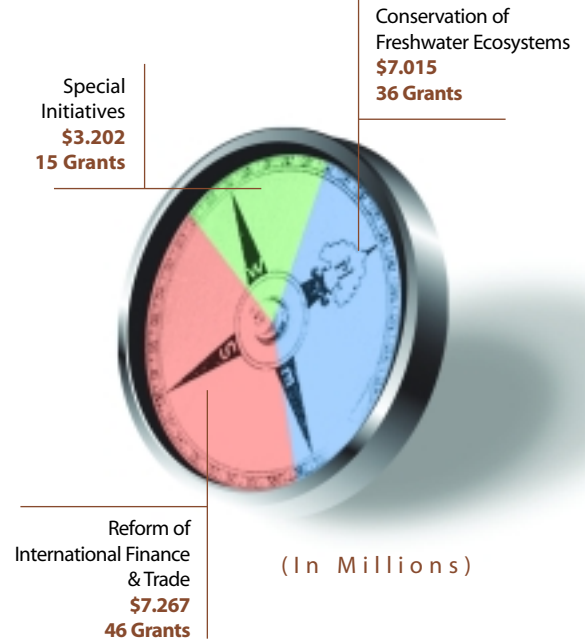
**Subtotal: Strengthening the Environmental Community** **\$2,404,000**

### PUBLIC POLICY WORK

<b>Aspen Institute, Inc.</b> <i>Washington, DC</i> To develop recommended guidelines for decisionmaking regarding dam removal and improved processes for implementation of decisions.	\$60,000 12 mos.
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GRANT ACTIVITY ENVIRONMENT			
	GRANT ALLOCATION	GRANT DOLLARS (in Millions)	NUMBER OF GRANTS
<b>CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA</b>	Strengthening the Environmental Community	\$ 2.404	18
	Public Policy Work	2.461	16
	Site-Based Conservation Efforts	2.150	2
<b>REFORM OF INTERNATIONAL FINANCE &amp; TRADE</b>	Policy Reform & Implementation	\$ 3.515	21
	Strengthening International Constituencies for Reform	3.312	20
	Developing New Approaches	.440	5
<b>SPECIAL INITIATIVES</b>	Growth Management	\$ .812	6
	Strengthening the Environmental NGO Movement	.450	3
	Special Opportunities	1.940	6
<b>TOTALS:</b>		<b>\$17.484</b>	<b>97</b>

Total: \$17,484,061 / 97 Grants



- Council of Great Lakes Governors, Inc.** \$150,000  
*Chicago, IL*  
12 mos.  
To support efforts to implement an annex to the Great Lakes Charter that outlines the principles for a new and uniform water management system for the basin.

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- Environmental Advocates of New York** \$90,000  
*Albany, NY*  
24 mos.  
To cultivate public and official support for the effective implementation of a water management system for the Great Lakes basin.

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- Federation of Ontario Naturalists** \$280,000  
*Don Mills, Ontario*  
27 mos.  
To support the implementation of an agreement to protect Ontario forests.

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- Georgia Center for Law in the Public Interest** \$60,000  
*Atlanta, GA*  
Grant increase to provide support to a nonprofit public interest law center dedicated to protecting natural resources in Georgia.

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- Legal Environmental Assistance Foundation** \$100,000  
*Tallahassee, FL*  
24 mos.  
To monitor implementation of state and federal water quality policies important to Alabama's freshwater ecosystems.

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- National Wildlife Federation** \$355,000  
*Reston, VA*  
24 mos.  
To support the development of a new water management agreement for the Great Lakes region based on conservation, protection and restoration of the ecosystem.

- Natural Resources Defense Council, Inc.** \$300,000  
*New York, NY*  
36 mos.  
To coordinate national and grassroots activities on water policy issues.

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- North Carolina Agricultural Foundation, Inc.** \$45,680  
*Raleigh, NC*  
9 mos.  
To promote collaborative agreement on hydropower dam licensing.

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- Northeast-Midwest Institute** \$350,000  
*Washington, DC*  
24 mos.  
To support a program that serves as a voice for the Great Lakes region in Washington, D.C.

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- Ohio Environmental Council** \$50,000  
*Columbus, OH*  
Grant increase to protect and restore freshwater ecosystems within the Lake Erie basin.

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- South Carolina Coastal Conservation League** \$150,000  
*Charleston, SC*  
24 mos.  
To support a multifaceted initiative designed to increase public involvement in wetlands and habitat protection in South Carolina.

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- Southern Environmental Law Center** \$350,000  
*Charlottesville, VA*  
24 mos.  
To provide regional leadership on water quality and quantity policy issues of critical importance to the health of freshwater ecosystems.

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- Wisconsin's Environmental Decade Institute** \$120,000  
*Madison, WI*  
24 mos.  
To encourage the Wisconsin environmental community's participation in the Annex 2001 process.

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- SUBTOTAL: Public Policy Work** **\$2,460,680**

## SITE-BASED CONSERVATION EFFORTS

<b>Conservation Fund</b> <i>Arlington, VA</i> To support the conservation of coastal and freshwater sites in the U.S. portion of the Great Lakes basin.	\$2,000,000 75 mos.
<b>University of Maryland College Park</b> <i>College Park, MD</i> To evaluate the practice of stream restoration and identify effective restoration techniques.	\$150,000 24 mos.
<b>SUBTOTAL: Site-Based Conservation Efforts</b>	<b>\$2,150,000</b>
<b>PROGRAM AREA TOTAL: Conservation of Freshwater Ecosystems in North America</b>	<b>\$7,014,680</b>

## REFORM OF INTERNATIONAL FINANCE AND TRADE

### POLICY REFORM AND IMPLEMENTATION

<b>Berne Declaration (Erklärung von Bern)</b> <i>Zurich, Switzerland</i> To support multilateral development bank reform efforts.	\$200,000 24 mos.
<b>Carnegie Endowment for International Peace</b> <i>Washington, DC</i> To support efforts to engage U.S. policymakers on environment and development issues related to the Free Trade Area of the Americas agreement.	\$300,000 18 mos.
<b>Center for International Environmental Law</b> <i>Washington, DC</i> Grant increase to promote environmental reforms within trade policies and institutions, and international financial institutions.	\$250,000
<b>Center of Concern</b> <i>Washington, DC</i> To analyze the impacts of international finance and trade on women and environmental issues.	\$150,000 24 mos.
<b>Columbia University in the City of New York</b> <i>New York, NY</i> To address environmental challenges facing developing and transition countries.	\$200,000 24 mos.
<b>Earthjustice</b> <i>Oakland, CA</i> To ensure environmental protection in the context of global commerce.	\$180,000 24 mos.
<b>Ecological Foundation</b> <i>Cornwall, England</i> Grant increase to examine environmental impacts of export credit agencies in Great Britain and promote the adoption of common environmental standards.	\$25,000
<b>European Natural Heritage Fund</b> <i>Rheinbach, Germany</i> To promote reform of German private financial institutions.	\$80,000 24 mos.



<b>Fern</b> <i>Moreton-in-Marsh, England</i> To encourage European Union institutions to support the reform of export credit agencies throughout Europe.	\$100,000 24 mos.
<b>Foundation for International Environmental Law and Development</b> <i>London, England</i> To protect the global environment and promote the interests of least-developed countries.	\$80,000 18 mos.
<b>Friends of the Earth</b> <i>Washington, DC</i> To support efforts to reform international financial institutions and trade policies in order to preserve the natural environment.	\$450,000 24 mos.
<b>Georgetown University</b> <i>Washington, DC</i> To examine the environmental implications of international trade agreements on U.S. domestic law.	\$45,000 12 mos.
<b>Institute for Agriculture and Trade Policy</b> <i>Minneapolis, MN</i> To help non-governmental organizations and local governments make environmental and social issues part of the international trade agenda.	\$300,000 24 mos.
<b>Institute for International Economics</b> <i>Washington, DC</i> To support a follow-up and evaluation of work in Latin America on economic liberalization policies, including trade.	\$300,000 19 mos.
<b>Institute for Policy Studies</b> <i>Washington, DC</i> Grant increase to assess the impact of financial flows on the global environment.	\$30,000

<b>International Institute for Sustainable Development</b> <i>Winnipeg, Manitoba</i> To build the capacity of communities and civil society organizations to advocate for changes in environmental management provisions in the existing North American Free Trade Agreement.	\$70,000 15 mos.
<b>Peregrine Environmental Consulting</b> <i>Takoma Park, MD</i> To promote reform of export credit agencies in the United States, Europe and Japan.	\$75,000 12 mos.
<b>University of Miami</b> <i>Coral Gables, FL</i> To support the creation of an environmentally sound and sustainable Free Trade Area of the Americas Agreement.	\$200,000 24 mos.
<b>Urgewald</b> <i>Sassenberg, Germany</i> To promote sound environmental, social and development policies within international public- and private-sector financial institutions.	\$160,000 24 mos.
<b>Uruguayan Study Center of Appropriate Technologies</b> <i>Montevideo, Uruguay</i> To engage stakeholders in South America in the environmental aspects of regional economic integration processes.	\$120,000 24 mos.
<b>World Economy, Ecology and Development Association</b> <i>Bonn, Germany</i> To promote environmental reform of multilateral development bank policies and operations.	\$200,000 24 mos.
<b>SUBTOTAL: Policy Reform and Implementation</b>	<b>\$3,515,000</b>



**STRENGTHENING INTERNATIONAL CONSTITUENCIES FOR REFORM**

<b>ActionAid</b> <i>London, England</i> To promote reform of multilateral development bank policies.	\$250,000 24 mos.
<b>Agir ici</b> <i>Paris, France</i> To support efforts to encourage French leadership on reform of the international financial institutions.	\$240,000 24 mos.
<b>American Council for Voluntary International Action (InterAction)</b> <i>Washington, DC</i> Grant increase to improve the Inter-American Development Bank's performance on environmental and social issues.	\$25,350
<b>American Lands Alliance</b> <i>Washington, DC</i> To reform international trade and lending policies that are destructive to globally threatened forests.	\$150,000 24 mos.
<b>Border Ecology Project</b> <i>Bisbee, AZ</i> To create opportunities for non-governmental organizations to participate in key regional and hemispheric trade and economic integration processes.	\$50,000 12 mos.
<b>Canadian Environmental Law Association</b> <i>Toronto, Ontario</i> To explore links between international trade and environmental protection.	\$200,000 24 mos.
<b>Centro Mexicano de Derecho Ambiental, A.C.</b> <i>Mexico City, Mexico</i> Grant increase to support the involvement of a Mexican public interest environmental law organization in international trade policymaking.	\$50,000
<b>Consumer's Choice Council</b> <i>Washington, DC</i> To help non-governmental organizations and under-represented parts of government prepare for the Fifth World Trade Organization ministerial meeting.	\$275,000 12 mos.
<b>Environmental Law Alliance Worldwide</b> <i>Eugene, OR</i> To support a network that links environmental leaders from around the world.	\$250,000 24 mos.
<b>EUONATURA</b> <i>Lisbon, Portugal</i> To support the development of an Iberian network to reform export credit agencies.	\$100,000 24 mos.
<b>Finnish Association for Nature Conservation</b> <i>Helsinki, Finland</i> To develop a network to address the reform of Finnish export credit agencies.	\$150,000 24 mos.

<b>Friends of the Earth - Japan</b> <i>Tokyo, Japan</i> Grant increase to promote reform of Japanese export credit agencies and advocate for support of common environmental standards.	\$165,000
<b>Global Greengrants Fund</b> <i>Boulder, CO</i> To strengthen global networks of non-governmental organizations working to reform international financial institutions.	\$500,000 24 mos.
<b>Global Legislators Organization for a Balanced Environment, Inc. (GLOBE USA)</b> <i>Washington, DC</i> Grant increase to educate legislators about the environmental impacts of international economic policy decisions.	\$70,000
<b>International Rivers Network</b> <i>Berkeley, CA</i> To improve river management while promoting reform of international financial institutions.	\$300,000 24 mos.
<b>IPS - Inter Press Service, International Association</b> <i>Rome, Italy</i> To increase coverage of international financial institutions and their impacts on the environment and people.	\$200,000 24 mos.
<b>Mani Tese</b> <i>Milan, Italy</i> To support an information clearinghouse on multilateral development bank reform issues in Italy.	\$240,000 24 mos.
<b>National Wildlife Federation</b> <i>Reston, VA</i> Grant increase to build the capacities of environmental non-governmental organizations to monitor and influence private international investments.	\$32,141
<b>Texas Center for Policy Studies</b> <i>Austin, TX</i> Grant increase to promote understanding of the environmental impacts of economic integration in the U.S.-Mexico border region.	\$50,000
<b>Tides Center</b> <i>Oakland, CA</i> Grant increase to educate domestic and international civil society organizations about the environmental and social challenges of globalization.	\$15,000
<b>SUBTOTAL: Strengthening International Constituencies for Reform</b>	<b>\$3,312,491</b>
<b>DEVELOPING NEW APPROACHES</b>	
<b>Center for Economic and Policy Research</b> <i>Washington, DC</i> Grant increase to incorporate economic analyses in proposals for environmental reform of international finance and trade institutions.	\$75,000

<b>Center of Concern</b> <i>Washington, DC</i> Grant increase to encourage non-governmental participation in redesigning the global financial architecture.	\$25,000
<b>Kalamazoo College</b> <i>Kalamazoo, MI</i> To promote a more inclusive macroeconomic analysis for environmental issues.	\$40,000 7 mos.
<b>Tides Center</b> <i>Oakland, CA</i> To incorporate the concepts of ecological economics into non-governmental organization campaigns to reform international finance and trade.	\$200,000 24 mos.
<b>University of Maryland Foundation, Inc.</b> <i>Adelphi, MD</i> To enable two students to study with a leader in the field of ecological economics.	\$100,000 24 mos.
<b>SUBTOTAL: Developing New Approaches</b>	<b>\$440,000</b>
<b>PROGRAM AREA TOTAL: Reform of International Finance and Trade</b>	<b>\$7,267,491</b>

## SPECIAL INITIATIVES

### GROWTH MANAGEMENT

<b>Arab Community Center for Economic and Social Services (ACCESS)</b> <i>Dearborn, MI</i> To strengthen support for land-use reform among racially and culturally diverse communities.	\$200,090 27 mos.
<b>Brookings Institution</b> <i>Washington, DC</i> To strengthen and broaden the policy agenda for cities and metropolitan areas.	\$300,000 24 mos.





<b>Collins Center for Public Policy</b> <i>Miami, FL</i>	\$50,000 24 mos.
To support a network that serves as a resource and focal point for funders and other organizations working to solve economic problems related to suburban sprawl and urban disinvestment.	
<b>Michigan Chamber Foundation</b> <i>Lansing, MI</i>	\$11,800
Grant increase to enable representatives of nonprofit organizations to attend a statewide conference to address growth management issues.	
<b>Michigan Suburbs Alliance</b> <i>Ferndale, MI</i>	\$60,000 9 mos.
To advance policy solutions that will benefit established municipalities.	
<b>National Association for the Advancement of Colored People - Detroit Branch</b> <i>Detroit, MI</i>	\$190,000 24 mos.
To support growth management policies in Michigan.	
<b>SUBTOTAL: Growth Management</b>	<b>\$811,890</b>

**STRENGTHENING THE ENVIRONMENTAL NGO COMMUNITY**

<b>Biodiversity Project</b> <i>Madison, WI</i>	\$200,000 24 mos.
To coordinate research and public education on biodiversity issues.	

<b>Environmental Support Center, Inc.</b> <i>Washington, DC</i>	\$200,000 24 mos.
To bring together leaders of independent state environmental organizations to share ideas and experiences.	
<b>Justice and Witness Ministries of the United Church of Christ</b> <i>Washington, DC</i>	\$50,000 6 mos.
To involve young people in environmental issues confronting their communities.	
<b>SUBTOTAL: Strengthening the Environmental NGO Community</b>	<b>\$450,000</b>

**SPECIAL OPPORTUNITIES**

<b>Bellagio Forum for Sustainable Development</b> <i>Osnabruck, Germany</i>	\$30,000 12 mos.
To support an international network of grantmaking foundations, non-governmental organizations, media institutions and corporations.	
<b>Global Legislators Organization for a Balanced Environment, Inc. (GLOBE USA)</b> <i>Washington, DC</i>	\$60,000 17 mos.
To provide training and information to legislators from various countries in preparation for the World Summit on Sustainable Development.	
<b>Global Reporting Initiative</b> <i>Amsterdam, Netherlands</i>	\$1,000,000 36 mos.
To support an initiative created to ensure transparent, independent and inclusive reporting processes.	
<b>Rockefeller Family Fund, Inc.</b> <i>New York, NY</i>	\$100,000 24 mos.
To support efforts to facilitate communication, foster cooperation and develop collaboration among environmental grantmakers.	
<b>World Resources Institute</b> <i>Washington, DC</i>	\$450,000 36 mos.
To promote transparency and accountability in the forest sector.	
To further advance the environmental principles set out at the 1992 United Nations Conference on Environment and Development.	
<b>SUBTOTAL: Special Opportunities</b>	<b>\$1,940,000</b>
<b>PROGRAM AREA TOTAL: Special Initiatives</b>	<b>\$3,201,890</b>
<b>PROGRAM TOTAL: Environment</b>	<b>\$17,484,061</b>



*The Flint Institute of Music, home of the Flint Symphony Orchestra, is one of the community's key cultural institutions.*

**A**s the home of the Mott Foundation, the city of Flint and Genesee County have been an important focus of grantmaking throughout Mott's 76-year history. Since 1926, the Flint area has received \$523 million in grants from the Foundation.

Together, residents of the community have weathered many ups and downs. But through the years, core institutions — arts and cultural centers, educational facilities, and community services — have remained, adding enormously to the region's quality of life and economic base. The Foundation has a history of support for these institutions and believes it is critical to further stabilize and strengthen them, particularly in times of economic uncertainty.

In 2002, the Foundation awarded 46 grants totaling \$10,978,273 million through its Flint Area program.

While the Foundation's commitment to its home region has remained consistent, Mott has periodically re-examined how it can be a more effective grantmaker in the Flint area. In 2002, the Foundation's Board of Trustees approved revisions representing a fine-tuning of the previous grantmaking program. Many objectives and strategies remain unchanged.

### **Arts, Culture and Education**

The Flint area is home to 30,000 full-time college and university students. Its five institutions of higher education are viewed



as powerful resources to assist in the region's economic and civic recovery and, as such, the Foundation considers them centers of strength that must continue to be supported.

Beginning with a personal gift of \$1 million in 1955 from Charles Stewart Mott for its first classroom and office building and a \$200,000 grant for furnishings from the Foundation, the University of Michigan-Flint has received significant support over the years. Through 2002, Mott has awarded UM-Flint 81 grants totaling \$40.6 million.

A \$60,000 grant was awarded in 2002 to the university's School of Education and Human Services' Early Childhood Development Center to support a countywide survey of child-care facilities, examining child-care services, staff training, curriculum used by centers and informal providers, child assessment, and parental expectations. The information gathered will be not only published and made available to child-care providers, but also used to shape practitioner training offered through the center, as well as course offerings for prospective elementary school teachers working on their bachelor's degrees.

UM-Flint also received two grants totaling \$300,000 to develop a campus master plan and to conduct a student housing feasibility study. The master plan is helping the university make decisions about its programmatic and physical growth, and determine methods to promote linkages to the surrounding community.

Previous reviews have indicated a high degree of interest among faculty, staff, students and prospective students for student housing, but a study of the financial feasibility of such a venture was needed.

Currently, all of UM-Flint's approximately 6,000 students live off-campus and 99 percent travel to campus by car.

Another higher education cornerstone, Mott Community College (MCC), serves more than 16,000 students through its main Flint campus; its Southern Lakes Branch Campus in Fenton; and its other extension sites in Genesee, Lapeer, Shiawassee and Tuscola counties. Through 2002, the Foundation awarded 32 grants totaling \$11.2 million to MCC.

That support included a one-year, \$320,908 grant to complete the final phases of the development of the MCC Regional Technology Center, which opened in 2002. The center was created to house manufacturing and information technology, construction trades, workforce development and a state-of-the-art teleconferencing space to serve the college and the community, helping create a more sustainable transition between the campus and the surrounding neighborhood.

The Foundation's support to such institutions is not limited to higher education in the Flint area.




Continuing a formal relationship that started in 1935 with support for community education, Mott awarded a one-year, \$150,000 grant to the Flint Community Schools for a strategic planning process designed to guide the district through the next several years.

Because the district has struggled in recent decades with the twin challenges of declining enrollment and dwindling tax base, the planning process was deemed necessary to develop a long-term blueprint that will lead to improved educational outcomes. The district used focus groups,



### MISSION

To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

GOAL	OBJECTIVES
<p><b>Arts, Culture and Education</b></p> <p>Support education, arts and cultural institutions as critical forces for positive change and key determinants of the community's quality of life and economic well-being.</p>	<p><b>Categories: Arts and Culture, Education</b></p> <p><b>Building</b> the capacity and broadening the user base of Flint area educational, arts and cultural institutions through capital, endowment and programmatic support.</p> <p><b>Partnering</b> with and, where appropriate, assisting the Flint Community Schools in developing an effective agenda to address future academic, fiscal and operational challenges, while building public demand and respect for well-functioning schools.</p> <p><b>Promoting</b> the adoption and effective implementation of new policies and approaches to improve the quality of education for Flint area students, preschool through college.</p> 
 <p><b>Community Revitalization and Economic Development</b></p> <p>Support efforts that improve local governance, regional cooperation, community participation and the Flint area's economic vitality.</p>	<p><b>Categories: Community Revitalization, Economic Development</b></p> <p><b>Increasing</b> the quantity and quality of information, data and expertise available to community-based organizations and public agencies.</p> <p><b>Supporting</b> the revitalization of Flint's neighborhoods and central city.</p> <p><b>Helping</b> Flint residents capture the benefits of the regional economy through support for workforce, economic and trade-related development efforts.</p> <p><b>Supporting</b> regional cooperation.</p> <p><b>Helping</b> the community build its civic capacity.</p>
<p><b>Special Initiatives</b></p> <p>Respond to unique opportunities to improve the quality of life in the Flint area.</p>	<p><b>Categories: Race Relations, Children and Families, Nonprofit Capacity Building, Special Opportunities</b></p> 

telephone surveys and questionnaires to provide members of the community with the opportunity to voice their opinions and concerns regarding the direction of the district. Results are being used as the basis for further discussion and planning by the school board and administrators.

Mott also recognizes that active engagement in arts and cultural experiences can be an essential tool for revitalizing cities and enlivening school curriculums. To that end, the Foundation continued its support of the area's various cultural institutions.

A longtime grantee, the Flint Cultural Center Corporation, received a grant of \$1.65 million to support a wide range of ongoing projects designed to solidify and sustain core operations of the cultural center and its member institutions, including the Flint Institute of Music and Flint Institute of Arts.

Grant funds were used for joint marketing, public relations and development capacity; master planning; capital improvements; and building capacity toward making the cultural center a resource for the region.

**Community Revitalization and Economic Development**

Like many cities, Flint is facing fiscal and social challenges. In 2002, the Foundation continued its efforts to make strategic investments to improve the Flint area's economic vitality and to provide increased opportunities for its low-income residents to have greater access to participation in the regional labor market.

The Uptown Reinvestment Corporation (URC) received a one-year, \$71,600 grant for repairs and improvements to the Flint



City Market. The market, leased to the URC by the city of Flint, has long been considered an important community asset. It plays an important role as a community gathering place and local landmark and provides an opportunity for city residents to purchase fresh food.

The Foundation's commitment to ongoing efforts to stabilize and restore Flint and Genesee County's neighborhoods and businesses was reflected in several other grants as well, including a \$50,000 grant to URC to support the development of alternative financial models for the implementation of a recent master plan for downtown Flint.

A three-year, \$891,000 grant to Genesee County allowed the county treasurer to continue implementation of a new state tax foreclosure law, resulting in an accelerated time frame for the reversion of tax-delinquent properties in Flint and Genesee County. The project emphasizes a commitment to demolition of dilapidated

*The Flint City Market received a face-lift with the help of the Uptown Reinvestment Corporation.*

and substandard structures, and the reuse of properties as a community development and neighborhood preservation tool.

The grant renewal allowed the project to package land and property for development deals, provide planning for community development and revitalization, and create a land bank. Through the land bank, the county can own, acquire, hold and dispose of tax-reverted property.

A two-year, \$346,875 grant to UM-Flint's Center for Applied Environmental Research is being used to conduct research, analysis and documentation of the consequences of disparate land-use planning and fiscal inequity in the Flint region. The university will use this information to generate community dialogue around potential solutions to these problems.

The Shelter of Flint, an organization that has provided a safety net for homeless single women and single parents in Genesee County since 1983, received a five-month, \$35,000 grant for predevelopment costs associated with a proposed, mixed-income

housing development in downtown Flint. Based on the results of the study, which include legal, environmental and feasibility analyses, the shelter hopes to develop 32 to 40 multifamily, townhouse-style rental units for low- to moderate-income families along the Flint River.

The shelter also received a two-year, \$100,000 grant for general purposes under the Special Initiatives program area. The grant allowed the facility to continue to administer an array of effective programs and services that provide immediate housing solutions, while also improving both individual and family capability to achieve permanent stability.

The Greater Flint Arts Council, a longstanding grantee, received a one-year, \$170,500 grant for the fourth annual Parade of Festivals, which seeks to increase the quantity and quality of entertainment available in downtown Flint. The grant provided support for a coordinated marketing and promotion campaign for existing festivals and events.

*The Shelter of Flint has been assisting single parents and their children in Genesee County since 1983.*



### **Special Initiatives**

In maintaining its history of grantmaking to youth-oriented organizations, the Foundation awarded \$343,450 to the Fair Winds Girl Scout Council in Swartz Creek for a capital campaign that began in 1998. This grant helped the council meet the requirements of a Kresge Foundation challenge grant and reach a goal of \$2,975,000 to complete renovations for Camp O'Fair Winds.

**ARTS, CULTURE AND EDUCATION**

**ARTS AND CULTURE**

**Community Foundation of Greater Flint** \$40,000  
*Flint, MI*  
 Grant increase to provide support to the Flint Institute of Arts.

**Flint Cultural Center Corporation, Inc.** \$1,646,218  
*Flint, MI*  
 Grant increase to support a complex of performing and visual arts and educational, recreational and cultural facilities.

**Flint Institute of Arts** \$48,500  
*Flint, MI* 12 mos.  
 To support the development of an exhibition of photographs documenting worldwide human rights violations.

**Flint Youth Theatre** \$200,000  
*Flint, MI* 24 mos.  
 To support innovative and comprehensive theater arts experiences for children, youth and adults in Genesee County.

**Foundation-Administered Project** \$94,590  
 To provide technical assistance to the Flint Cultural Center, the Flint Community Schools and the Greater Flint Arts Council.

**SUBTOTAL: Arts and Culture** **\$2,029,308**

**EDUCATION**

**Community Foundation of Greater Flint** \$40,000  
*Flint, MI*  
 Grant increase to provide scholarship support in the Flint area to young musicians.

**Flint Community Schools** \$150,000  
*Flint, MI* 12 mos.  
 To support a strategic planning process to improve educational outcomes for Flint's children and young people.



**Foundation-Administered Project** \$6,049  
 To support discussions between the Flint and Genesee district libraries.

**Mott Community College** \$320,908  
*Flint, MI* 12 mos.  
 To support the final stages in the development of the Regional Technology Center.

**United Way of Genesee County** \$350,000  
*Flint, MI* 8 mos.  
 To support a before and afterschool program for elementary and middle school students that encourages positive youth development.

**University of Michigan-Flint** \$200,000  
*Flint, MI* 12 mos.  
 To create a master plan of the campus.

To determine the economic feasibility of student housing at the university. \$100,000  
 15 mos.

Grant increase to enable the university to better educate teachers and enhance support of community education in area school districts. \$60,000

**SUBTOTAL: Education** **\$1,226,957**

**PROGRAM AREA TOTAL: Arts, Culture and Education** **\$3,256,265**

**COMMUNITY REVITALIZATION AND ECONOMIC DEVELOPMENT**

**COMMUNITY REVITALIZATION**

**Genesee County** \$891,000  
*Flint, MI* 36 mos.  
 To implement an intergovernmental land reutilization plan for Flint and Genesee County.

**Greater Flint Arts Council** \$170,500  
*Flint, MI* 12 mos.  
 To improve the image of downtown Flint through increased participation in existing and newly developed festivals.

**Harwood Institute for Public Innovation** \$35,600  
*Bethesda, MD*  
 Grant increase to support the dissemination of research findings on the conditions necessary for people to see their connection to public life and one another in Flint/Genesee County.

**Shelter of Flint, Inc.** \$35,000  
*Flint, MI* 5 mos.  
 To support planning costs associated with a proposed, mixed-income housing development in downtown Flint.

**Social Systems Research Institute** \$32,500  
*Flint, MI*  
 Grant increase to update a quality-of-life study of Flint and Genesee County.

<b>University of Michigan-Flint</b>	\$346,875
<i>Flint, MI</i>	<i>24 mos.</i>
To explore land-use and sprawl issues in the Flint area.	

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**SUBTOTAL: Community Revitalization** **\$1,511,475**

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**ECONOMIC DEVELOPMENT**

<b>Asian Neighborhood Design, Inc.</b>	-\$112,000
<i>San Francisco, CA</i>	
Adjustment to grant made in previous year.	

<b>Aspen Institute, Inc.</b>	\$17,534
<i>Washington, DC</i>	<i>15 mos.</i>
To provide expert assessment of a micro-enterprise training program that targets women who are on public assistance and/or have low incomes.	

<b>Foundation-Administered Project</b>	\$50,599
To provide technical assistance to downtown revitalization.	

<b>Genesee Area Focus Council, Inc.</b>	\$100,000
<i>Flint, MI</i>	<i>12 mos.</i>
To support an organization whose primary focus is improving the economic competitiveness and quality of life in Genesee County.	

<b>Genesee Chamber Foundation</b>	\$35,000
<i>Flint, MI</i>	<i>5 mos.</i>
To connect organizations and individuals from Flint, Michigan, and Togliatti, Russia, to projects that benefit the economic, business, education and cultural communities in both cities.	

<b>Greater Flint Health Coalition</b>	\$228,220
<i>Flint, MI</i>	<i>12 mos.</i>
To create sustainable employment and promote career advancement for low-income Flint residents.	

<b>National Economic Development and Law Center</b>	\$942,443
<i>Oakland, CA</i>	<i>12 mos.</i>
To support effective and appropriate economic development and employment strategies for the Flint community.	

<b>Public Policy Associates, Inc.</b>	\$47,604
<i>Lansing, MI</i>	<i>6 mos.</i>
To analyze the future sustainability of the city of Flint.	

<b>Uptown Reinvestment Corporation</b>	
<i>Flint, MI</i>	
To support improvements and repairs to the Flint City Market.	\$71,600
	<i>12 mos.</i>

Grant increase to develop a revitalization plan for downtown Flint.	\$50,000
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<b>Urban Institute</b>	\$347,673
<i>Washington, DC</i>	<i>36 mos.</i>
To evaluate an initiative created to increase access to quality jobs for Flint residents.	




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**SUBTOTAL: Economic Development** **\$1,778,673**

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**PROGRAM AREA TOTAL: Community Revitalization and Economic Development** **\$3,290,148**

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**SPECIAL INITIATIVES**

**RACE RELATIONS**

<b>American Arab Heritage Council</b>	\$160,137
<i>Flint, MI</i>	<i>36 mos.</i>
To support an organization created to preserve Arabic culture.	

<b>Flint District Library</b>	\$52,000
<i>Flint, MI</i>	<i>12 mos.</i>
To promote expanded discussions on racial issues among community members.	

<b>Foundation-Administered Project</b>	\$98,579
To support efforts to address racism in Genesee County.	

<b>Jewish Community Services</b>	\$40,400
<i>Flint, MI</i>	<i>24 mos.</i>
To address the challenges of parenting faced by immigrant families.	

<b>YWCA of Greater Flint</b>	
<i>Flint, MI</i>	
To develop anti-racism initiatives that will increase awareness of race issues in the Flint community.	\$113,000
	<i>24 mos.</i>

To support a community-based leadership training initiative that addresses race-related issues.	\$80,000
	<i>12 mos.</i>

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**SUBTOTAL: Race Relations** **\$544,116**

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**CHILDREN AND FAMILIES**

<b>Community Foundation of Greater Flint</b>	\$604,000
<i>Flint, MI</i>	<i>12 mos.</i>
To support summer youth employment, recreation and community service programs for young people.	

GRANT ACTIVITY FLINT AREA			
GRANT ALLOCATION	GRANT DOLLARS (in Millions)	NUMBER OF GRANTS	
<b>ARTS, CULTURE &amp; EDUCATION</b>	Arts & Culture	\$ 2.029	4
	Education	1.227	7
<b>COMMUNITY REVITALIZATION &amp; ECONOMIC DEVELOPMENT</b>	Community Revitalization	\$ 1.511	7
	Economic Development	1.779	11
<b>SPECIAL INITIATIVES</b>	Race Relations	\$ .544	5
	Children & Families	.947	2
	Nonprofit Capacity Building	2.546	4
	Special Opportunities	.394	6
<b>TOTALS:</b>	<b>\$10.978</b>	<b>46</b>	

Total: \$10,978,273 / 46 Grants



**Fair Winds Girl Scout Council** \$343,450  
*Swartz Creek, MI*

Grant increase to support renovations to Camp O'Fair Winds to better serve Flint area youth and adults.

**SUBTOTAL: Children and Families \$947,450**

**NONPROFIT CAPACITY BUILDING**

**Community Foundation of Greater Flint** \$2,000,000  
*Flint, MI*

Grant increase to support an organization dedicated to improving the quality of life in the Flint community.

**Ennis Center for Children, Inc.** \$90,100  
*Detroit, MI*  
*16 mos.*

To support a nonprofit, child placement agency that provides at-risk youth with an alternative to residential treatment.

**Foundation-Administered Project** \$56,143

To support efforts to merge nonprofit organizations in Genesee County.

**Shelter of Flint, Inc.** \$100,000  
*Flint, MI*  
*24 mos.*

To support an organization dedicated to helping homeless families work toward permanent stability.

**United Way of Genesee County** \$300,000  
*Flint, MI*

Grant increase to support an organization that provides a variety of human services to local residents.

**SUBTOTAL: Nonprofit Capacity Building \$2,546,243**

**SPECIAL OPPORTUNITIES**

**Disability Network** \$250,000  
*Flint, MI*  
*24 mos.*

To encourage self-sufficiency for people with disabilities in the Flint area.

**Flint Children's Museum** \$10,015  
*Flint, MI*

Grant increase to support repairs to a local children's museum.

**Flint Coalition for Youth Baseball - Softball League** \$14,036  
*Flint, MI*

Grant increase to support activities that enable young people to expand their involvement in their neighborhoods and communities.

**Greater Flint Health Coalition** \$65,000  
*Flint, MI*  
*12 mos.*

To improve the delivery of maternal and pediatric health care in Flint and Genesee County.

**International Institute of Flint** \$10,000  
*Flint, MI*  
*4 mos.*

To honor victims and heroes of the September 11 attack.

**National Council on Alcoholism and Addictions, Greater Flint Area, Inc.** \$45,000  
*Flint, MI*  
*14 mos.*

To assist a nonprofit agency that provides outpatient substance abuse prevention and treatment services to economically underprivileged children, individuals and families.

**SUBTOTAL: Special Opportunities \$394,051**

**PROGRAM AREA TOTAL: Special Initiatives \$4,431,860**

**PROGRAM TOTAL: Flint Area Program \$10,978,273**



*Diploma Plus provides quality academic opportunities to youth in the Boston area.*

**N**avigating the nation's changing social and economic landscapes is a challenge for many households in the United States, particularly for those set adrift in a sea of poverty during a slowing economy.

Living-wage employment remains elusive to many adults with inadequate job skills or training, while large numbers of children from low-income neighborhoods continue to attend schools that lack the resources to serve them adequately. Even the programs and organizations designed to help poor families step beyond the rising

tide of poverty are themselves facing declining resources and continued need.

Grantmaking in 2002 through the Mott Foundation's Pathways Out of Poverty program — 186 grants totaling \$45,379,157 — reflected close attention to those challenges and changes, and their effects on the country's poor. And it

illustrated the Foundation's commitment to mapping a course for long-term impact, effectiveness and opportunity, even in times of reduced grant budgets.

As part of Mott's focus on targeting available resources on core program priorities, grantmaking was suspended in three program components: school readiness within the Improving Community Education program area, issue organizing for economic opportunity within Building Organized Communities, and any new grantmaking within Special Initiatives. However, the Foundation will remain alert to future opportunities in each of those areas, as resources permit.

### **Improving Community Education**

Beginning with founder Charles Stewart Mott's support of community education in the 1930s, the Foundation has held to the idea that education is a steppingstone to an individual's journey out of poverty.



Funding in 2002 for quality academic opportunities, particularly among vulnerable children and youth, was highlighted by a three-year, \$720,000 grant to the Commonwealth Corporation and its Diploma Plus program. The program, launched in 1996 and managed by the corporation's Center for Youth Development and Education, challenges students at risk of not completing their education to meet high academic standards while providing them with support and guidance.

The Foundation's belief in the importance of quality afterschool activities for the nation's youth, particularly those living in low-income neighborhoods, was reflected by a series of grants to statewide networks dedicated to increasing and maintaining resources for school-based and -linked afterschool programs.

States receiving three-year, \$225,000 grants for the development of those networks were Illinois, Kansas, Missouri, North Carolina, South Carolina and Vermont. A two-year, \$300,000 grant to the Center for Collaborative Solutions and a three-year, \$150,000 grant to the United Way of Southeastern New England supported those states' afterschool networks.

Also invigorating support for those emerging networks, as well as the long-term success of the overall afterschool field, was a one-year, \$1-million grant to the Afterschool Alliance. The grant reinforces the alliance's efforts to raise public awareness and support for afterschool programs, including the 21st Century Community Learning Centers initiative — a joint venture by Mott and the U.S. Department of Education — and to develop the capacity of grassroots afterschool initiatives.

*Students at risk receive support and guidance through the Diploma Plus program.*

# Pathways Out of Poverty

## S N A P S H O T



### MISSION

To identify, test and help sustain pathways out of poverty for low-income people and communities.

GOAL	OBJECTIVES
 <p><b>Improving Community Education</b></p> <p>Ensure that community education serves as a pathway out of poverty for children in low-income communities.</p>	<p><b>Success in School</b> Increasing the quality of educational opportunities for low-income children and youth within the school system and across the systems that serve vulnerable youth.</p> <p><b>Learning Beyond the Classroom</b> Enabling the 21st Century Community Learning Centers and other major national, statewide and regional initiatives to promote sustainable, community-driven, expanded learning opportunities that support both academic achievement and positive youth development, especially for traditionally underserved children and youth.</p> <p><b>School Readiness</b> Promoting the creation of community-driven policies and other system supports that contribute to quality preschooling and an effective transition to public schools for young children and families in low-income communities. <i>(Currently inactive due to budget constraints.)</i></p>
<p><b>Expanding Economic Opportunity</b></p> <p>Expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income security, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.</p>	<p><b>Income Security</b> Increasing the economic self-reliance of low-income Americans by advancing policies and programs designed to increase income and assets, promote more equitable fiscal policies affecting low-income families, and build public will for a work-based safety net to assist low-income working families.</p> <p><b>Workforce Development</b> Increasing living-wage employment among low-income people by supporting efforts that help them gain marketable skills, retain employment and advance to better-paying, high-quality jobs.</p> 
<p><b>Building Organized Communities</b></p> <p>Enhance the variety, geographic spread, power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in democratic processes of social engagement.</p>	 <p><b>Building Infrastructure</b> Improving the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks that produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally.</p> <p><b>Issue Organizing</b> Strengthening the organizing infrastructure of state and regional issue collaborations that focus on improving education or increasing economic opportunity in low-income communities. <i>(The economic opportunity work is currently inactive due to budget constraints.)</i></p>
<p><b>Special Initiatives</b></p> <p>Sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.</p>	<p><b>Transitions</b> Maintaining a critical presence in the fields of micro-enterprise and teen pregnancy prevention.</p> <p><b>Exploratory and Special Projects</b> Identifying critical issues, seizing special opportunities, researching issues to determine future program directions and promoting cross-cutting projects. <i>(Funding minimal due to budget constraints.)</i></p>



*The Paraprofessional Healthcare Institute participated in a national initiative to improve long-term health care.*

### **Expanding Economic Opportunity**

The guiding vision of this program area is one of a society in which employment pays a livable wage, all members have access to such work, and public policies help individuals and their families lift themselves permanently out of poverty.

Support for this vision included funding for the implementation and evaluation of sectoral employment interventions, which are designed to strengthen regional labor markets and help the persistently poor obtain and retain living-wage employment in targeted industries.

The Workforce Training and Technical Assistance project at the National Economic Development and Law Center received grants totaling \$600,000 for two years to help implement sectoral employment programs in rural areas within the Mississippi Delta region.

Mott support also included a one-year, \$635,000 grant to Paraprofessional Healthcare Institute for its network of worker-owned enterprises and health care-based training programs. The institute, which is also working to strengthen advocacy efforts for worker benefits and to share promising practices within the field, partnered with the American Association of Homes and Services for the Aging — a past Mott grantee — in leveraging almost \$8 million in 2002 from the U.S. Department of Health and Human Services for a national initiative on improving the recruitment and retention of nursing aides in the long-term health-care sector.

Funding for evaluation of the sectoral employment field included a one-year, \$477,708 grant to the Aspen Institute and grants of \$556,933 over one year and

\$256,183 over 15 months to Public/Private Ventures.

The State Fiscal Analysis Initiative (SFAI), created in 1993 by the Mott, Ford and Casey foundations and joined in 1999 by the Open Society Institute, aids efforts by state-level organizations to improve the balance and quality of state fiscal policy discussions and, ultimately, to improve policy outcomes for the most vulnerable members of society.

Organizations coordinating SFAI efforts in nine states — Alabama, California, Colorado, Idaho, Maine, Massachusetts, Michigan, New York and North Carolina — and the District of Columbia received grants of at least two years and \$100,000 to continue their work. In addition, the University of Colorado received a three-year, \$420,015 grant to evaluate the Mott-funded SFAI activities.

*Women shared the reality of living on welfare with the U.S. Senate as part of a Center for Community Change project.*

### **Building Organized Communities**

The cornerstone of this program area has been a belief that meaningful and sustainable change in poor communities emerges from the concerns, hopes and aspirations of the people who live there. Grantmaking continued to demonstrate that belief by supporting initiatives that engage low-income people in the public and social processes that affect their lives and futures.

Among those initiatives at the state and regional levels were organizing activities that focus on the development of quality educational systems and opportunities, including greater equity among the nation's public schools; improved academic achievement for low-income students; and increased community leadership and public participation in education-related decisionmaking activities.

Mott support for those efforts included: a three-year, \$300,000 grant to Fordham



University; two-year, \$200,000 grants to Californians for Justice Education Fund and to the Pacific Institute for Community Organization; a one-year, \$220,000 grant to the National Training and Information Center; and a two-year, \$150,000 grant to Faith Action for Community Equity. Also supporting education and other issue-based organizing activities was a two-year, \$400,000 grant to the Greater Los Angeles Metro Strategy.

These grants all complement support from the Improving Community Education program area for education organizing at the community level.

Building the infrastructure of the community-organizing field also remained a priority, highlighted by a three-year, \$600,000 grant to the Center for Community Change. The center works with grassroots groups to ensure that the voices of low-income people are heard in policy debates over such issues as welfare reform, jobs, access to credit and affordable housing.

Also strengthening the field was a two-year, \$250,000 grant to Direct Action and Research Training Center for its Organizers Institute. The institute is designed to help sustain and build the momentum of community-organizing initiatives by training leaders to challenge public policies, develop relationships across communities and conduct formal evaluations of organizing activities.

### Special Initiatives

Mott has long believed that, whenever possible, responsible grantmaking should include building the public will, supportive policies and programmatic infrastructures that will sustain important initiatives beyond the Foundation's involvement.

Highlighting such efforts were grants in support of micro-enterprise, a growing field that offers low-income entrepreneurs the resources and relationships to start a small business. Included was a two-year, \$249,888 grant to the Aspen Institute for MicroMentor, a pilot, Internet-based mentoring program that connects low-income entrepreneurs with industry-specific business development assistance on issues of market access, industry research, business networking and technology access.

The Foundation also made a one-year, \$175,000 grant to the Corporation for Enterprise Development for assistance to state-based micro-enterprise associations and the development of federal micro-enterprise policies.

Mott support of micro-enterprise has totaled \$36.2 million between 1984 and 2002, and has leveraged more than \$500 million in federal government funding for the field since 1993.

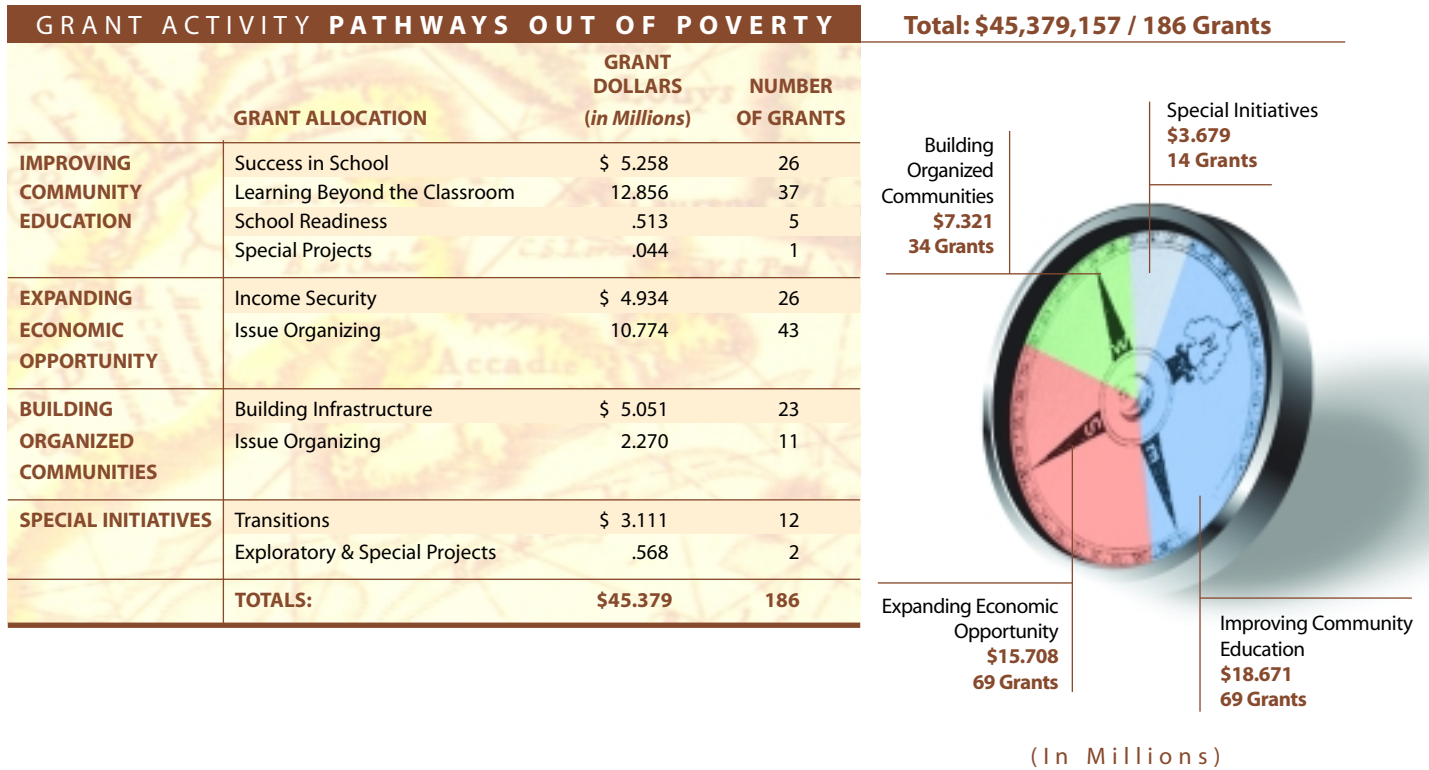
## IMPROVING COMMUNITY EDUCATION

### SUCCESS IN SCHOOL

<b>Advancement Project</b> <i>Washington, DC</i>	\$100,000 24 mos.
To document and address the inappropriate use of zero tolerance disciplinary policies in public schools.	
<b>American Youth Policy Forum</b> <i>Washington, DC</i>	\$20,000 10 mos.
To recognize the 10th anniversary of an effective model of in-service professional growth and learning for the youth policy community.	
<b>American Youth Work Center</b> <i>Washington, DC</i>	\$75,000 36 mos.
To support the dissemination of best practices on child and youth development.	
<b>Austin Interfaith Sponsoring Committee</b> <i>Austin, TX</i>	\$200,000 24 mos.
To improve educational opportunities for low-income and minority students in Austin public schools.	
<b>Center for Community Change</b> <i>Washington, DC</i>	\$400,000 24 mos.
To enable leaders in community-driven school reform efforts to network with one another.	
<b>Children First Fund</b> <i>Chicago, IL</i>	\$100,000 12 mos.
To improve the quality of education and availability of support services for students at risk of dropping out of school.	
<b>Commonwealth Corporation</b> <i>Boston, MA</i>	\$720,000 36 mos.
To support a program that reconnects young people who have dropped out of school to the economy and higher education.	
<b>Eastern Pennsylvania Organizing Project</b> <i>Philadelphia, PA</i>	\$200,000 24 mos.
To improve educational opportunities for low-income and minority students in eastern Pennsylvania.	



<b>El Puente</b> <i>Brooklyn, NY</i>	\$200,000 24 mos.
To support an organization that focuses on academic achievement and community involvement for the Latino population of North Brooklyn.	
<b>Foundation-Administered Project</b>	\$47,897
To support site visits to community-driven reform grantees.	
<b>Good Schools Pennsylvania</b> <i>Philadelphia, PA</i>	\$100,000 12 mos.
To support an organization created to educate and organize citizens around comprehensive school reform and finance equity for public schools in Pennsylvania.	
<b>Harvard University</b> <i>Cambridge, MA</i>	\$150,000 24 mos.
To provide research and policy and legal analyses related to the civil rights dimensions of major education policy challenges.	
<b>Homies Unidos</b> <i>Los Angeles, CA</i>	\$100,000 24 mos.
To address issues of juvenile justice policies in Los Angeles.	
<b>Milwaukee Innercity Congregations Allied for Hope</b> <i>Milwaukee, WI</i>	\$200,000 24 mos.
To improve the quality of education in the Milwaukee area.	
<b>National Center for Strategic Nonprofit Planning and Community Leadership</b> <i>Washington, DC</i>	\$450,000 24 mos.
To improve the skills and performance of practitioners working with youth.	
<b>New Press</b> <i>New York, NY</i>	\$75,000 12 mos.
To update and expand a guide on how to engage families in efforts to improve student achievement and school performance.	
<b>New York University</b> <i>New York, NY</i>	\$600,000 24 mos.
To examine the value of community organizing to school improvement.	
Grant increase to provide technical assistance to community organizations engaging in community-driven school reform.	
<b>Padres Unidos</b> <i>Denver, CO</i>	\$50,000 24 mos.
To support a community organization created to promote quality education for children through institutional reform and community control of schools.	
<b>Parents for Public Schools</b> <i>Jackson, MS</i>	\$200,000 36 mos.
To support a national campaign to increase parent involvement in public schools.	



<b>People Acting for Community Together</b> <i>Miami, FL</i> To improve the quality of education in Miami-Dade County.	\$200,000 24 mos.
<b>Sacramento Area Congregations Together</b> <i>Sacramento, CA</i> To support an initiative working to establish a parent-teacher home visit program and promote high school reform.	\$250,000 24 mos.
<b>Temple University</b> <i>Philadelphia, PA</i> To develop a training institute for community organizations involved in community-driven school reform.	\$25,000 12 mos.
<b>Tides Center</b> <i>Oakland, CA</i> To support a network of grantmakers formed to help youth transition into adult life as economically self-sufficient and contributing family members and citizens.	\$20,000 12 mos.
<b>Urban Institute</b> <i>Washington, DC</i> To increase and improve post-secondary educational opportunities for vulnerable youth.	\$50,000 12 mos.
<b>Youth Development and Research Fund</b> <i>Gaithersburg, MD</i> To support a national opinion poll on the subject of out-of-school youth and educational standards.	\$85,000 12 mos.

<b>Youth Law Center</b> <i>San Francisco, CA</i> To support efforts to expand educational opportunities for vulnerable youth.	\$600,000 36 mos.
<b>SUBTOTAL: Success in School</b>	<b>\$5,257,897</b>
<b>LEARNING BEYOND THE CLASSROOM</b>	
<b>Academy for Educational Development, Inc.</b> <i>Washington, DC</i> To identify and promote practices of high-quality afterschool programs.	\$100,000 12 mos.
<b>Advertising Council, Inc.</b> <i>New York, NY</i> To encourage public involvement in the development of afterschool programs.	\$720,000 12 mos.
<b>Afterschool Alliance</b> <i>Washington, DC</i> To support a coalition of organizations dedicated to raising awareness and public support for afterschool programs.	\$1,000,000 12 mos.
<b>California Tomorrow</b> <i>Oakland, CA</i> To conduct a nationwide research project on equity and access issues in afterschool programs.	\$100,000 12 mos.

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**Center for Collaborative Solutions***Sacramento, CA*

To develop state capacity to support 21st Century Community Learning Centers and other afterschool programs. \$300,000  
24 mos.

Grant increase to develop state capacity to support 21st Century Community Learning Centers and other afterschool programs. \$150,000

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**Collaborative Communications Group***Washington, DC*

To sustain quality, school-based/school-linked afterschool programs and school-community partnerships. \$450,000  
36 mos.

To create more comprehensive approaches to providing afterschool programs. \$300,000  
12 mos.

To support efforts to promote afterschool learning activities. \$164,000  
9 mos.

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**Communities in Schools of South Carolina, Inc.***Columbia, SC*

To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide. \$225,000  
36 mos.

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**Community IMPACT! USA***Takoma Park, MD*

To improve afterschool opportunities for low-income children and youth. \$100,000  
12 mos.

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**Council of Chief State School Officers***Washington, DC*

To support effective and sustainable afterschool programs. \$300,000  
24 mos.

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**Fight Crime: Invest in Kids***Washington, DC*

To support efforts to educate the public and policymakers about the benefits of afterschool programs, especially for low-income youth. \$500,000  
24 mos.

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**Finance Project***Washington, DC*

To improve quality and sustain funding for afterschool programs. \$450,000  
24 mos.

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**Foundation-Administered Projects**

To support the development and coordination of communication activities designed to build public will for afterschool programming. \$20,610

To produce and disseminate a publication about the field of afterschool programs and community schools. \$1,513

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**Foundations, Inc.***Moorestown, NJ*

To support the development and dissemination of a handbook for afterschool providers. \$499,971  
18 mos.

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**GSC Communications***Swarthmore, PA*

To document the first four years of the Mott/U.S. Department of Education public/private partnership on the 21st Century Community Learning Centers initiative. \$75,000  
8 mos.



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**Harvard University***Cambridge, MA*

To expand efforts to evaluate afterschool programs. \$599,902  
24 mos.

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**Illinois Center for Violence Prevention***Chicago, IL*

To support an infrastructure that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide. \$225,000  
36 mos.

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**Institute for Responsive Education***Boston, MA*

To examine afterschool activities and services that are successful at involving families. \$175,000  
24 mos.

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**Missouri, State of***Jefferson City, MO*

To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide. \$225,000  
36 mos.

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**National Association for Bilingual Education***Washington, DC*

To support the integration of services for students with limited English proficiency into afterschool programming. \$200,000  
12 mos.

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**National Association of Elementary School Principals Foundation***Alexandria, VA*

To identify and disseminate promising practices in afterschool programs specific to the principal's role in promoting and sustaining such programs. \$200,000  
24 mos.

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**National Center for Community Education***Flint, MI*

To support training and technical assistance to grantees in the 21st Century Community Learning Centers initiative. \$2,300,000  
12 mos.

To support the center's transition to a 21st century leadership training center. \$950,000  
12 mos.

To provide technical assistance to help strengthen the community school field. \$166,062  
12 mos.

<b>National Community Education Association</b> <i>Fairfax, VA</i>	\$200,000 24 mos.	To provide local afterschool practitioners with a national source of professional development and services tailored to meet their needs.
<b>National League of Cities Institute, Inc.</b> <i>Washington, DC</i>	\$350,000 18 mos.	To educate municipal leaders about the potential for afterschool programs as a critical resource for improving academic achievement among students in their communities.
<b>National Mentoring Partnership</b> <i>Alexandria, VA</i>	\$200,000 13 mos.	To expand the reach of quality mentoring.
<b>National PTA</b> <i>Chicago, IL</i>	\$234,000 24 mos.	To encourage parent and teacher involvement in afterschool programs.
<b>National School-Age Care Alliance</b> <i>Boston, MA</i>	\$100,000 36 mos.	To inform and educate school-age-care professionals and advocates about research, resources and innovative practices.
<b>PlusTime NH</b> <i>Chichester, NH</i>	\$150,000 36 mos.	To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide.
<b>Public School Forum of North Carolina</b> <i>Raleigh, NC</i>	\$225,000 36 mos.	To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide.
<b>United States Conference of Mayors</b> <i>Washington, DC</i>	\$100,000 10 mos.	To engage U.S. mayors in expanding and strengthening efforts to create sound policy and increase resources for quality afterschool programs.
<b>United Way of Southeastern New England</b> <i>Providence, RI</i>	\$150,000 36 mos.	To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide.
<b>University of Kansas Center for Research</b> <i>Lawrence, KS</i>	\$225,000 36 mos.	To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide.
<b>University of Pennsylvania</b> <i>Philadelphia, PA</i>	\$200,000 12 mos.	To assess the effectiveness of Mott's afterschool grantmaking.

<b>Washington County Youth Service Bureau/Boys &amp; Girls Club</b> <i>Montpelier, VT</i>	\$225,000 36 mos.	To support an afterschool network that provides access to high-quality training, technical assistance and mentorship, and links afterschool organizations statewide.
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**SUBTOTAL: Learning Beyond the Classroom \$12,856,058**

**SCHOOL READINESS**

<b>Committee for Economic Development</b> <i>New York, NY</i>	\$300,000 24 mos.	To support a project that emphasizes the importance of increasing investment in early childhood care and education.
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<b>Michigan's Children</b> <i>Lansing, MI</i>	\$100,000 24 mos.	To develop new leaders to reflect the broad and diverse community of people concerned with public policy related to children.
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To ensure that every child in Michigan enters school ready to learn.	\$75,000 36 mos.
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<b>Studio in a School Association, Inc.</b> <i>New York, NY</i>	\$30,000 12 mos.	To support a program that provides art education to children and helps teachers and parents understand the similarities between the artistic process and other curricular processes.
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<b>Wheelock College</b> <i>Boston, MA</i>	\$8,000	Grant increase to support an organization created to improve the quality of early child care and education.
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**SUBTOTAL: School Readiness \$513,000**

**SPECIAL PROJECTS**

<b>Citizens Research Council of Michigan</b> <i>Livonia, MI</i>	\$44,000 5 mos.	To examine and assess the structure of educational activities in Michigan.
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**SUBTOTAL: Special Projects \$44,000**

**PROGRAM AREA TOTAL: Improving Community Education \$18,670,955**

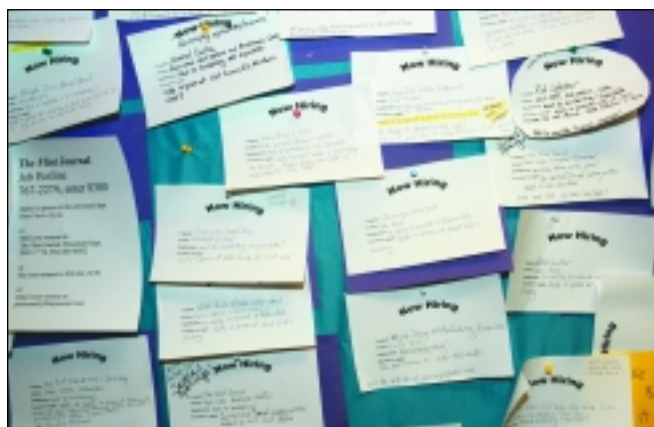
**EXPANDING ECONOMIC OPPORTUNITY**

**INCOME SECURITY**

<b>Arise Citizens' Policy Project</b> <i>Montgomery, AL</i>	\$108,500 26 mos.	To build organizational capacity for tax and budget analysis on behalf of low-income populations.
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<b>Aspen Institute, Inc.</b> <i>Washington, DC</i>	\$210,000 25 mos.	To help low- and moderate-income Americans build assets.
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<b>Benton Foundation</b> <i>Washington, DC</i> To maximize the impact of nonprofit organizations involved in the reauthorization of Temporary Assistance for Needy Families.	\$153,000 24 mos.	<b>Maine Center for Economic Policy</b> <i>Augusta, ME</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$108,500 26 mos.
<b>California Budget Project</b> <i>Sacramento, CA</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$100,000 24 mos.	<b>Massachusetts Budget and Policy Center</b> <i>Boston, MA</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$108,500 26 mos.
<b>Center for Community Change</b> <i>Washington, DC</i> To generate media coverage regarding low-income populations and the federal policies that impact their lives.	\$125,000 12 mos.	<b>Michigan League for Human Services</b> <i>Lansing, MI</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$108,500 26 mos.
<b>Center on Budget and Policy Priorities</b> <i>Washington, DC</i> To build state-based capacity to analyze state budget priorities, fiscal policies and programs that affect low-income populations.	\$600,000 24 mos.	<b>National Urban League, Inc.</b> <i>New York, NY</i> To help define the U.S. public policy debate on how to best combat urban poverty and foster economic self-sufficiency for low-income and minority people.	\$450,000 36 mos.
To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$100,000 24 mos.	<b>New America Foundation</b> <i>Washington, DC</i> To promote public policies that foster widespread ownership of assets, particularly among low- and moderate-income Americans.	\$300,000 15 mos.
<b>Colorado Center on Law and Policy</b> <i>Denver, CO</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$100,000 24 mos.	<b>North Carolina Justice and Community Development Center</b> <i>Raleigh, NC</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$108,500 26 mos.
<b>Corporation for Enterprise Development</b> <i>Washington, DC</i> To support a national conference to discuss the state of the Individual Development Account field.	\$100,000 9 mos.	<b>Temple University</b> <i>Philadelphia, PA</i> To study human resources policies and link them with retention outcomes.	\$108,635 15 mos.
<b>Covenant Community Capital Corporation</b> <i>Houston, TX</i> To provide an infrastructure for supporting, expanding, publicizing and advocating the Individual Development Account movement in Texas.	\$160,000 24 mos.	<b>United Vision for Idaho</b> <i>Boise, ID</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$100,000 24 mos.
<b>Economic Opportunity Institute</b> <i>Seattle, WA</i> To support an organization created to address issues affecting low-income people in Washington.	\$160,000 24 mos.	<b>University of Colorado at Denver</b> <i>Denver, CO</i> To evaluate the State Fiscal Analysis Initiative.	\$420,015 36 mos.
<b>Fiscal Policy Institute</b> <i>Latham, NY</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations.	\$100,000 24 mos.		
<b>Foundation for the Mid South</b> <i>Jackson, MS</i> To expand access to individual development accounts for low-wealth people in the mid-South.	\$100,000 28 mos.		
<b>Harvard University</b> <i>Cambridge, MA</i> To study the impact of welfare reform on families and children.	\$100,000 24 mos.		
<b>Hatcher Group</b> <i>Bethesda, MD</i> To assist nonprofit organizations working to establish or expand Earned Income Tax Credit policies at the state level.	\$305,000 24 mos.		



<b>University of Michigan</b> <i>Ann Arbor, MI</i>	\$500,000 36 mos.
To support a study of potential obstacles to employment for welfare recipients.	
<b>Urban Institute</b> <i>Washington, DC</i>	\$100,000 25 mos.
To provide timely, independent analyses of tax issues to the public and policymakers.	
<b>SUBTOTAL: Income Security</b>	<b>\$4,934,150</b>

**WORKFORCE DEVELOPMENT**

<b>Arizona Coalition to End Homelessness</b> <i>Phoenix, AZ</i>	\$75,000 12 mos.
To replicate a program that links low-income people to better-paying jobs.	
<b>Aspen Institute, Inc.</b> <i>Washington, DC</i>	\$477,708 13 mos.
To further develop research on sectoral employment development.	
Grant increase to evaluate the effectiveness of sectoral employment development projects.	\$22,300
<b>Bendick and Egan Economic Consultants, Inc.</b> <i>Washington, DC</i>	\$150,000 12 mos.
To promote the importance of employer compliance with the Equal Employment Opportunity Commission.	
<b>Center for Community Change</b> <i>Washington, DC</i>	\$450,000 36 mos.
To support national policy debates on moving low-income adults into skilled, long-term employment.	
<b>Center for Employment Opportunities</b> <i>New York, NY</i>	\$150,000
Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.	
<b>Center for Fathers, Families, and Workforce Development</b> <i>Baltimore, MD</i>	\$250,000 12 mos.
To support an organization that provides services to fathers and families.	
<b>Center for Law and Social Policy</b> <i>Washington, DC</i>	\$45,000
Grant increase to strengthen the resources of fathers in low-income families.	
<b>Center for Policy Research</b> <i>Denver, CO</i>	\$72,630 20 mos.
To disseminate research on child support matters facing incarcerated and paroled parents.	
<b>Center for Public Policy Priorities</b> <i>Austin, TX</i>	\$108,000 12 mos.
To support organizational capacity to develop jobs for low-income fathers in fragile families.	



<b>Center on Fathers, Families, and Public Policy</b> <i>Madison, WI</i>	\$300,000 24 mos.
To examine the existence and use of state statutes that categorize nonpayment of child support as criminal.	
<b>Chicago Employment Service, Inc.</b> <i>Chicago, IL</i>	\$150,000
Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.	
<b>Columbia University in the City of New York</b> <i>New York, NY</i>	\$39,962
Grant increase to expand public understanding of the causes of persistently declining labor force participation rates among low-skilled young men.	
<b>Community Foundation for Southern Arizona</b> <i>Tucson, AZ</i>	\$100,000 24 mos.
To promote the benefits of sectoral training for the unemployed and underemployed.	
<b>East Harlem Employment Service, Inc.</b> <i>New York, NY</i>	\$250,000 12 mos.
To improve labor market outcomes for low-income people.	
<b>Families and Work Institute</b> <i>New York, NY</i>	\$50,000 16 mos.
To raise public awareness of the needs of low-wage workers.	
<b>Family and Corrections Network</b> <i>Palmyra, VA</i>	\$75,000 15 mos.
To explore a range of issues that impact the lives of low-income fathers and families.	
<b>Impact Services Corporation</b> <i>Philadelphia, PA</i>	\$150,000
Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.	



**Independence Care System** \$500,000  
*New York, NY*

Grant increase to support an organization dedicated to providing health care services to the disabled and better paying jobs for low-income individuals.

**Johns Hopkins University** \$125,000  
*Baltimore, MD*  
*12 mos.*

To develop strategies in partnership with communities to strengthen teen-formed American-Indian families.

**Legal Action Center of the City of New York, Inc.** \$300,000  
*New York, NY*  
*12 mos.*

To support an organization created to increase and enhance labor market participation among former offenders.

**Local Initiatives Support Corporation** \$250,000  
*New York, NY*  
*12 mos.*

To support the creation of a financial services intermediary in the workforce development field.

**Manufacturing Institute** \$200,000  
*Washington, DC*  
*25 mos.*

To demonstrate the role of employer associations as workforce development intermediaries in increasing productivity, retention and advancement of disadvantaged workers.

**Michigan Future, Inc.** \$750,000  
*Ann Arbor, MI*  
*36 mos.*

To connect low-income youth in southeast Michigan to good-paying employment in the automotive industry.

**National Center for Strategic Nonprofit Planning and Community Leadership** \$500,000  
*Washington, DC*  
*12 mos.*

To support interventions that increase labor market participation, earnings and responsible fatherhood among young, low-income fathers.

To support a national intermediary dedicated to strengthening communities and families to ensure a better future for children. \$500,000  
*24 mos.*

**National Economic Development and Law Center** \$600,000  
*Oakland, CA*  
*24 mos.*

To support a vehicle to provide technical assistance and training to the workforce and sectoral development fields.

**National Parenting Association** \$100,000  
*New York, NY*  
*24 mos.*

To examine possible private-sector responses to the challenges low-income parents confront while balancing work and family responsibilities.

**Opportunities Industrialization Center of Greater Milwaukee, Inc.** \$50,000  
*Milwaukee, WI*  
*12 mos.*

To support reform efforts to include responsible fatherhood strategies in Wisconsin's child and family support system.

**Paraprofessional Healthcare Institute** \$635,000  
*Bronx, NY*  
*12 mos.*

To support a nonprofit training organization that works to improve policies to ensure better wages and better quality services in the home health care field.

**Public/Private Ventures** \$1,248,541  
*Philadelphia, PA*  
*12 mos.*

To support interventions that increase labor market participation, earnings and responsible fatherhood among young, low-income fathers.

To support an evaluation of, and provide technical assistance to, grantees of the Sectoral Employment Initiative. \$556,933  
*12 mos.*

To support the improvement of workforce development practices. \$500,000  
*12 mos.*

To examine whether sectoral training programs have a positive impact on employment stability and earnings. \$256,183  
*15 mos.*

**Rubicon Programs Incorporated** \$150,000  
*Richmond, CA*

Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.

**Total Action Against Poverty in Roanoke Valley** \$150,000  
*Roanoke, VA*

Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.

**University of California - Los Angeles** \$60,043  
*Los Angeles, CA*  
*12 mos.*

To examine whether males with criminal records face real employment barriers in the labor market.

**University of Michigan** \$26,979  
*Ann Arbor, MI*  
*16 mos.*

To evaluate the experiences of low-income people in the informal economy.

<b>Urban Institute</b> <i>Washington, DC</i> To examine whether welfare reform policies are contributing to the decrease of young men in the labor force.	\$100,000 21 mos.
<b>Vocational Foundation, Inc.</b> <i>Brooklyn, NY</i> Grant increase to promote efforts to reduce poverty among low-income, non-custodial fathers under age 30.	\$150,000
<b>Women's Action to Gain Economic Security</b> <i>Oakland, CA</i> To support an economic development organization that helps low-income women develop business cooperatives through education, management and technical assistance.	\$150,000 36 mos.
<b>SUBTOTAL: Workforce Development</b>	<b>\$10,774,279</b>
<b>PROGRAM AREA TOTAL: Expanding Economic Opportunity</b>	<b>\$15,708,429</b>

## BUILDING ORGANIZED COMMUNITIES

### BUILDING INFRASTRUCTURE

<b>Asian Immigrant Women Advocates</b> <i>Oakland, CA</i> To provide training to low-income Asian immigrant women in skills of leadership development.	\$300,000 38 mos.
<b>Call to Renewal</b> <i>Washington, DC</i> To support anti-poverty efforts that benefit working poor families.	\$200,000 24 mos.
<b>Center for Community Change</b> <i>Washington, DC</i> To support an organization that provides technical assistance to low-income community groups.	\$600,000 36 mos.
To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods.	\$250,000 12 mos.
To support efforts to introduce young people to the nonprofit sector.	\$100,000 12 mos.
<b>Community Training and Assistance Center Inc.</b> <i>Boston, MA</i> To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.	\$250,000 12 mos.
<b>Consejo Vecinal Pro-Desarrollo de la Peninsula de Cantera, Inc.</b> <i>San Juan, PR</i> To support the development of new and creative strategies for leadership development and community involvement in Puerto Rico.	\$120,000 36 mos.

<b>DataCenter</b> <i>Oakland, CA</i> To support analysis and research on issues of welfare reform, fair employment and economic justice.	\$200,000 24 mos.
<b>Direct Action and Research Training Center, Inc. (DART)</b> <i>Miami, FL</i> To support training in the field of community organizing.	\$250,000 24 mos.
<b>Foundation-Administered Project</b>	\$20,751
To convene a meeting to review the Intermediary Support Organization program.	
<b>Greater Birmingham Ministries, Inc.</b> <i>Birmingham, AL</i> To support the collaboration of organizing efforts throughout the Deep South.	\$100,000 12 mos.
<b>Greater Los Angeles Metro Strategy - IAF</b> <i>Los Angeles, CA</i> To support the development of a network to address the problems of the metropolitan Los Angeles area.	\$400,000 24 mos.
<b>Institute for Washington's Future</b> <i>Renton, WA</i> To support efforts to link community organizing, economic development, technology access and public policy change.	\$200,000 24 mos.
<b>Jewish Fund for Justice</b> <i>New York, NY</i> To promote youth organizing efforts throughout the United States.	\$100,000 12 mos.
<b>Midwest Academy</b> <i>Chicago, IL</i> To train organizers for community organizations.	\$100,000 24 mos.



<b>National Council of La Raza</b> <i>Washington, DC</i> To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.	\$250,000 12 mos.
<b>National Training and Information Center</b> <i>Chicago, IL</i> To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.	\$250,000 12 mos.
<b>Seventh Generation Fund for Indian Development, Inc.</b> <i>Arcata, CA</i> To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.	\$250,000 12 mos.
<b>Southern Echo, Inc.</b> <i>Jackson, MS</i> To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods.	\$270,000 12 mos.
<b>Tides Center</b> <i>Oakland, CA</i> To provide opportunities for community organizers to develop their skills.	\$150,000 36 mos.
<b>Virginia Organizing Project</b> <i>Charlottesville, VA</i> To support the development of a statewide strategy for economic opportunity and development.	\$250,000 24 mos.
<b>Vision Northwest</b> <i>Portland, OR</i> To address regional economic challenges in the Pacific Northwest.	\$240,000 24 mos.
<b>Welfare Law Center, Inc.</b> <i>New York, NY</i> To address the technology needs of low-income groups throughout the United States.	\$200,000 24 mos.
<b>SUBTOTAL: Building Infrastructure</b>	<b>\$5,050,751</b>
<b>ISSUE ORGANIZING</b>	
<b>9to5, Working Women Education Fund</b> <i>Milwaukee, WI</i> To improve the lives of low-wage women workers.	\$200,000 24 mos.
<b>Association for Children for Enforcement of Support, Inc.</b> <i>Toledo, OH</i> Grant increase to reduce child poverty by stabilizing fragile families through local organizing.	\$20,000
<b>Californians for Justice Education Fund</b> <i>Oakland, CA</i> To address educational equity in California.	\$200,000 24 mos.
<b>Community Voices Heard</b> <i>New York, NY</i> To support efforts to organize workfare participants who are seeking improvements in the Work Experience Program.	\$250,000 24 mos.



<b>Faith Action for Community Equity</b> <i>Honolulu, HI</i> To support efforts to improve public education in Hawaii.	\$150,000 24 mos.
<b>Fordham University</b> <i>Bronx, NY</i> To support community-driven school reform in high poverty communities.	\$300,000 36 mos.
<b>Fremont Public Association</b> <i>Seattle, WA</i> To assist families transitioning into the workforce to build greater economic security for themselves.	\$80,000 24 mos.
<b>Institute for Wisconsin's Future</b> <i>Milwaukee, WI</i> To develop a network to mobilize support for reform of state school finance systems.	\$150,000 24 mos.
<b>Interfaith Education Fund, Inc.</b> <i>Austin, TX</i> To improve the quality of life for families in the Southwest.	\$500,000 12 mos.
<b>National Training and Information Center</b> <i>Chicago, IL</i> To assist community organizations in strengthening community-driven school reform initiatives.	\$220,000 12 mos.
<b>Pacific Institute for Community Organization</b> <i>Oakland, CA</i> To support efforts to secure state funds for afterschool programs and seek out economic issues of importance to low-income families.	\$200,000 24 mos.
<b>SUBTOTAL: Issue Organizing</b>	<b>\$2,270,000</b>
<b>PROGRAM AREA TOTAL: Building Organized Communities</b>	<b>\$7,320,751</b>

**SPECIAL INITIATIVES**

**TRANSITIONS**

<b>Abilities Fund</b> <i>Centerville, IA</i>	\$305,000 36 mos.
To build the capacity of the micro-enterprise development industry to effectively serve the disabled community.	
<b>Aspen Institute, Inc.</b> <i>Washington, DC</i>	\$500,480 12 mos.
To support a research and development fund for micro-enterprise in the United States.	
	\$249,888 24 mos.
To connect beginning low-income business owners to individuals who have successfully navigated business ownership in the same industry through an online mentoring program.	
	\$134,139 12 mos.
To provide technical communication assistance for the micro-enterprise field.	
	\$133,000 12 mos.
To analyze projects that assist low-income people to engage in self-employment as part of a strategy to move from welfare to self-reliance.	
<b>Association for Enterprise Opportunity</b> <i>Arlington, VA</i>	\$150,000 24 mos.
To create a system of accountability and transparency for micro-enterprise programs that serve low-income entrepreneurs.	
<b>Children's Aid Society</b> <i>New York, NY</i>	\$878,515 12 mos.
To implement a regional expansion strategy for the Carrera teen pregnancy prevention program.	



<b>Corporation for Enterprise Development</b> <i>Washington, DC</i>	\$175,000 12 mos.
To provide information and feedback that can improve federal and state policy initiatives.	
<b>Detroit Entrepreneurship Institute, Inc.</b> <i>Detroit, MI</i>	\$200,000 24 mos.
To support an organization that provides comprehensive business skills training to low-income individuals in the Detroit area.	
<b>Grantmakers for Children, Youth and Families</b> <i>Washington, DC</i>	\$60,000 36 mos.
To support an organization that assembles foundation representatives to discuss issues of concern to the field of family support, youth and child development.	
<b>Institute for Social and Economic Development</b> <i>Coralville, IA</i>	\$120,000 12 mos.
To improve understanding of the underground economy and determine whether micro-enterprise programs can better serve its market.	
<b>National Fund for Enterprise Development</b> <i>Washington, DC</i>	\$175,000 12 mos.
To support an organization created to promote new state-level micro-enterprise organizations and strategies.	
<b>Silver Water Retreat</b> <i>Todd, NC</i>	\$30,000 12 mos.
To assist in the development of a summer entrepreneurial camp for at-risk youth in rural South Carolina.	
<b>SUBTOTAL: Transitions</b>	<b>\$3,111,022</b>

**EXPLORATORY AND SPECIAL PROJECTS**

<b>Altarum Institute</b> <i>Ann Arbor, MI</i>	\$400,000 18 mos.
To assist selected cities in planning how to cope with forecasted major restructuring of the automotive industry.	
<b>Glades Community Development Corporation</b> <i>Belle Glade, FL</i>	\$168,000 24 mos.
To support a community development organization dedicated to reducing chronic poverty in the Glades region of Florida.	
<b>SUBTOTAL: Exploratory and Special Projects</b>	<b>\$568,000</b>
<b>PROGRAM AREA TOTAL: Special Initiatives</b>	<b>\$3,679,022</b>
<b>PROGRAM TOTAL: Pathways Out of Poverty</b>	<b>\$45,379,157</b>

## MISSION

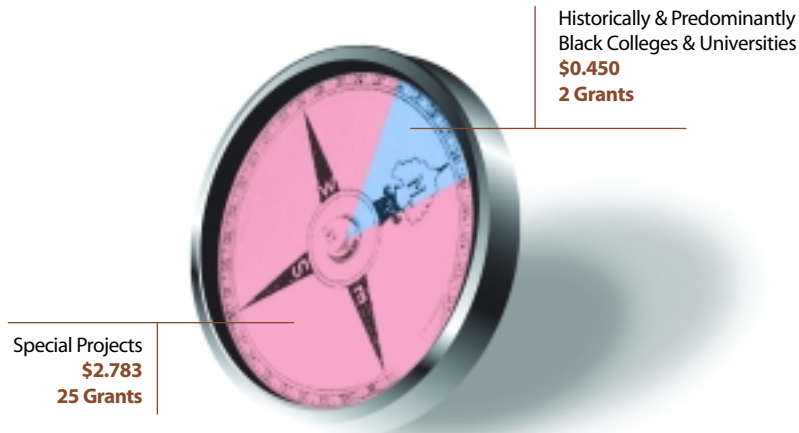
To support exploratory initiatives or unexpected opportunities that may lead to a formal program area over time, or unexpected opportunities that address significant international and/or national problems.

The Mott Foundation recognizes that as a major private philanthropy, it enjoys substantial freedom and flexibility in the application of resources as well as a special responsibility to seek new ways to meet human needs. This program was established as a home for innovative and experimental grantmaking.

Occasionally Mott makes grants outside its regular programs if the funds are likely to have substantial impact or lead to continued grantmaking interests in a particular field. In 2002, these activities encompassed a broad range of fields, including international affairs, documentary films, disabilities, as well as historically black colleges and universities.

## GRANT ACTIVITY EXPLORATORY & SPECIAL PROJECTS

Total: \$3,232,692 / 27 Grants



(In Millions)

**HISTORICALLY AND PREDOMINANTLY BLACK COLLEGES AND UNIVERSITIES**

<b>Clemson University Research Foundation</b> <i>Clemson, SC</i> Grant increase to increase the number of black male elementary school teachers in South Carolina.	\$150,000
<b>Southern Education Foundation</b> <i>Atlanta, GA</i> To support research and development activities to augment the skills of Historically Black College and University leaders.	\$300,000 18 mos.
<b>PROGRAM AREA TOTAL: Black Colleges</b>	<b>\$450,000</b>

**SPECIAL PROJECTS**

<b>Aspen Institute, Inc.</b> <i>Washington, DC</i> Grant increase to publish the final report of the Domestic Strategy Group.	\$62,520
<b>Center for Humanitarian Cooperation</b> <i>Montclair, NJ</i> To foster reform and cooperation among humanitarian relief organizations working in Afghanistan.	\$25,000 12 mos.
<b>Central Michigan University</b> <i>Mount Pleasant, MI</i> Grant increase to produce a documentary on Billy Durant, the founder of General Motors.	\$20,387
<b>Citizens Network for Foreign Affairs</b> <i>Washington, DC</i> To support efforts to rebuild a functioning economy in Afghanistan.	\$60,000 10 mos.
<b>CompuMentor</b> <i>San Francisco, CA</i> To promote improved Web technology to better serve persons with disabilities.	\$100,000 12 mos.
<b>Disability Network</b> <i>Flint, MI</i> Grant increase to address the issues of accessibility and affordability of technology for the disabled.	\$47,163
<b>Enable America!</b> <i>Tampa, FL</i> To provide opportunities for leadership development to Americans with disabilities.	\$60,000 36 mos.
<b>Foundation for Global Community</b> <i>Palo Alto, CA</i> To support an assessment for reconstruction in Afghanistan.	\$51,600 12 mos.
<b>Halftheplanet Foundation</b> <i>Washington, DC</i> To support efforts to improve the quality of life for people with disabilities.	\$50,000 6 mos.
<b>International Foundation for Education and Self-Help</b> <i>Scottsdale, AZ</i> To provide the opportunity for African-American graduate students to work in Africa.	\$50,000 12 mos.

<b>King Baudouin Foundation U. S., Inc.</b> <i>New York, NY</i> To address the needs of a broad cross-section of stakeholders by providing credible, transparent and cost-efficient methods of communication.	\$70,000 18 mos.
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<b>Michigan AIDS Fund</b> <i>Southfield, MI</i> To support an organization funded by Michigan philanthropy in response to the AIDS epidemic.	\$450,000 31 mos.
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<b>National Organization on Disability</b> <i>Washington, DC</i> To raise awareness of the needs of the disabled in disaster preparedness.	\$300,000 36 mos.
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<b>Public Radio International</b> <i>Minneapolis, MN</i> To support a radio program that seeks to highlight meaningful connections between American life and the world.	\$150,000 36 mos.
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<b>Southern Center for International Studies</b> <i>Atlanta, GA</i> To support efforts to broaden public understanding of international affairs and their impact on the United States.	\$150,000 24 mos.
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<b>State of the World Forum</b> <i>San Francisco, CA</i> To support a collaborative designed to promote the ethical and moral transformation of the asset management practices and investment activities of the world's faith communities.	\$100,000 12 mos.
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<b>Third World Newsreel</b> <i>New York, NY</i> To provide educational outreach support for a documentary on Dr. Ralph Bunche.	\$100,000 12 mos.
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<b>University of Michigan-Flint</b> <i>Flint, MI</i> To support efforts to bring the principles of market economies and democracy to a new generation of Russian leaders through collaborative education.	\$31,022 4 mos.
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<b>University of North Carolina at Greensboro</b> <i>Greensboro, NC</i> To support the collection and publication of legislative and county court petitions from throughout the South related to race and slavery.	\$180,000 36 mos.
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<b>University of Victoria</b> <i>Victoria, British Columbia</i> To develop effective strategies to realize the New Partnership for Africa's Development.	\$535,000 14 mos.
--	----------------------

<b>University of Virginia</b> <i>Charlottesville, VA</i> To analyze past and current approaches to political violence.	\$40,000 20 mos.
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<b>Vital Voices Global Partnership</b> <i>Washington, DC</i> To support an organization created to provide women with leadership skills, networking opportunities and resources.	\$150,000 24 mos.
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<b>PROGRAM AREA TOTAL: Special Projects</b>	<b>\$2,782,692</b>
<b>PROGRAM TOTAL: Exploratory and Special Projects</b>	<b>\$3,232,692</b>

# Employee/Trustee Matching Grants

## & TRUSTEE-INITIATED GRANTS

In addition to its regular grantmaking, the Foundation also encourages charitable giving by its Trustees and staff. The Foundation's contribution to these activities is included as part of its total grant budget.

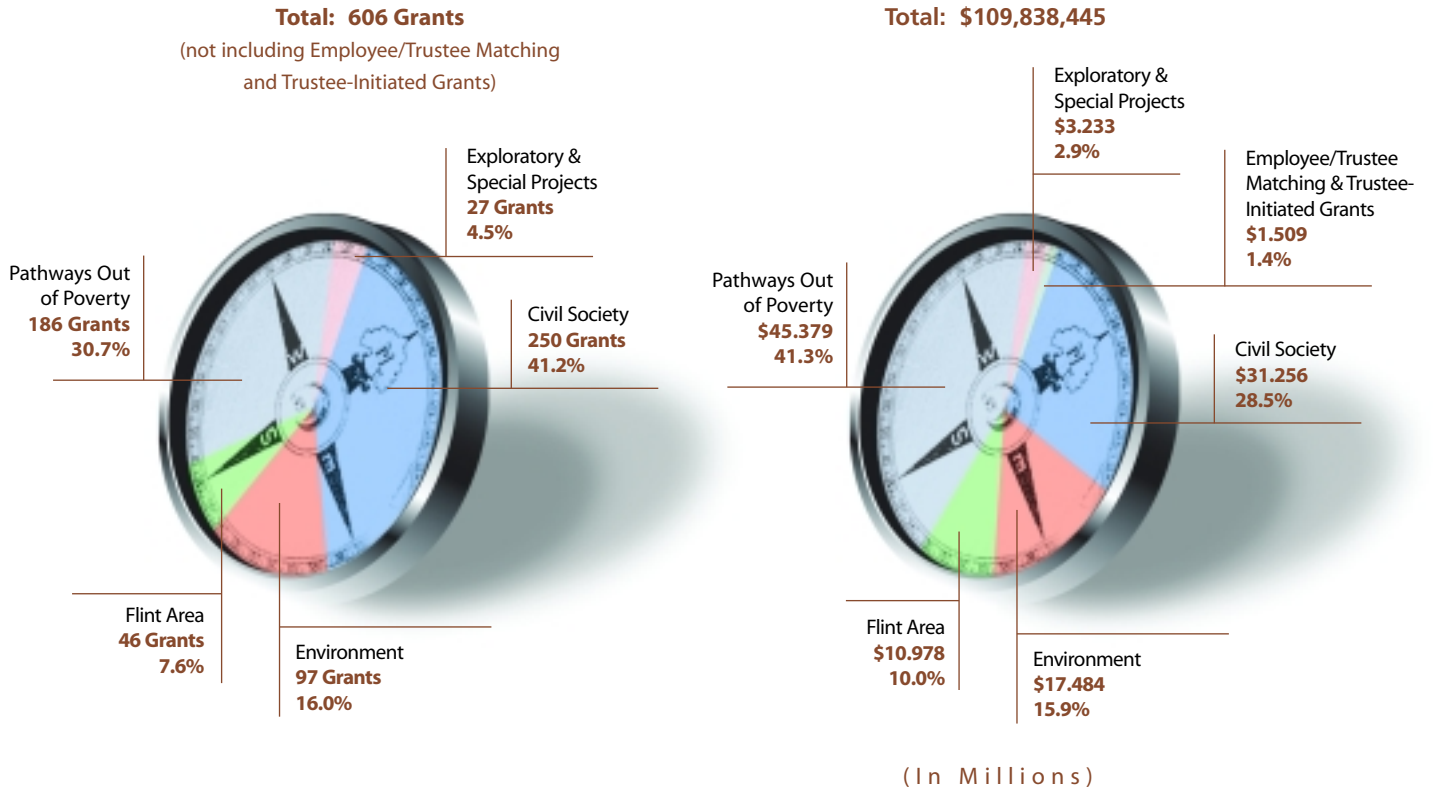
### EMPLOYEE/TRUSTEE MATCHING GRANTS AND TRUSTEE-INITIATED GRANTS

<b>Employee and Trustee Matching Grants</b>	\$948,753
To match Trustees' and employees' contributions to charity on a three-to-one basis.	
<b>Trustee-Initiated Grants</b>	\$560,000
To provide limited support to charities selected by Trustees.	
<b>PROGRAM TOTAL: Employee/Trustee Matching Grants &amp; Trustee-Initiated Grants</b>	<b>\$1,508,753</b>
<b>TOTALS: All Grants</b>	<b>\$109,838,445</b>

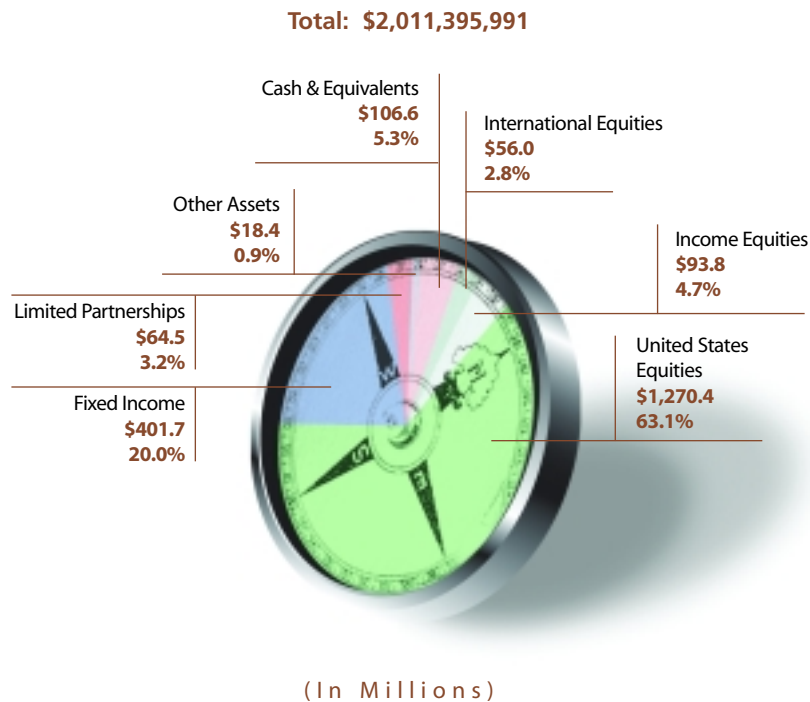
# Finance

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**PROFILE GRANTMAKING ACTIVITIES**



**TOTAL ASSET ALLOCATION 12 / 31 / 02**



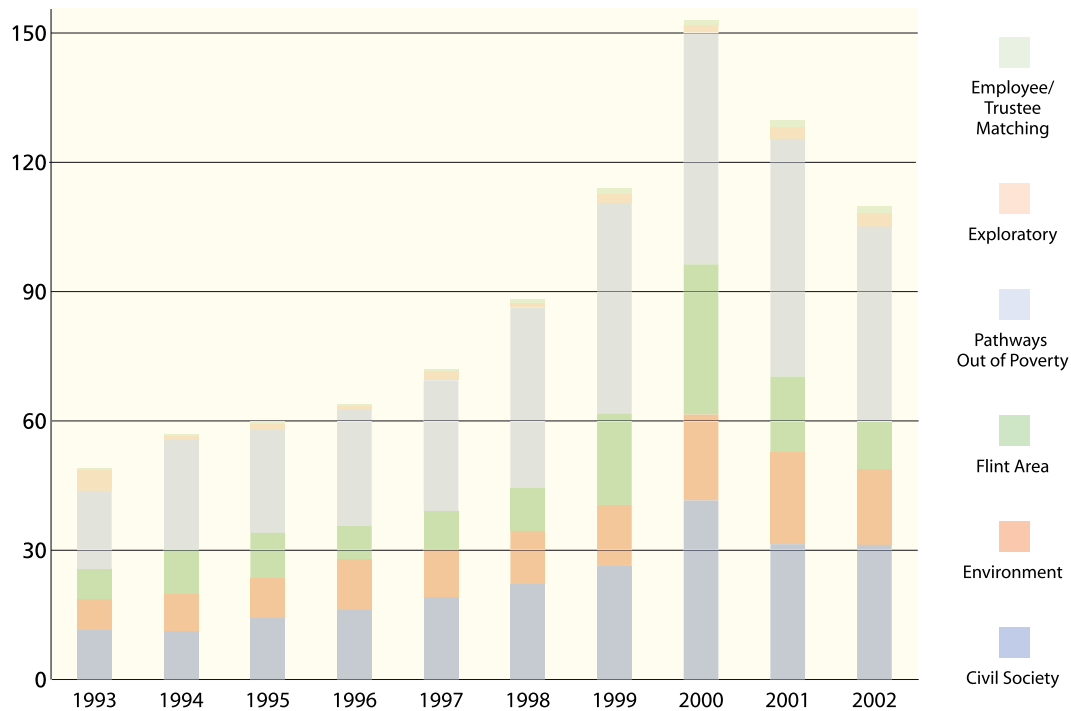
1993-2002 Selected Financial Information (IN MILLIONS)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Total Assets - Market Value	\$1,273.3	\$1,201.6	\$1,496.0	\$1,673.4	\$1,962.4	\$2,346.5	\$3,227.7	\$2,880.3	\$2,458.0	\$2,011.4
Total Assets - 2002 Dollars	1,572.8	1,444.8	1,754.9	1,899.8	2,195.5	2,584.4	3,460.4	2,986.6	2,516.3	2,011.4
12-Month Rolling Average Assets	1,222.2	1,228.3	1,362.9	1,567.7	1,823.3	2,104.5	2,649.5	3,243.5	2,542.3	2,153.0
Total Dividends & Interest	42.7	43.2	46.9	54.2	54.2	56.1	63.7	72.5	69.3	64.0
Dividends & Interest - 2002 Dollars	52.7	51.9	55.0	61.5	60.7	61.8	68.3	75.1	70.9	64.0
Total Grants Awarded	49.0	56.9	59.9	64.0	72.0	88.2	113.9	153.0	129.7	109.8
Total Expenditures*	56.3	62.5	59.2	82.4	91.2	102.5	137.0	162.9	131.1	128.0

NOTE: Private foundations are required to make qualifying distributions (in effect, grant payments, foundation-administered expenses, excise tax and administrative expenses) equal to roughly 5 percent of their average assets each year. The basis of the 5 percent calculation is a rolling, or 12-month, average of the foundation's investment assets.

\* Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise tax and investment expenses.

1993-2002 Grants Awarded by Program (IN MILLIONS)



To the Board of Trustees of  
the Charles Stewart Mott Foundation:

In our opinion, the accompanying statements of financial position and the related statements of activity and changes in net assets and cash flows present fairly, in all material respects, the financial position of the Charles Stewart Mott Foundation (the "Foundation") at December 31, 2002 and 2001, and the changes in net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Foundation's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

The logo for PricewaterhouseCoopers, written in a cursive script.

Detroit, Michigan

April 18, 2003

S T A T E M E N T S   O F   F I N A N C I A L   P O S I T I O N

*Charles Stewart Mott Foundation*

*Years Ended December 31,*  
**2002**                      **2001**

<b>Assets</b>	<b>2002</b>	<b>2001</b>
Investments, at market value:		
Equities	\$1,420,164,075	\$1,750,659,770
U.S. Government obligations	360,252,727	358,073,254
Corporate bonds	99,721,987	145,616,733
Cash equivalents	41,827,548	82,434,866
	1,921,966,337	2,336,784,623
Limited partnerships	64,501,591	98,328,951
Cash	6,558,639	4,011,166
Accrued interest and dividends	10,233,785	10,580,051
Land, building and improvements, net	4,817,329	5,176,922
Other assets	3,318,310	3,147,783
	\$2,011,395,991	\$2,458,029,496
<b>Liabilities and Unrestricted Net Assets</b>		
Grants payable, net	\$ 73,313,962	\$ 72,358,722
Deferred excise tax	9,845,000	17,760,000
Accounts payable and other liabilities	12,297,963	9,844,279
	95,456,925	99,963,001
<b>Unrestricted Net Assets</b>	1,915,939,066	2,358,066,495
	\$2,011,395,991	\$2,458,029,469

*The accompanying notes are an integral part of the financial statements.*

STATEMENTS OF ACTIVITY

Charles Stewart Mott Foundation

Years Ended December 31,  
2002 2001

Income:		
Dividends	\$ 25,460,053	\$ 23,597,343
Interest	38,498,235	45,707,371
Partnerships	(7,896,514)	20,980,903
	56,061,774	90,285,617
Less:		
Investment expenses	2,642,676	3,013,435
Provision for excise tax	272,673	489,099
	2,915,349	3,502,534
Other income (expense), net	(887,193)	(839,113)
Net investment income	52,259,232	85,943,970
Grants and expenses:		
Grants, net	108,037,443	126,113,662
Foundation-Administered Projects	1,072,772	2,723,095
Administration expenses	16,266,054	16,601,061
	125,376,259	145,437,818
Grants and expenses in excess of income	(73,117,027)	(59,493,848)
Realized gain on sale of assets, net of excise tax of \$188,961 in 2002 and \$212,535 in 2001	18,707,212	21,041,004
Change in market value of investments, net of change in deferred excise tax (credit) of (\$7,350,000) in 2002 and (\$5,765,000) in 2001	(360,101,693)	(282,416,088)
Change in market value of limited partnerships, net of change in deferred excise tax (credit) of (\$565,000) in 2002 and (\$2,305,000) in 2001	(27,615,921)	(113,404,304)
Change in Net Assets	(442,127,429)	(434,273,236)
Unrestricted Net Assets:		
Beginning of year	2,358,066,495	2,792,339,731
End of year	\$1,915,939,066	\$2,358,066,495

The accompanying notes are an integral part of the financial statements.

*Charles Stewart Mott Foundation*

*Years Ended December 31,*  
**2002**                      **2001**

<b>Cash flows from operating activities:</b>		
Grants and expenses in excess of income	\$ (73,117,027)	\$ (59,493,848)
Adjustments to reconcile grants and expenses in excess of income to net cash used by operating activities:		
Loss (earnings) on limited partnerships	7,896,514	(20,980,903)
Depreciation expense	421,945	437,475
Decrease in accrued interest and dividends	346,266	1,292,870
(Increase) decrease in other assets	(170,527)	927,470
Increase in grants payable, net	955,240	18,280,225
Increase in accounts payable and other liabilities	2,453,684	1,795,529
Total adjustments	11,903,122	1,752,666
Net cash used by operating activities	(61,213,905)	(57,741,182)
<b>Cash flows from investing activities:</b>		
Proceeds from sales or redemptions of investments:		
Equities	294,446,275	128,090,811
U.S. Government obligations	46,536,562	34,000,000
Corporate bonds	60,899,695	35,618,102
Cash equivalents	241,441,050	333,594,516
Limited partnerships	11,267,758	12,048,256
Purchases of investments:		
Equities	(320,237,245)	(162,040,993)
U.S. Government obligations	(41,265,612)	(13,500,533)
Corporate bonds	(14,724,227)	(3,577,447)
Cash equivalents	(200,833,732)	(291,054,790)
Limited partnerships	(13,517,833)	(14,076,000)
Acquisition of building improvements	(62,352)	(77,224)
Excise tax on realized gain	(188,961)	(212,535)
Net cash provided by investing activities	63,761,378	58,812,163
Net increase in cash	2,547,473	1,070,981
Cash, beginning of year	4,011,166	2,940,185
Cash, end of year	\$ 6,558,639	\$ 4,011,166

*The accompanying notes are an integral part of the financial statements.*

*continued*

Charles Stewart Mott Foundation

Years Ended December 31,

	2002	2001
Supplemental schedule of investing activities:		
Realized gain (loss) on sale of assets:		
Equities	\$ 18,167,406	\$ 20,498,066
U.S. Government obligations	518,115	(355,156)
Corporate bonds	210,652	1,110,629
	\$ 18,896,173	\$ 21,253,539
Supplemental schedule of noncash investing activities:		
Increase (decrease) in market value of investments:		
Equities	\$(374,454,071)	\$(291,680,029)
U.S. Government obligations	6,932,308	(74,228)
Corporate bonds	70,070	3,573,169
	\$(367,451,693)	\$(288,181,088)
Decrease in capital account value of limited partnerships	\$ (28,180,921)	\$(115,709,304)

The accompanying notes are an integral part of the financial statements.

**A. Mission & Grant Programs:**

The Charles Stewart Mott Foundation is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation’s Exploratory and Special Projects program.

**B. Accounting Policies:**

The following is a summary of significant accounting policies followed in the preparation of these financial statements.

**Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Method of Accounting**

The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, and other income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized on the date the authority is exercised. In addition, the Foundation has a Matching Gift Program, whereby amounts gifted by eligible employees and Trustees are matched by the Foundation at a rate of \$3 for each \$1 gift.

**Investments**

Investments are recorded on the trade date and are stated at market value based primarily on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

Investments in limited partnerships are generally recorded at capital account value. The capital account is adjusted for the Foundation’s proportionate share of undistributed earnings/losses as reported on Schedule K-1 received from the partnership at year end and adjusted based on the fair value of the underlying securities held by the partnership. The Foundation believes the capital account fairly reflects the fair value of the partnerships.

**Other Assets**

Included in other assets is land that was purchased by the Foundation and is recorded at cost. The remaining assets included in other assets are recorded at cost.

**Land, Building and Improvements**

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated from the respective accounts, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight line basis. Assets and the related accumulated depreciation of \$2,109 and \$15,714 were retired during 2002 and 2001, respectively.

	2002	2001
Land	\$ 397,852	\$ 397,852
Building and improvements	8,031,377	7,970,642
Less accumulated depreciation	(3,611,900)	(3,191,572)
	\$4,817,329	\$5,176,922

*continued*

Costs of office furnishings and equipment are consistently charged to expense, because the Foundation does not deem such amounts to be sufficiently material to warrant capitalization and depreciation.

**Cash Equivalents**

Cash equivalents with original maturities of three months or less are reflected at market value and include short-term notes and commercial paper, which are included with investments.

**Reclassifications**

Certain prior period financial statement amounts have been reclassified to conform to the 2002 presentations.

**C. Investments:**

Investments held at December 31, 2002 and 2001, were as follows (in thousands):

	2002		2001	
	Market Value	Cost Basis	Market Value	Cost Basis
Equities	\$1,420,164	\$ 889,254	\$1,750,660	\$ 845,295
U.S. Government obligations	360,253	351,799	358,073	356,552
Corporate bonds	99,722	94,156	145,617	140,121
Cash equivalents	41,827	41,827	82,435	82,435
<b>Total</b>	<b>\$1,921,966</b>	<b>\$1,377,036</b>	<b>\$2,336,785</b>	<b>\$1,424,403</b>

The market value of the Foundation’s investments decreased to approximately \$1,881,000 as of March 31, 2003.

**D. Excise Tax & Distribution Requirements:**

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In accordance with the provisions of the Tax Reform Act of 1969, the Foundation is subject to an excise tax on net investment income, including realized gains as defined in the Act.

The liability for excise tax is composed of the following (in thousands):

	2002	2001
Currently refundable	\$ (530)	\$ (315)
Deferred	9,845	17,760
<b>Total</b>	<b>\$ 9,315</b>	<b>\$17,445</b>

The deferred excise tax represents the tax on unrealized marketable security and partnership gains and losses. Excise tax payments of \$680,000 and \$916,634 in 2002 and 2001, respectively, were made.

The Foundation will be required to make qualifying distributions of approximately \$43.6 million during 2003 to meet distribution regulations of the Internal Revenue Code for private foundations.

### E. Grants Payable:

Grants payable at December 31, 2002, are expected to be paid as follows:

Programs	Payable in Years Ending December 31,				
	2003	2004	2005	2006-10	Total
Civil Society	\$ 18,584,422	\$ 5,738,640	\$1,030,700	\$ —	\$25,353,762
Environment	10,205,475	2,297,006	454,167	—	12,956,648
Flint Area	3,401,605	613,550	265,875	141,800	4,422,830
Pathways Out of Poverty	23,237,987	6,012,056	964,199	—	30,214,242
Other*	984,500	230,000	—	—	1,214,500
<b>Grants payable</b>	<b>56,413,989</b>	<b>14,891,252</b>	<b>2,714,941</b>	<b>141,800</b>	<b>74,161,982</b>
Less: Unamortized Discount	—	607,077	216,850	24,093	848,020
<b>Grants payable, net</b>	<b>\$56,413,989</b>	<b>\$14,284,175</b>	<b>\$2,498,091</b>	<b>\$117,707</b>	<b>\$73,313,962</b>

\*Includes Exploratory and Special Projects.

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation's financial statements totaled \$4,071,893 and \$3,935,801 as of December 31, 2002 and 2001, respectively.

Grant activity, including the Matching Gift Program, for the years ended December 31, 2002 and 2001, was as follows:

	2002	2001
Grants payable, January 1†	\$ 73,119,079	\$ 55,741,275
Grants approved	109,702,353	128,206,816
	182,821,432	183,948,091
Less grants paid by program:		
Civil Society	25,925,406	28,793,396
Environment	18,221,669	18,379,793
Flint Area	14,411,755	11,998,663
Pathways Out of Poverty	45,619,175	47,440,984
Other†	4,481,445	4,216,176
	108,659,450	110,829,012
<b>Grants payable, December 31</b>	<b>\$ 74,161,982</b>	<b>\$ 73,119,079</b>

†Includes Exploratory and Special Projects, and Matching Gifts Program.

### F. Pension and Other Postretirement Benefits:

The Foundation sponsors a qualified defined benefit plan covering substantially all employees along with an unfunded nonqualified plan for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans. In addition, the Foundation sponsors an unfunded postretirement medical plan for all eligible employees. The qualified defined benefit pension plan is funded in accordance with the minimum funding requirements of the Employee Retirement Income Security Act. Plan assets are invested in diversified cash, bond and equity mutual funds.

*continued*

## NOTES TO FINANCIAL STATEMENTS

Amounts (in \$000)	<b>Pension Benefits</b>		<b>Other Benefits</b>	
	<b>2002</b>	<b>2001</b>	<b>2002</b>	<b>2001</b>
Benefit obligation at December 31	\$ 16,786	\$14,014	\$ 4,006	\$ 3,235
Fair value of plan assets at December 31	6,746	7,602	0	0
Funded status at December 31	\$(10,040)	\$(6,412)	\$ (4,006)	\$(3,235)
Accrued benefit liability as recognized in the statements of financial position	\$ (6,272)	\$ (4,367)	\$ (1,881)	\$ (1,387)
Intangible asset as recognized in the statements of financial position	831	0	0	0
Net periodic benefit cost	1,625	1,269	603	556
Employer contributions	655	455	0	0
Benefit payments	(393)	(272)	(109)	(122)

The accumulated benefit obligation of the nonqualified pension plan was \$2,102 and \$1,549 as of December 31, 2002 and 2001, respectively. The accumulated benefit obligation of the qualified plan was \$10,915 and \$8,524 as of December 31, 2002 and 2001, respectively.

The assumptions used in the measurement of the Foundation's benefit obligations are shown in the following table:

	<b>Pension Benefits</b>		<b>Other Benefits</b>	
	<b>2002</b>	<b>2001</b>	<b>2002</b>	<b>2001</b>
Discount rate	6.25%	6.90%	6.25%	6.90%
Expected return on plan assets	8.50%	8.50%	N/A	N/A
Rate of compensation increase	5.00%	5.50%	N/A	N/A

For measurement purposes, an initial annual rate of 9% in the per capita cost of health care was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5% by year 2012.

### **Defined Contribution (401k) Plan**

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation contributes an amount based upon eligible compensation. For the years ending December 31, 2002 and 2001, the Foundation contributed \$268,112 and \$266,119 to the plan, respectively.

## ADMINISTRATION & INVESTMENT EXPENSES

*Charles Stewart Mott Foundation*

*Year Ended December 31, 2002*

	Administration Total	Investment Total
Salaries	\$ 7,252,362	\$1,519,229
Other personnel costs	3,633,922	549,369
Operations	1,889,448	163,184
Professional fees	1,744,251	397,514
Travel and business expense	1,177,429	13,380
Publications and contract services	568,642	—
	\$16,266,054	\$2,642,676

# People & Publications

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BOARD & COMMITTEES

OFFICERS & STAFF

PUBLICATIONS

**BOARD OF TRUSTEES\***

William S. White  
*Chairman*

William H. Piper  
*Vice Chairman*

A. Marshall Acuff Jr.

Rushworth M. Kidder

Tiffany W. Lovett

Webb F. Martin

Olivia P. Maynard

John Morning

Maryanne Mott

Douglas X. Patiño

John W. Porter

Marise M.M. Stewart

Claire M. White

\*Willa B. Player

**AUDIT COMMITTEE**

John W. Porter  
*Chairman*

Rushworth M. Kidder

John Morning

Douglas X. Patiño

**EXECUTIVE COMMITTEE**

William S. White  
*Chairman*

Webb F. Martin

Maryanne Mott

William H. Piper

John W. Porter

**INVESTMENT COMMITTEE**

William S. White  
*Chairman*

A. Marshall Acuff Jr.

Webb F. Martin

Maryanne Mott

William H. Piper

*\*The Members of the corporation are: Tiffany W. Lovett, Maryanne Mott, William H. Piper, John W. Porter, Marise M.M. Stewart, Claire M. White and William S. White.*

*\*Trustee Emeritus*

*Board list as of May 2003*

**EXECUTIVE OFFICE**

William S. White  
*President and  
Chief Executive Officer*

Jean Simi  
*Executive Assistant and  
Corporate Assistant Secretary*

\*George A. Trone  
*Assistant to the President,  
Grants Database Manager and  
Program Officer*

Lisa R. Maxwell  
*Senior Administrative Secretary*

**ADMINISTRATIVE GROUP**

Phillip H. Peters  
*Vice President – Administrative  
Group and Secretary/Treasurer*

**Administrative Services**

Gregory S. Hopton  
*Accounting Manager*

Lesle Berent  
*Senior Accountant*

Marcie L. Adams  
*General Ledger/Payroll Accountant*

Rebecca Burns  
*Administrative Accountant*

Annette M. Markwood  
*Administrative Secretary*

Debra E. Bullen  
*Building Manager*

Billy M. Powell  
*Building Operations Supervisor*

Gilbert Medrano

Larry M. Stein  
*Building Operations Assistants*

**Grants Administration**

Jimmy L. Krause  
*Director of Grants Administration  
and Assistant Treasurer*

Mary A. Gailbreath  
*Manager of Grants Administration*

Frances E. Bell  
*Senior Administrative Assistant,  
Proposal Review Committee*

Cindy S. Compeau  
S. Renee Jackson  
*Grants Accountants*

Christine M. Keskes  
*Grants Secretary*

Jean M. Bamberg  
*Administrative Assistant*

Deborah K. Reid  
*Data Input Clerk*

Roseanne M. Thomas  
*Clerk*

**Human Resources**

Jill E. Cortis  
\*Robert B. Inskeep  
*Directors of Human Resources*

Julie M. Flynn  
*Human Resources Analyst*

Ona Kay Goza  
*Administrative Secretary*

Crystal L. Bright  
*Secretary*

Kim R. McDonald  
Jill A. Powell  
*Word Processors*

**Information Services**

Gavin T. Clabaugh  
*Vice President –  
Information Services*

Ryburn L. (John) Brown  
*Manager, Information Services*

Michael L. Wright  
*Senior Systems Engineer*

Linda L. Davidson  
*User Coordinator*

Joumana M. Klanseck  
*Database Administrator and  
Intranet Master*

Eve C. Brown  
*Librarian*

Glen A. Birdsall  
*Associate Librarian*

Julie A. Scapelliti  
*Secretary/Help Desk Coordinator*

**COMMUNICATIONS**

Marilyn Stein LeFeber  
*Vice President – Communications*

Valerie A. Osowski  
*Communications Director and  
Senior Communications Officer*

Donald F. Dahlstrom  
*Senior Communications Officer*

Andrea A. Brancato  
Duane M. Elling  
Mitchell W. Hurst  
Maggie I. Jaruzel  
*Communications Officers*

\*\*Peggy A. Braham  
*Technical Writer/Assistant  
to the Webmaster*

Teri L. Chambry  
Judith M. Wright  
*Administrative Secretaries*

Teresa A. Littlejohn  
Jeannette G. McArthur  
*Secretaries*

**INVESTMENTS**

Robert E. Swaney, Jr.  
*Vice President – Investments and  
Chief Investment Officer*

Michael J. Smith  
*Assistant Vice President and  
Investment Manager*

Stephen A. McGratty  
Paul H. McVey  
Stephen W. Vessells  
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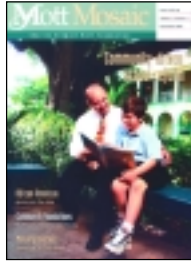
*\*No longer with the Foundation*  
*\*Shared with Programs*  
*\*\*Shared with Information Services*  
*\*\*\*Shared with Flint Area program team*

*Staff list as of May 2003*

## MOTT FOUNDATION

### Charles Stewart Mott Foundation 2002 Annual Report.

**Philosophy, Programs & Procedures.** A general guide to the Foundation's philosophy and grantmaking. Separate booklets also are available for the Civil Society, Environment, Flint Area and Pathways Out of Poverty programs.



**Mott Mosaic.** A quarterly magazine of the Foundation focusing on specific program topics of interest.

**Mott Memo.** A periodic newsletter of the Foundation focusing on general interest items.

**Conversations.** A periodic publication featuring interviews, panel discussions or presentations of interest related to the Foundation.

**A Conversation with Bill White.** A reprint of a 2002 article in *Foundation News and Commentary* magazine in which Mott Foundation President William S. White reflects on the state of philanthropy and his 25 years as Mott president.

**Looking Back at Five Eras: The Mott Foundation's First 75 Years.** Foundation President William S. White's March 8, 2000, remarks on the growth and changes experienced by the Mott Foundation in its first 75 years.

**In Memoriam.** A booklet about the life of Charles Stewart Mott.

## PROGRAM MATERIALS

### Civil Society

**The Challenge of Nonprofit Leadership: Building a Transformed World.** The text of Mott Foundation President William S. White's opening plenary remarks at the November Independent Sector Annual Conference in Atlanta, Georgia. (2001)



### Sowing the Seeds of Local Philanthropy: Two Decades in the Field of Community Foundations.

A report that outlines the Mott Foundation's role in the promotion and growth of community foundations in the United States and internationally. (2001)

**Community Foundations: Building a New South Africa Through Community Philanthropy and Community Development.** A "primer" designed to help citizens of South Africa understand the benefits of increasing philanthropy in the community. (2000)

**Community Education: A Center for the Community.** A "primer" designed to help citizens in Central/Eastern Europe understand the benefits of community education. (1999)

**Community Philanthropy in Central/Eastern Europe.** A "primer" designed to help citizens of Central/Eastern Europe understand the benefits of community philanthropy. (1999)

**Reaching for Peace: Lessons Learned from Mott Foundation's Conflict Resolution Grantmaking.** An evaluation, by CDR Associates and the Berghof Center for Constructive Conflict Management, of the lessons learned from projects supported from 1989 through 1998. (1999)

### Environment

**People of Color Environmental Groups: 2000 Directory.** The third edition of the Environmental Justice Resource Center's directory of grassroots environmental, civil rights and legal groups working on environmental and economic justice issues in the United States, Canada and Mexico.

**Great Lakes, Great Stakes: The Environmental Movement in Reflection.** A report of the Great Lakes Environmental Community Project that reviews the state of the environmental movement in the region. (1996)

*continued*

**Pathways Out of Poverty**

**The State Fiscal Analysis Initiative.** A report about a network of 22 state-based research and public education organizations that seeks to broaden public participation in decisionmaking about public policies and to provide reliable budget and tax analysis. (1999)

**Welfare to Wages: Strategies to Assist the Private Sector to Employ Welfare Recipients.** An exploration of how private-sector employers are reacting to, responding to and participating in welfare-to-wages efforts. (1998)

**Welfare to Wages: Strategies to Assist the Private Sector to Employ Welfare Recipients. Volume 2: Companion Case Studies, Data Groups & Data Analysis.**



**Learning Together: The Developing Field of School-Community Initiatives.** An in-depth look at key characteristics of school-community initiatives, focusing on 20 such programs nationally. (1998)

**Making Afterschool Count!** A periodic newsletter, published from 1998 through 2001, looking at school/community partnerships and related topics that are part of the 21st Century Community Learning Centers initiative.

**Jobs and the Urban Poor: Privately Initiated Sectoral Strategies.** A report that assesses the potential of emerging economic interventions — or sectoral strategies — as a tool for alleviating urban poverty. (1996)

**ANNUAL REPORT REPRINTS**

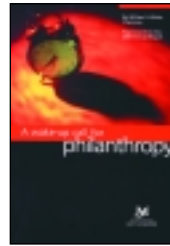
The Foundation reprints special sections and reports of selected Annual Reports. Currently available are:

**Transformation: Person by Person, Community by Community.** (2001)

**America's Tattered Tapestry: Can We Reclaim Our Civility Through Connectedness?** (1995)

**Joining Forces: Communities and Schools Working Together for a Change.** (1993)

**ANNUAL MESSAGE REPRINTS**



**A Wake-up Call for Philanthropy.** A reprint of Mott Foundation President William S. White's commentary on the importance of sound foundation management practices and transparency in the nonprofit world. (2001)

**Through 75 Years: Embracing Change, Retaining Core Values.** A reprint of Mott Foundation President William S. White's commentary on the Foundation's 75-year development and continued commitment to its founder's values. (2000)

**Cultivating Good Grantmaking: Taking the Long View.** A reprint of Mott Foundation President William S. White's commentary on the importance of long-term grantmaking. (1997)

**A Sector of the People ... by the People ... for the People.** A reprint of Mott Foundation President William S. White's commentary on the importance of the nonprofit sector in the United States and abroad. (1996)

**The Credibility Chasm—The Accountability Imperative.** A reprint of Mott Foundation President William S. White's commentary on the importance of accountability for the nonprofit sector. (1992)

**FACTS ON GRANTS**

Previously available in print format, this is now available in a searchable database on the Mott Foundation's Web site ([www.mott.org](http://www.mott.org)). *Facts on Grants 2002* summarizes all 606 grants made by the Foundation last year.

Mott Foundation publications are available for viewing or downloading on the Foundation's Web site at [www.mott.org](http://www.mott.org). In addition, copies of most publications can be ordered free of charge by visiting the Web site, sending an e-mail to [publications@mott.org](mailto:publications@mott.org) or writing the Foundation.

# Grant Guidelines & Grantee Index

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GRANT GUIDELINES

GRANTEE INDEX

### Foundation Interests

The Mott Foundation makes grants in the United States and, on a limited geographic basis, internationally. About 30 percent of the grants have an international purpose, although many of the grantees are located in the United States.

In all of its grantmaking, the Foundation is particularly interested in:

- fresh approaches to solving community problems in defined program areas;
- approaches that, if proven successful, can generate long-term support from other sources and/or that can be replicated in other communities when appropriate;
- public policy development as well as research and development activities to further existing programs and/or to explore new fields of interest; and
- approaches and activities that lead to systemic change.

To further these goals, the Foundation provides both general-purpose support and project-specific grants.

### Limitations

While the Mott Foundation endeavors to maintain a high degree of flexibility in its programming, it observes the following limitations:

- No grants or loans are made to individuals.
- Outside the Flint area, support for capital development, research, project replication and endowment is made only when these activities grow out of existing work with Foundation-funded projects or serve a programmatic purpose.
- No support is extended for religious activities or programs that serve, or appear to serve, specific religious groups or denominations. However, if a proposal submitted by a faith-based or similar organization falls clearly within program guidelines and is intended to serve as broad a segment of the population as the program of a comparable non-religious organization, the Foundation will consider the proposal on the same basis as proposals from other agencies.
- Outside the Flint area, grants are not made for local projects unless the projects are part of a national demonstration or Foundation-planned network of grants and have clear and significant implications for replication in other communities.

- The Foundation seldom supports film or video projects. Such support generally is considered only if the project is directly relevant to funding priorities.
- Scholarships, fellowships and books seldom are supported.

### Submitting Proposals

The Foundation has no formal application form. Letters of inquiry, including a brief description of the project and the range of needed funding, are acceptable for initial contact.

There are three ways in which the Foundation receives proposals:

- It requests proposals from organizations with which it has been in contact.
- It occasionally sends out requests for proposals that address a specific issue or area of interest.
- It accepts unsolicited proposals for projects that fall within its program priorities and guidelines.

**Organizations seeking grants should begin the application process at least four months before the start of the proposed grant period.**

Foundation staff must finalize grant recommendations for any given calendar year by September 30 of that year; proposals received after that date likely will not be considered until the following year. Both multi- and single-year proposals are acceptable, as are those for shorter periods.

Videotapes should not be used or included as a method of application unless the Foundation specifically requests them. Tapes will not be returned.

Applicants should understand that funds are spent according to the Foundation's areas of interest and the level of maturity of a given program area. Therefore, available grant funds vary among programs and program areas within the Foundation.

The Foundation observes strict conflict of interest rules for both staff and Trustees. Therefore, all applications must follow the Foundation's standard processing procedures.

Proposals are reviewed initially by program staff. If program staff recommends funding, then the proposal is subject to review and approval under the guidelines established by the Foundation's Board of Trustees.

**Please be aware that, on average, the review process takes four months from the time the proposal is received.**

**Grant Oversight**

Program staff monitors all grants and grant reports and makes site visits as appropriate. Upon completion of projects, program staff prepares a final assessment as part of the Foundation's close-out procedure.

**Additional Requirements for Foreign Organizations**

Foreign applicants are urged to submit either a letter of inquiry or a brief proposal and not prepare a lengthy, detailed proposal exclusively for the Mott Foundation unless advised to do so by Foundation staff. All letters and proposals must be in English and must be submitted by a bona fide charitable, educational or governmental organization. Two copies of the letter and/or proposal are required for projects in Central/Eastern Europe and Russia, and South Africa.

U.S. government regulations require the Foundation to collect from all applicants, except governmental units or organizations, an affidavit and public support schedule to determine equivalence as a tax-exempt institution under U.S. law before a grant can be made. The Foundation's program staff will provide the forms as well as assistance in completing them. All submitted materials, such as articles and bylaws, must be in English.

Proposals or letters of inquiry relating to Central/Eastern Europe and Russia should be sent either to the Flint office or to the regional office in Prague, Czech Republic:

Charles Stewart Mott Foundation  
Žitná 8  
120 00 Prague 2  
CZECH REPUBLIC

Proposals or letters of inquiry relating to South Africa should be sent to either the Flint office or to the regional office in Johannesburg, South Africa:

Charles Stewart Mott Foundation  
P.O. Box 32088  
Braamfontein 2017  
SOUTH AFRICA

Specific guidelines containing information about each Mott Foundation program are available without charge. This information, as well as summaries of grants made by the Mott Foundation, is available for viewing or

**Application Procedure Checklist**

Formal proposals should contain the following:

- A cover letter detailing the amount of money requested and the grant period, signed by the person ultimately responsible for signing grant contracts on behalf of the grant applicant.
- The project description, including an explanation of why the project is needed, who will be served and what will be accomplished during a specific period of time.
- Information on the feasibility and sustainability of the proposed grant activity.
- Information on lasting benefits to the organization, program participants, the community or other organizations working in the field.
- An appropriate plan for evaluation, reporting and dissemination.
- A documented line-item expense budget, as well as a revenue budget, showing all projected sources of funds for the proposed grant period.
- Information about the organization seeking funds, including its staff, board of directors, legal classification, and history and accomplishments. For U.S. organizations, this should include proof of tax-exempt 501(c)(3) status by the IRS.

Because the Mott Foundation believes in the importance of accountability for the nonprofit community, an applicant will be required to submit copies of its annual report and its audited financial statements before any grant is made. If these are not available, a domestic organization will be asked to submit a copy of its latest IRS Form 990 return.

Proposals or letters of inquiry should be clearly marked GRANT PROPOSAL and addressed:

Office of Proposal Entry  
C.S. Mott Foundation  
Mott Foundation Building  
503 S. Saginaw St., Ste. 1200  
Flint, MI 48502-1851  
U.S.A.

downloading on the Web at [www.mott.org](http://www.mott.org). In addition, requests can be made by writing to the Foundation or sending an e-mail message to [publications@mott.org](mailto:publications@mott.org).

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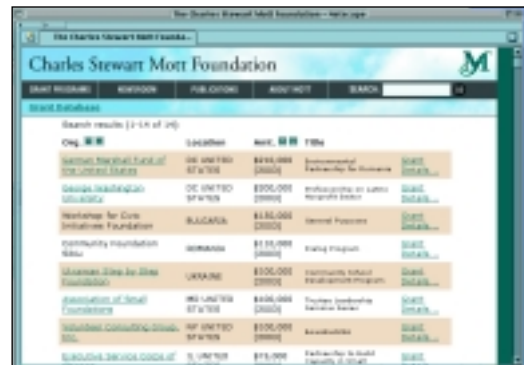
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