2010 ANNUAL REPORT

striking a balance
SUPPORTING INNOVATIVE IDEAS VERSUS SUSTAINING BASIC NEEDS

CHARLES STEWART MOTT FOUNDATION
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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, Michigan, 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 school/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 VALUES

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:

• Nurturing strong, self-reliant individuals with expanded capacity for accomplishment;
• 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;
• Encouraging responsible citizen participation to help foster social cohesion;
• Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights;
• 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

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 to 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 which 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.
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</thead>
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<td><strong>Mission:</strong> To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.</td>
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<td>• United States</td>
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<table>
<thead>
<tr>
<th>Mission: <strong>Environment</strong></th>
<th>Mission: <strong>Exploratory &amp; Special Projects</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Mission:</strong> 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.</td>
<td><strong>Mission:</strong> To support unusual or unique opportunities addressing significant national and international problems. <em>(Proposals are by invitation only; unsolicited proposals are discouraged.)</em></td>
</tr>
<tr>
<td><strong>Program Areas</strong></td>
<td><strong>Program Areas</strong></td>
</tr>
<tr>
<td>• Conservation of Freshwater Ecosystems in North America</td>
<td>• Historically and Predominantly Black Colleges and Universities</td>
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</tbody>
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Annual Message
You needn’t live in Flint — or even Michigan — to know that our state is facing directly into the head wind of a still unsettled economy. Our stubbornly high unemployment rate, rising crime statistics, shrinking residential base, escalating childhood poverty rate and other negative indicators have attracted such extensive media coverage as to be unavoidable.

And while the media have certainly heightened public awareness of these issues, for those of us living and working here, there’s nothing abstract about the facts and figures used to underscore the problems affecting this region. All around us we see signs of the day–to–day struggles people face — whether that’s long lines at soup kitchens and shelters, or the growing number of homes falling into foreclosure or, worse, abandonment.

At the same time, we also are acutely aware of just how severe the budgetary problems are at the local, county and state levels. Already, the Detroit Public Schools as well as several Michigan cities are operating under the auspices of state–appointed “emergency financial managers” — and Flint appears to be next.
Through boom times or bad, the Mott Foundation always has had a special relationship with our home community. After all, we were established in Flint in 1926 by our founder, and in 1928 made our first grants almost exclusively here. Even while our focus broadened over time to include national and international funding, we have continued to maintain a strong grantmaking presence in Flint. From 1928 through 2010, we have provided nearly $725 million ($1.86 billion in inflation-adjusted dollars, or almost 30 percent of our grant dollars) for projects that have benefited the Flint area.

Yet during the past few years in particular, we have found the basic needs of people in our region to be so large and inescapable that in 2009, and again in 2010, we made a special cluster of year-end grants that went beyond our normal yearly Flint-area grantmaking. Those grants, which taken together totaled $1.7 million, were designed to address quality-of-life issues and help shore up local emergency services for food, shelter, rent and utility assistance, and the like.

This kind of grantmaking response is far from unique in our history. To cite just one example: In the late 1970s, when idle youth had become a critical community concern, the Foundation stepped in with some large local grants to keep young people engaged in meaningful activities — something we continue to do today with our support for summer jobs and afterschool programming.

A balance somehow must be maintained between supporting innovation and making sure citizens’ basic needs are met through what one might call “sustenance grants.”

Certainly an argument always can be made for doing more. But those who look to philanthropy to underwrite the social safety net, particularly during tough economic times, must realize that philanthropic support can never be a stand-in for government funding. Philanthropy doesn’t have the resources — nor is it philanthropy’s proper role in society — to single-handedly fund the services and functions that traditionally have been part of government’s obligation to its citizens.
So what is the right role for philanthropy to play, particularly during such turbulent economic times?

Foundations, although by no means all of them, can be quite nimble in their grantmaking, so when sudden needs arise they often can answer the call quickly — especially compared to large bureaucracies. And while that flexibility is especially useful in a depressed economy, that’s not to say that foundations should be looked upon to provide ongoing support to organizations and programs for the long haul.

Philanthropy also has been known to provide “risk capital,” support “R&D,” and test new and innovative ideas. That’s a role that can’t be lost, even while those of us located in hard-hit communities and economically depressed states feel the weight of the troubles around us. Indeed, it could be argued that it will take fresh thinking and new approaches to move us eventually out of the current economic morass — making it imperative to stay in the game.

Therefore, a balance somehow must be maintained between supporting innovation and making sure citizens’ basic needs are met through what one might call “sustenance grants.”

Surely many in the philanthropic field are finding themselves engaged in this intricate balancing act. And more of us are likely to face this dilemma as governments at all levels continue to retrench in response to plummeting revenues.

With 44 of the 50 states reportedly facing financial difficulties, there already are signs that foundations are reacting to budget shortfalls by increasing their support to some grantees. A recent survey of philanthropic leaders conducted by the Foundation Center found that almost half of the respondents indicated they have provided grants or other kinds of assistance “in direct response to funding cuts resulting from the current state fiscal crises.” The center’s report went on to state that “one-third of the surveyed foundations (33 percent) reported that the fiscal crises affecting their state governments had influenced how their 2011 grants budget was set and/or how their funding was allocated.”

What’s more, the majority of those surveyed did not expect the anemic economy to improve soon, with some anticipating state-level budget difficulties to continue through 2013 or beyond.

For our part, the Mott Foundation is committed to helping our struggling home community while also maintaining our strong interest in supporting innovation. Yet when we use the term “innovation,” we aren’t necessarily referring to the creation of stunning new models or implementing sweeping change. Rather, here in Flint, we often see innovation percolating in organizations that use grant support to undertake studies, gather data, analyze metrics and retool old approaches or devise new ones. Even when we make grants that, at their core, are designed to address fundamental human needs, innovation can result — particularly if you believe that innovation is sometimes as basic as rethinking and revamping ways to deliver services and programs in light of radically changing social, cultural and economic needs.

Still, we recognize that making such changes takes time, sometimes lots of it, and may even require outside technical assistance. After all, it isn’t easy to marry creative thinking to fundamental systems change — all while trying to deliver services. Moreover, if an organization has faced unrelenting financial pressures for a sustained period of time, there may well be no more quick fixes, easy budget cuts or obvious fat to trim. Any further reductions could mean cutting muscle strength — and closing the doors. At such moments, providing support that gives an organization a little “breathing space” and the chance to work with top technical assistance providers may well be the most valuable thing a foundation can do.

Yet as important as such support may be, we also recognize that sometimes the depth and breadth of
the community’s needs require immediate attention. And we make no apologies for undertaking emergency grants or supporting certain activities that ordinarily would be the responsibility of government, because the simple truth is that services must be maintained if the community is to recover.

During 2010, we made a number of these “sustenance grants,” including, but not limited to:

- **Genesee County Parks & Recreation Commission.** We see the area’s parks and recreation system not only as a responsible steward of local natural resources, but also as an inexpensive recreation choice for residents who are trying to weather these difficult economic times. Moreover, a recent study showed that the parks and their visitors pumped more than $16 million into the local economy in 2010, so ensuring their vitality clearly has some positive economic effects on the area as well. In the past few years, we’ve made several large grants to the parks commission in the face of deep county budget cuts. In 2010, for instance, the Foundation granted the parks system $1.27 million to support the continuing operation and maintenance of its facilities and conduct much-needed maintenance and improvement projects. Since 1965, the Foundation has made grants totaling nearly $17 million in support of the county parks.

- **Flint community policing.** Unquestionably, 2010 was a challenging year for Flint, especially — but not only — in the area of public safety. Budget deficits forced reductions in the police force despite a rise in serious crime, including a record number of homicides and a serial stabbler who further stressed an already stretched department and brought the city additional negative media attention. The Foundation, with a legacy of involvement in community policing that dates back to the late 1970s, was able to help the city institute the 21st Century Community Policing project with a two-year commitment of $3 million made in 2010. Included in that amount was funding for Michigan State University’s School of Criminal Justice to work closely with the Flint Police Department to institute community-oriented policing techniques systemwide. Grant funds are being used to help the police department better utilize technology and

The Food Bank of Eastern Michigan distributes between 19 million and 20 million pounds of food annually.
trend data to deploy officers, provide continuous evaluation and feedback to the police department and city leaders, establish trained volunteer units at the neighborhood level and provide officer training through MSU’s National Neighborhood Foot Patrol Center.

- **Food Bank of Eastern Michigan.** Combating hunger is no small task in a community as hard-pressed as ours. Taking on that challenge is the Food Bank of Eastern Michigan, which started in 1981 as a small grassroots community organization distributing surplus food throughout Genesee County, as well as in 21 other counties in the region. Today, the food bank solicits, stores and distributes between 19 million and 20 million pounds of food annually, either directly or through a network of some 400 partner agencies that include soup kitchens, church pantries, homeless shelters and other charities. Since 1990, the Mott Foundation has provided six grants totaling more than $1.6 million to implement technology and facility upgrades to increase food distribution.

Included in that amount was our 2010 year-end grant of $100,000 that allowed the food bank to procure low-cost, high-protein grocery items, as well as to upgrade the agency’s inventory management system with bar-scanning capability.

The food bank actually serves as a good example of how grants can sometimes allow an organization to fulfill basic needs and — simultaneously — demonstrate innovation. Mott Foundation support has been used over time by the food bank to institute a number of forward-thinking features that have made it a leader in the field of food distribution. For example, the organization was honored by Feeding America, the nation’s largest domestic hunger-relief charity, with Model Program Awards for innovative programming in technology, distribution, fundraising, public relations and programs.

As important as it is to respond to strategic opportunities and emergency situations where sustenance and quality of life are at stake, we also have remained committed to funding innovative ideas.
and programs in many fields, in hopes that they might contribute to new ways of tackling problems at the community or even the societal level. To offer but a few examples:

- **Afterschool/community education.** There may be no other grant program more associated with the Mott Foundation than our support for community education, which began in 1935. We have maintained this focus over the years — in the U.S. and more recently in Central/Eastern Europe — while flexing and adapting it to changing times. In 1998, for instance, we began one of our most high-profile collaborations by partnering with the U.S. Department of Education on the 21st Century Community Learning Centers (21st CCLC) program. That collaboration today supports nearly two million children and youth in more than 10,000 school/community afterschool programs in rural and inner-city public schools across the U.S. From 1998 to date, the Foundation’s investment in afterschool and the 21st CCLC has been more than $147 million; during that period, Mott’s funding helped leverage approximately $12 billion in federal funding. One of our key interests has been supporting technical assistance and data collection to deepen the field’s understanding of what a high-quality afterschool program looks like — information that is especially critical in a time of constricting resources and funding. As part of our grantmaking, since 2002 the Foundation also has supported the National Statewide Afterschool Network to provide technical assistance to local programs as well as build bipartisan and widespread public support for the afterschool movement. In our home community, $3.1 million was granted to the Genesee Area Focus Fund in 2010 for the YouthQuest Afterschool Initiative, which collaborates with Flint’s 21st CCLC program to provide children with opportunities to grow through a safe, engaging and exciting afterschool learning experience.

- **Urban land use.** The Center for Community Progress, launched in January 2010, is wrestling with the timely and thorny issue of land use and re-use — a serious problem affecting Flint, Detroit and many other communities statewide and nationwide.

The center’s innovative approach to rethinking and repurposing urban assets was born out of the lessons and strategies of the Foundation–funded Genesee County Land Bank. (The Land Bank, created in 2002, pioneered the land-banking strategy in Michigan and has since served as a model across the country for addressing vacant and foreclosed properties.) The center is helping cities around the country explore new ways to respond to chronic property abandonment; stabilize at-risk neighborhoods; and transform vacant lots into affordable housing, new business ventures and open green spaces. The center also is raising awareness of issues related to urban land-use reform through research, conferences and dissemination of reports and other publications. Initial support for the center came in the form of a combined $1 million in grants from the Mott and Ford foundations. Mott support for the center now totals $2 million.

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**Funding people, ideas and programs that are breaking new ground is part of what makes working in philanthropy so exciting, and so gratifying.**

- **Community colleges and workforce development.** Two Foundation–funded demonstration projects are contributing important innovations to the fields of higher education and workforce development. These projects are premised on work supported by the Foundation as early as 1986 that examined ways to help low-income workers prepare for — and succeed in — living-wage jobs in particular fields or industry sectors. The resulting model is known as “sectoral employment development” and, in recent years, some community colleges have experimented with the approach — tailoring curricula that align with the needs of local businesses, while partnering with local nonprofits to help ensure that students receive the supports needed to be successful in school and the labor market. This innovative blend of higher education and the “sectoral” workforce development
strategy is evident in: The Courses to Employment Demonstration Project, operated by the Aspen Institute’s Workforce Strategies Initiative and funded with $4.4 million in Foundation grants since 2006; and the Creating Career Paths for the Low–Skilled in High Poverty Areas demonstration, a project of Jobs for the Future in partnership with the National Council on Workforce Education, which has received more than $1 million in Foundation support since 2008.

We’d certainly like to think that some of this work in education, land use and workforce development ultimately will bear fruit that can contribute to a more productive society and a more robust economy. Moreover, funding people, ideas and programs that are breaking new ground is part of what makes working in philanthropy so exciting, and so gratifying.

Yet at the same time it is sobering to see so much obvious need, right in our own backyard. Unfortunately, until the economy rebounds, we and many other foundations likely will continue to feel we are caught in a troubling position where we must somehow strike the right balance between supporting basic needs and funding new and innovative ideas.

**Governance and Administration**

The Mott Foundation closed out 2010 with assets of $2.23 billion, a small increase compared with $2.08 billion at the end of 2009. Included in this section is a chart, “Total assets at market value & 2010 dollars,” which tracks our asset performance since 1963.

The past year saw several especially noteworthy staff changes — key among them the retirement in December 2010 of Jean Simi, my longtime Executive Assistant and the Foundation’s Corporate Assistant Secretary.

Jean, who managed the executive office with aplomb for 28 years, was unparalleled in terms of her wisdom, dedication and professionalism. For years, Jean was my “right hand” as schedule organizer, travel planner, sounding board, dear friend and more. For all of those reasons, she is missed.

Taking up the challenge of filling her shoes is Lisa R. Maxwell, who joined the Foundation in 2003 as a Senior Administrative Secretary. Lisa has been a steady, capable and genial presence in my outer office for several years, often providing help to Jean and filling in during her absences.

We also said goodbye in late January 2011 to Stephen A. McGratty, who retired after 18 years with the Foundation’s Investment Office. During the past five years, Steve was responsible for the Foundation’s private equity portfolio, expanding our relationships with outstanding managers in that space and laying the groundwork for continued profitable investments in the future.

We wish both Jean and Steve many happy, healthy years ahead.

William S. White, President
Grant Activity:
$17,574,442 / 155 Grants

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tbody>
<tr>
<td><strong>CENTRAL/EASTERN EUROPE AND RUSSIA</strong></td>
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<tr>
<td>EU New Member States</td>
<td>$ 1.761</td>
<td>13</td>
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<tr>
<td>Western Balkans</td>
<td>$ 2.070</td>
<td>26</td>
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<tr>
<td>Western Former Soviet Union</td>
<td>$ 2.694</td>
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<tr>
<td>CEE/Russia Regional</td>
<td>$ 1.663</td>
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<tr>
<td><strong>SOUTH AFRICA</strong></td>
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<tr>
<td>Nonprofit Sector and Philanthropy</td>
<td>$ 1.030</td>
<td>13</td>
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<tr>
<td>Rights, Responsibilities and Participation</td>
<td>$ 1.475</td>
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<td>Race and Ethnic Relations</td>
<td>$ 0.845</td>
<td>11</td>
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<tr>
<td>Special Opportunities</td>
<td>$ 0.208</td>
<td>0</td>
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<tr>
<td><strong>UNITED STATES</strong></td>
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<tr>
<td>Nonprofit Sector Effectiveness and Accountability</td>
<td>$ 1.430</td>
<td>14</td>
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<tr>
<td>Racial/Ethnic Diversity in Philanthropy</td>
<td>$ 1.000</td>
<td>9</td>
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<tr>
<td>Nonprofit Sector Research</td>
<td>$ 0.760</td>
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<td>Special Opportunities</td>
<td>$ 0.194</td>
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<td><strong>SPECIAL INITIATIVES – INTERNATIONAL</strong></td>
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<tr>
<td>Nonprofit Sector and Philanthropy</td>
<td>$ 2.219</td>
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<td>Special Opportunities</td>
<td>$ 0.225</td>
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<tr>
<td><strong>Totals</strong></td>
<td>$ 17,574</td>
<td>155</td>
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**Program Overview: Civil Society**

**Mission:** To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.

### Central/Eastern Europe and Russia

**Goal:** To foster a civil society in which nonprofits strengthen democratic values and practices and have access to adequate and responsive resources.

**Objectives/What We Seek**

- **Active Civic Participation.** People and nonprofits empowered to take collective action that promotes and defends democratic values.
- **Philanthropy Development.** A more robust culture of private giving for public good.

### South Africa

**Goal:** To assist poor and marginalized communities to unlock resources and realize their development needs and aspirations.

**Objectives/What We Seek**

- **Community Advice Office Sector.** Stronger community advice offices and related community-based organizations that provide free and accessible legal advice and related services to poor and marginalized people.
- **Philanthropy Development.** The growth of philanthropy with improved responsiveness to the needs of poor and marginalized communities.

### United States

**Goal:** To increase the nonprofit and philanthropic sectors’ responsiveness and capacity to address social and community needs.

**Objectives/What We Seek**

- **Nonprofit Sector Responsiveness.** A robust infrastructure to protect and promote a vibrant and responsive nonprofit sector and philanthropy.
- **Community Philanthropy.** Philanthropy that promotes vitality and resiliency in local communities.

### Global Philanthropy and Nonprofit Sector

**Goal:** To foster global platforms for philanthropy and the nonprofit sector that respond to the needs of local communities.

**Objective/What We Seek**

- **Philanthropy and Nonprofit Sector.** Improved effectiveness of global philanthropy and nonprofit support organizations through international collaboration and exchange of knowledge.

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**Note:** This snapshot reflects the program plan that was approved by the Mott Foundation’s Board of Trustees in March 2011. However, the grant listings and charts within this report are organized under the previous program plan, which was in effect in 2010.
### EU New Member States

**Central/Eastern Europe and Russia**

<table>
<thead>
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<th>Organization</th>
<th>Country</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Western Balkans</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Association for Civil Society</td>
<td></td>
<td>Development – SMART</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rijeka, Croatia</td>
<td></td>
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<tr>
<td>Association for Psychosocial Help and Development of Voluntary Work</td>
<td></td>
<td>$60,000 – 24 mos.</td>
<td>Centre for Development and Promotion of Voluntary Work</td>
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<td></td>
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<td>Gacanica, Bosnia and Herzegovina</td>
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<td>Association ‘Mi’</td>
<td></td>
<td>Split, Croatia</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Balkan Investigative Reporting Network</td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>CARE USA</td>
<td></td>
<td>Atlanta, GA</td>
<td>$160,000 – 18 mos.</td>
<td>Strengthening civil society in Western Balkans</td>
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<td>Center for Civil Initiatives</td>
<td></td>
<td>Zagreb, Croatia</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Centers for Civic Initiatives – Tuzla</td>
<td></td>
<td>Tuzla, Bosnia and Herzegovina</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Centre for Research, Documentation and Publication</td>
<td></td>
<td>Pristina, Kosovo</td>
<td>$65,000 – 18 mos.</td>
<td>Planning and administrative support</td>
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<tr>
<td>Civic Initiatives</td>
<td></td>
<td>Belgrade, Serbia</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civil Society Promotion Center</td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Community Building Mitrovica</td>
<td></td>
<td>Mitrovica, Kosovo</td>
<td>$51,000 – 24 mos.</td>
<td>Institutional and program development support</td>
</tr>
<tr>
<td>Fund for Active Citizenship</td>
<td></td>
<td>Podgorica, Montenegro</td>
<td>$150,000 – 18 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Interreligious Council in Bosnia and Herzegovina</strong></td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Kosovo Women’s Network</td>
<td></td>
<td>Pristina, Kosovo</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Mozaik Community Development Foundation</td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$22,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Network for the Affirmation of NGO Sector – MANS</td>
<td></td>
<td>Podgorica, Montenegro</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Organization for Civil Initiatives</td>
<td></td>
<td>Osijek, Croatia</td>
<td>$80,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Populari</td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Regional Foundation for Local Development Zamaх</td>
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<td>Zagreb, Croatia</td>
<td>$82,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Youth Communication Center – Banja Luka</td>
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<td>Banja Luka, Bosnia and Herzegovina</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Youth Initiative for Human Rights – Bosnia</td>
<td></td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$70,000 – 18 mos.</td>
<td>Planning and administrative support</td>
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<tr>
<td>YouthBuild USA</td>
<td></td>
<td>Somerville, MA</td>
<td>$200,000 – 24 mos.</td>
<td>YouthBuild in Western Balkans</td>
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<tr>
<td><strong>Western Former Soviet Union</strong></td>
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<tr>
<td>Association for International Education and Exchange</td>
<td></td>
<td>Dortmund, Germany</td>
<td>$100,000 – 24 mos.</td>
<td>Encouraging development of non-governmental organizations in Belarus</td>
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<tr>
<td>Civic Analysis and Independent Research Center</td>
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<td>Perm, Russia</td>
<td>$180,000 – 24 mos.</td>
<td>Civil initiatives for public benefit support service</td>
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<td>Civic Space</td>
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<td>Kyiv, Ukraine</td>
<td>$100,000 – 36 mos.</td>
<td>Institutional development</td>
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*Subtotal: $2,069,800*
### CEE/Russia Regional

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Category</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Step by Step Moldova</strong></td>
<td>Chisinau, Moldova</td>
<td>Community school development in Moldova</td>
<td>$150,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Ukrainian Helsinki Human Rights Union</strong></td>
<td>Kyiv, Ukraine</td>
<td>General purposes</td>
<td>$100,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Ukrainian Step by Step Foundation</strong></td>
<td>Kyiv, Ukraine</td>
<td>General purposes</td>
<td>$180,000</td>
<td>36 mos.</td>
<td>Community development in Ukraine through community school programs</td>
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</table>

#### Subtotal: $1,663,432

#### Program Area Total: $8,188,580

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**CEE/Regional**

### Nonprofit Sector and Philanthropy

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Category</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Charities Aid Foundation–Southern Africa</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$70,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Common Purpose South Africa</strong></td>
<td>Johannesburg, South Africa</td>
<td>Training for leaders of nonprofit organizations</td>
<td>$80,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Community Based</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$100,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Community Connections</strong></td>
<td>Philipp, South Africa</td>
<td>General purposes</td>
<td>$80,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Community Development</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$150,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Eastern Cape NGO Coalition</strong></td>
<td>East London, South Africa</td>
<td>General purposes</td>
<td>$150,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>Gordon Institute of Business Science</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$35,000</td>
<td>12 mos.</td>
<td>Policy, leadership and gender studies ‘Dialogue Circles’</td>
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<tr>
<td><strong>Ikhala Trust</strong></td>
<td>Port Elizabeth, South Africa</td>
<td>General purposes</td>
<td>$120,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>MaAfrika Tikkun</strong></td>
<td>Johannesburg, South Africa</td>
<td>Core operational support</td>
<td>$120,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>Pitseng Trust</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$40,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>South African Institute for Advancement</strong></td>
<td>Cape Town, South Africa</td>
<td>General purposes</td>
<td>$20,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>Sustainability Institute</strong></td>
<td>Stellenbosch, South Africa</td>
<td>Capacity building for development</td>
<td>$40,000</td>
<td>12 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Tides Center</strong></td>
<td>San Francisco, CA</td>
<td>General purposes</td>
<td>$75,000</td>
<td>36 mos.</td>
<td></td>
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<tr>
<td><strong>Charities Aid Foundation–Southern Africa</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$70,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Common Purpose South Africa</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$80,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Community Based</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$100,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Community Connections</strong></td>
<td>Philipp, South Africa</td>
<td>General purposes</td>
<td>$80,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Community Development</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$150,000</td>
<td>24 mos.</td>
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<tr>
<td><strong>Eastern Cape NGO Coalition</strong></td>
<td>East London, South Africa</td>
<td>General purposes</td>
<td>$150,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>Gordon Institute of Business Science</strong></td>
<td>Johannesburg, South Africa</td>
<td>General purposes</td>
<td>$35,000</td>
<td>12 mos.</td>
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<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>MaAfrika Tikkun</strong></td>
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<td>General purposes</td>
<td>$120,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>Pitseng Trust</strong></td>
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<td>General purposes</td>
<td>$40,000</td>
<td>24 mos.</td>
<td></td>
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<tr>
<td><strong>South African Institute for Advancement</strong></td>
<td>Cape Town, South Africa</td>
<td>General purposes</td>
<td>$20,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainability Institute</strong></td>
<td>Stellenbosch, South Africa</td>
<td>Capacity building for development</td>
<td>$40,000</td>
<td>12 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Tides Center</strong></td>
<td>San Francisco, CA</td>
<td>General purposes</td>
<td>$75,000</td>
<td>36 mos.</td>
<td></td>
</tr>
</tbody>
</table>

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**Rights, Responsibilities and Participation**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Category</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Black Sash Trust</strong></td>
<td>Cape Town, South Africa</td>
<td>General purposes</td>
<td>$200,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td><strong>Centre for Public Participation</strong></td>
<td>Durban, South Africa</td>
<td>General purposes</td>
<td>$40,000</td>
<td>12 mos.</td>
<td>Local government support program</td>
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</table>

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**Total for CEE/Russia Regional** $1,030,000

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**Total for South Africa** $8,188,580
**Community Law and Rural Development Centre**

*Durban, South Africa*

$200,000 – 24 mos.

General purposes

**Community Organisation**

**Urban Resource Centre**

*Durban, South Africa*

$80,000 – 24 mos.

Building partnerships between organizations of urban poor and local authorities

**Gender Links**

*Johannesburg, South Africa*

$80,000 – 24 mos.

Women and local government project

**Isandla Institute**

*Kenilworth, South Africa*

$50,000 – 12 mos.

General purposes

$100,000 – 24 mos.

Good Governance Learning Network

**Karoo Centre for Human Rights**

*Beaufort West, South Africa*

$100,000 – 24 mos.

General purposes

**Rhodes University**

*Grahamstown, South Africa*

$150,000 – 24 mos.

Legal Aid Clinic: advice office project

**Social Change Assistance Trust**

*Durban, South Africa*

$200,000 – 24 mos.

General purposes

**Trust for Community Outreach and Education**

*Cape Town, South Africa*

$100,000 – 12 mos.

Community engagement with local government

**University of KwaZulu–Natal**

*Durban, South Africa*

$75,000 – 12 mos.

Centre for Civil Society

**University of the Western Cape**

*Cape Town, South Africa*

$100,000 – 24 mos.

Fair Share

**Subtotal:** $1,475,000

Rights, Responsibilities and Participation

---

**Race and Ethnic Relations**

**Apartheid Museum**

*Johannesburg, South Africa*

$100,000 – 24 mos.

General purposes

**Diakonia Council of Churches**

*Durban, South Africa*

$50,000 – 12 mos.

Social justice program

**Ditshaweneo CAR/PAS**

*Johannesburg, South Africa*

$40,000 – 12 mos.

General purposes

**Five Star Films**

*Cabin John, MD*

$75,000 – 12 mos.

“Breaking the Rules” film project

**Institute for Healing of Memories**

*Cape Town, South Africa*

$200,000 – 36 mos.

General purposes

**Institute for Justice and Reconciliation**

*Cape Town, South Africa*

$120,000 – 24 mos.

General purposes

**Satyagraha – In Pursuit of Truth**

*Durban, South Africa*

$40,000 – 12 mos.

National school curriculum support

**South African Holocaust Foundation**

*Cape Town, South Africa*

$40,000 – 12 mos.

General purposes

**South African History Online**

*Pretoria, South Africa*

$80,000 – 24 mos.

General purposes

**Special Opportunities**

**Foundation–Administered Project**

$208,065

Technical support and dialogue platform

**Subtotal:** $208,065

**Program Area Total:** $3,558,065

**Subtotal:** $845,000

Race and Ethnic Relations

**Forum of Regional Associations of Grantmakers**

*Arlington, VA*

$50,000 – 24 mos.

General purposes

**Foundation–Administered Project**

$9,848

Community foundation technical assistance

**Grantmakers for Effective Organizations**

*Washington, DC*

$50,000 – 24 mos.

General purposes

$150,000 – 36 mos.

Scaling what works

**Midwest Community Foundations’ Ventures**

*Grand Haven, MI*

$230,000 – 24 mos.

General purposes

**National Center for Family Philanthropy**

*Washington, DC*

$200,000 – 24 mos.

General purposes

**Nonprofit Quarterly**

*Boston, MA*

$100,000 – 24 mos.

General purposes

**Philanthropic Collaborative**

*Washington, DC*

$20,000 – 20 mos.

General purposes

**Technical Assistance to Collaborative**

*Dearborn, MI*

$55,500 – 12 mos.

Technical assistance to collaborative

**Technical Assistance to Collaborative**

*Grand Haven, MI*

$30,000 – 12 mos.

Technical assistance to collaborative

**Technical Assistance to Collaborative**

*Washington, DC*

$20,000 – 20 mos.

General purposes

**United States**

**Racial and Ethnic Diversity**

**Diversity in Philanthropy**

**Arab Community Center for Economic and Social Services**

*Dearborn, MI*

$30,000 – 12 mos.

Center for Arab–American philanthropy

$55,500 – 12 mos.

Technical assistance to collaborative for Arab–American philanthropy

**Asian Americans/Pacific Islanders in Philanthropy**

*San Francisco, CA*

$90,000 – 36 mos.

General purposes

**Council of Michigan Foundations**

*Grand Haven, MI*

$150,000 – 12 mos.

Transforming Michigan philanthropy through diversity and inclusion

**Council on Foundations**

*Arlington, VA*

$150,000 – 24 mos.

Diversity and inclusiveness program

**Foundations Center**

*New York, NY*

$75,000 – 12 mos.

Diversity in philanthropy research metrics

**Hispanics in Philanthropy**

*San Francisco, CA*

$120,000 – 28 mos.

General purposes
Native Americans in Philanthropy
Minneapolis, MN
$90,000 – 36 mos.
General purposes

Tides Center
San Francisco, CA
$140,000 – 24 mos.
Emerging practitioners in philanthropy project
$100,000 – 12 mos.
Philanthropic initiative for racial equity

Subtotal: $1,000,500
Racial and Ethnic Diversity in Philanthropy

Tides Center
San Francisco, CA
$140,000 – 24 mos.
Emerging practitioners in philanthropy project
$100,000 – 12 mos.
Philanthropic initiative for racial equity

Subtotal: $1,000,500
Racial and Ethnic Diversity in Philanthropy

Nonprofit Sector Research
Association for Research on Nonprofit Organizations & Voluntary Action
Indianapolis, IN
$35,000 – 36 mos.
General purposes

Foundation Center
New York, NY
$120,000 – 24 mos.
General purposes
$50,000 – 12 mos.
GrantsFire

GuideStar
Williamsburg, VA
$220,000 – 24 mos.
General purposes

IssueLab
Chicago, IL
$50,000 – 12 mos.
General purposes

Johns Hopkins University
Baltimore, MD
$120,000 – 36 mos.
Nonprofit employment data project
$45,000 – 45 mos.
Nonprofit listening post project

Urban Institute
Washington, DC
$120,000 – 24 mos.
National Center for Charitable Statistics community platform

Subtotal: $760,000
Nonprofit Sector Research

Special Opportunities
Faith & Politics Institute
Washington, DC
$50,000 – 24 mos.
General purposes

State of Michigan
Lansing, MI
$143,543 – 12 mos.
Office of foundation liaison

Subtotal: $193,543
Special Opportunities

Program Area Total: $3,383,891
United States

Special Opportunities – International

Nonprofit Sector and Philanthropy

American Ireland Fund
Boston, MA
$40,000 – 12 mos.
Diaspora philanthropy conference and toolkit

Association of Charitable Foundations
London, England
$10,000 – 60 mos.
General purposes

CIVICUS: World Alliance for Citizen Participation
Washington, DC
$120,000 – 24 mos.
Affinity Group for National Associations
$80,000 – 12 mos.
General purposes

Community Foundation Network
London, England
$171,500 – 24 mos.
General purposes

Council on Foundations
Arlington, VA
$300,000 – 24 mos.
Global philanthropy leadership initiative
$50,000 – 24 mos.
Global philanthropy program

European Foundation Centre
Brussels, Belgium
$100,000 – 12 mos.
General purposes

Foundation–Administered Projects
$20,000
Global community philanthropy architecture
$42,406
Mexican community foundation development

Subtotal: $225,000
Special Opportunities

Program Area Total: $2,443,906
Special Initiatives – International

Civil Society

Global Fund for Community Foundations
Belfast, Ireland
$250,000 – 14 mos.
Small grants and capacity–building program

Network of European Foundations for Innovative Cooperation
Brussels, Belgium
$32,000 – 12 mos.
Membership and administrative support
$228,000 – 12 mos.
Youth empowerment partnership program

Philanthropy Bridge Foundation
Dartford, England
$100,000 – 12 mos.
General purposes

Research Foundation of the City University of New York
New York, NY
$200,000 – 24 mos.
International community foundation fellows program

Synergos Institute
New York, NY
$150,000 – 24 mos.
Senior fellows program

U.S.–Mexico Border Philanthropy Partnership
San Diego, CA
$300,000 – 24 mos.
General purposes

World Affairs Council of Northern California
San Francisco, CA
$25,000 – 12 mos.
Global Philanthropy Forum

Subtotal: $2,218,906
Nonprofit Sector and Philanthropy

Special Opportunities

Madariaga College of Europe Foundation
Brussels, Belgium
$150,000 – 12 mos.
Citizens’ Europe program

Partners for Democratic Change
Washington, DC
$75,000 – 12 mos.
Global Philanthropy Forum

Subtotal: $225,000
Special Opportunities

Program Area Total: $2,443,906
Special Initiatives – International

Program Total: $17,574,442
Civil Society
Grant Activity:
$10,215,130 / 87 Grants

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tbody>
<tr>
<td><strong>CONSERVATION OF FRESHWATER ECOSYSTEMS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthening the Environmental Community</td>
<td>$1.527</td>
<td>18</td>
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<tr>
<td>Public Policies</td>
<td>$2.028</td>
<td>17</td>
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<tr>
<td>Site-Based Conservation</td>
<td>$0.325</td>
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<tr>
<td><strong>INTERNATIONAL FINANCE FOR SUSTAINABILITY</strong></td>
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<tr>
<td>Infrastructure and Energy for a Sustainable Future</td>
<td>$3.248</td>
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<tr>
<td>Sustainable Regional Development and Integration</td>
<td>$1.925</td>
<td>13</td>
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<tr>
<td>Special Opportunities</td>
<td>$0.177</td>
<td>3</td>
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<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
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<tr>
<td>Growth Management and Urban Revitalization in Michigan</td>
<td>$0.525</td>
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<tr>
<td>Special Opportunities</td>
<td>$0.460</td>
<td>6</td>
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<tr>
<td><strong>Totals</strong></td>
<td>$10.215</td>
<td>87</td>
</tr>
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</table>

in millions

- $5.350
  - 37 Grants
- $3.880
  - 37 Grants
- $0.985
  - 13 Grants
CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

**GOAL:** To advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and, to a lesser extent, portions of the southeastern U.S.

**OBJECTIVES/WHAT WE SEEK**

- **Strengthening the Environmental Community.** A strong, effective and sustainable non-governmental organization (NGO) community dedicated to the long-term conservation of freshwater ecosystems.
- **Public Policies.** Well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.
- **Site-Based Conservation.** Selected freshwater ecosystems protected and restored through place-based conservation activities.

INTERNATIONAL FINANCE FOR SUSTAINABILITY

**GOAL:** To shape international investment and trade to support sustainable development and reduce environmental degradation.

**OBJECTIVES/WHAT WE SEEK**

- **Infrastructure and Energy for a Sustainable Future.** Infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.
- **Sustainable Regional Development and Integration.** Regional trade and investment strategies that contribute to local sustainable development, with an initial emphasis on South America.
- **Special Opportunities.** Unique opportunities to advance sustainable development goals and promote capacity building for NGOs.

PROGRAM OVERVIEW: ENVIRONMENT

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.

SPECIAL INITIATIVES

**GOAL:** To respond to unique opportunities to advance environmental protection in the U.S. and internationally.

**OBJECTIVES/WHAT WE SEEK**

- **Special Opportunities.** One-time opportunities to contribute to the resolution of significant domestic, international or global concerns.
- **Growth Management and Urban Revitalization in Michigan.** In Michigan’s urban areas and surrounding older communities, a human-built environment designed to promote environmental health, economic prosperity and social equity.
**Conservation of Freshwater Ecosystems**

**Strengthening the Environmental Community**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama Rivers Alliance</td>
<td>Birmingham, AL</td>
<td>$30,000 – 30 mos.</td>
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<tr>
<td>Alliance for the Great Lakes</td>
<td>Chicago, IL</td>
<td>$200,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Coalition to Restore Coastal Louisiana Baton Rouge</td>
<td>New Orleans, LA</td>
<td>$10,000 – 18 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Environmental Support Center</td>
<td>Washington, DC</td>
<td>$35,000 – 19 mos.</td>
<td>Strengthening capacity of freshwater groups in Southeast and Great Lakes</td>
<td></td>
</tr>
<tr>
<td>Flint River Watershed Coalition</td>
<td>Flint, MI</td>
<td>$80,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Freshwater Future</td>
<td>Petoskey, MI</td>
<td>$315,750 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Grand Traverse Regional Land Conservancy</td>
<td>Traverse City, MI</td>
<td>$150,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Great Lakes United</td>
<td>Amherst, NY</td>
<td>$15,000 – 26 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Minnesota Environmental Partnership</td>
<td>St. Paul, MN</td>
<td>$50,000 – 24 mos.</td>
<td>Northeast Minnesota program</td>
<td></td>
</tr>
<tr>
<td>River Alliance of Wisconsin</td>
<td>Madison, WI</td>
<td>$135,000 – 24 mos.</td>
<td>Great Lakes program</td>
<td></td>
</tr>
<tr>
<td>River Network</td>
<td>Portland, OR</td>
<td>$325,000 – 24 mos.</td>
<td>Building citizen capacity for freshwater protection</td>
<td></td>
</tr>
<tr>
<td>Wisconsin Wetlands Association</td>
<td>Madison, WI</td>
<td>$30,000 – 36 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>World Wildlife Fund</td>
<td>Washington, DC</td>
<td>$30,000 – 31 mos.</td>
<td>Southeastern Rivers and Streams Support Fund</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal:** $1,526,750

**Public Policies**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Rivers</td>
<td>Washington, DC</td>
<td>$150,000 – 24 mos.</td>
<td>Ensuring healthy river flows</td>
<td></td>
</tr>
<tr>
<td>Clean Water Network</td>
<td>Washington, DC</td>
<td>$45,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Clean Wisconsin</td>
<td>Madison, WI</td>
<td>$100,000 – 24 mos.</td>
<td>Managing water resources for today and tomorrow</td>
<td></td>
</tr>
<tr>
<td>Environmental Defence</td>
<td>Toronto, Canada</td>
<td>$75,000 – 12 mos.</td>
<td>Protecting Great Lakes</td>
<td></td>
</tr>
<tr>
<td>Foundation–Administered Project</td>
<td></td>
<td>$3,190</td>
<td>Book release event</td>
<td></td>
</tr>
<tr>
<td>Georgia Wildlife Federation</td>
<td>Covington, GA</td>
<td>$110,000 – 24 mos.</td>
<td>Georgia comprehensive statewide water management</td>
<td></td>
</tr>
<tr>
<td>Great Lakes Commission</td>
<td>Ann Arbor, MI</td>
<td>$500,000 – 18 mos.</td>
<td>Eco-separation of the Chicago–area waterway system to prevent invasion by Asian carp</td>
<td></td>
</tr>
<tr>
<td>Great Lakes Indian Fish and Wildlife Commission</td>
<td>Odanah, WI</td>
<td>$65,000 – 12 mos.</td>
<td>Great Lakes sulfide–ore mining project</td>
<td></td>
</tr>
<tr>
<td>GreenLaw</td>
<td>Atlanta, GA</td>
<td>$50,000 – 26 mos.</td>
<td>Georgia clean water project</td>
<td></td>
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<tr>
<td>Louisiana Environmental Action Network</td>
<td>Baton Rouge, LA</td>
<td>$65,000 – 32 mos.</td>
<td>Water quality project</td>
<td></td>
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<tr>
<td>Midwest Environmental Advocates</td>
<td>Madison, WI</td>
<td>$80,000 – 24 mos.</td>
<td>Water quantity protection and conservation project</td>
<td></td>
</tr>
<tr>
<td>Mobile Baykeeper</td>
<td>Mobile, AL</td>
<td>$110,000 – 12 mos.</td>
<td>Alabama urban stormwater project</td>
<td></td>
</tr>
<tr>
<td>National Wildlife Federation</td>
<td>Reston, VA</td>
<td>$335,000 – 24 mos.</td>
<td>Great Lakes water quality project</td>
<td></td>
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<tr>
<td>Southern Environmental Law Center</td>
<td>Charlottesville, VA</td>
<td>$115,000 – 12 mos.</td>
<td>Water quality protection</td>
<td></td>
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<tr>
<td>Tulane University</td>
<td>New Orleans, LA</td>
<td>$25,000 – 30 mos.</td>
<td>Tulane Environmental Law Clinic water quality and wetlands project</td>
<td></td>
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<tr>
<td>Upper Chattahoochee Riverkeeper</td>
<td>Atlanta, GA</td>
<td>$140,000 – 24 mos.</td>
<td>Georgia water policy project</td>
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</tr>
</tbody>
</table>

**World Wildlife Fund**

<table>
<thead>
<tr>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington, DC</td>
<td>$60,000 – 24 mos.</td>
<td>Relicensing engagement in Mobile Bay Basin</td>
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</table>

**Subtotal:** $2,028,190

**Site–Based Conservation**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature Conservancy</td>
<td>Arlington, VA</td>
<td>$75,200 – 84 mos.</td>
<td>Northern Great Lakes forest project</td>
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<tr>
<td></td>
<td></td>
<td>$250,000 – 24 mos.</td>
<td>Site–based freshwater conservation in Great Lakes Basin</td>
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</table>

**Subtotal:** $325,200

**Program Area Total:** $3,880,140

**Conservation of Freshwater Ecosystems**

**International Finance for Sustainability**

**Infrastructure and Energy for a Sustainable Future**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>American University</td>
<td>Washington, DC</td>
<td>$75,000 – 43 mos.</td>
<td>Sustainable finance project</td>
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</tr>
<tr>
<td>Bank Information Center</td>
<td>Washington, DC</td>
<td>$25,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>BankTrack</td>
<td>Nijmegen, Netherlands</td>
<td>$200,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Berne Declaration (Erklaerung von Bern)</td>
<td>Zurich, Switzerland</td>
<td>$200,000 – 24 mos.</td>
<td>Sustainable financial relations project</td>
<td></td>
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<tr>
<td>Corner House</td>
<td>Dorset, England</td>
<td>$200,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Forest Peoples Programme</td>
<td>Moreton-in-Marsh, England</td>
<td>$250,000 – 24 mos.</td>
<td>Promoting forest people’s interests in international forest policymaking</td>
<td></td>
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<tr>
<td>Friends of the Earth</td>
<td>Washington, DC</td>
<td>$50,000 – 24 mos.</td>
<td>Advancing sustainability in development finance</td>
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<tr>
<td>Global Greengrants Fund</td>
<td>Boulder, CO</td>
<td>$250,000 – 24 mos.</td>
<td>Supporting local knowledge: small grants for energy and infrastructure</td>
<td></td>
</tr>
<tr>
<td>Institute for Policy Studies</td>
<td>Washington, DC</td>
<td>$150,000 – 24 mos.</td>
<td>Building a new economy that addresses climate and global finance</td>
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</tbody>
</table>
International Rivers
Berkeley, CA
$15,000 – 24 mos.
General purposes

Les Amis de la Terre
Montreuil, France
$125,000 – 12 mos.
International financial institution reform and capacity building

Mani Tese
Milan, Italy
$350,000 – 24 mos.
Mainstreaming environmental sustainability in global financial flows North–South

NGO Forum on ADB
Quezon City, Philippines
$17,500 – 24 mos.
General purposes

Oil Change International
Hyattsville, MD
$100,000 – 12 mos.
International program

PLATFORM
London, England
$150,000 – 24 mos.
Reforming energy investment

Tides Canada Initiatives
Vancouver, Canada
$50,000 – 24 mos.
Halfifax Initiative

Uruguay
Sassenberg, Germany
$250,000 – 24 mos.
Promoting environmental and social standards in financial sector

World Resources Institute
Washington, DC
$405,000 – 24 mos.
International financial flows and environment

Special Opportunities
Amazon Watch
San Francisco, CA
$250,000 – 24 mos.
International finance and Amazon program

Asociación Civil Labor
Mapoqué, Peru
$50,000 – 12 mos.
Strengthening Peruvian civil society for social and environmental monitoring of IIRSA and Camisea

Center for Socio–Environmental Support
Cunha, Brazil
$240,000 – 24 mos.
General purposes

Centro Peruano de Estudios Sociales
Lima, Peru
$140,000 – 18 mos.
Accountability for integration and infrastructure investments in Peru

Program Total:
$3,247,500

Infrastructure and Energy for a Sustainable Future

Indian Law Resource Center
Helena, MT
$150,000 – 24 mos.
Integration investments and indigenous peoples in South America

Instituto del Bien Común
Lima, Peru
$100,000 – 24 mos.
Impacts of large-scale infrastructure projects and development in Peruvian Amazon

Instituto Latinoamericano de Servicios Legales Alternativos
Bogotá, Colombia
$110,000 – 24 mos.
Strengthening civil society engagement in regional integration and infrastructure investments in Colombia

Instituto Socioambiental
Sao Paulo, Brazil
$150,000 – 12 mos.
Impacts of investments of Brazilian National Development Bank on regional sustainability

IPS–Inter Press Service
Montevideo, Uruguay
$150,000 – 24 mos.
Growing role of Brazil in Latin America

National Alliance of Latin American & Caribbean Communities
Chicago, IL
$200,000 – 24 mos.
Building Latino immigrant capacity on regional integration

Uruguayan Study Center of Appropriate Technologies
Montevideo, Uruguay
$10,000 – 24 mos.
Impacts and alternatives to new trade regime on environmental and sustainability options in Latin America

Special Opportunities
Center for Investigative Reporting
Berkeley, CA
$75,000 – 10 mos.
Informing public about issues in international finance and sustainability: carbon market

Foundation–Administered Project
$12,490
International finance for sustainability convenings

Institute for Agriculture and Trade Policy
Minneapolis, MN
$75,000 – 12 mos.
Regulating speculation

Third World Network Berhad
Penang, Malaysia
$15,000 – 24 mos.
Capacity building in the South on climate change and sustainable development

Subtotal:
$177,490

Program Area Total:
$5,349,990

Special Opportunities
Consultative Group on Biological Diversity
San Francisco, CA
$40,000 – 24 mos.
General purposes

Environmental Grantmakers Association
New York, NY
$20,000 – 19 mos.
General purposes

INESC
Brasilia, Brazil
$100,000 – 12 mos.
Rede Brasil: Civil Society Eye on the G–20

New Rules for Global Finance
Washington, DC
$200,000 – 24 mos.
Catalyzing governance reforms of international financial institutions

South Centre
Geneva, Switzerland
$100,000 – 12 mos.
Capacity building in developing countries on global economic architecture

Subtotal:
$460,000

Program Area Total:
$985,000

Special Initiatives
Growth Management and Urban Revitalization in Michigan
Foundation for the Uptown Reinvestment Corporation
Flint, MI
$80,000 – 12 mos.
Flint Wayfinding Project

Funders’ Network for Smart Growth and Livable Communities
Coral Gables, FL
$50,000 – 24 mos.
General purposes

Michigan Environmental Council
Lansing, MI
$100,000 – 15 mos.
Michigan Transportation Reform Partnership

Michigan State University
East Lansing, MI
$25,000 – 8 mos.
2010 Legislative Leadership Program

Michigan Suburbs Alliance
Ferndale, MI
$100,000 – 24 mos.
Transportation reform

University of Michigan
Ann Arbor, MI
$70,000 – 12 mos.
SMART program

Subtotal:
$525,000

Sustainable Regional Development and Integration
Amazon Watch
San Francisco, CA
$250,000 – 24 mos.
International finance and Amazon program

Asociación Civil Labor
Mapoqué, Peru
$50,000 – 12 mos.
Strengthening Peruvian civil society for social and environmental monitoring of IIRSA and Camisea

Center for Socio–Environmental Support
Cunha, Brazil
$240,000 – 24 mos.
General purposes

Centro Peruano de Estudios Sociales
Lima, Peru
$140,000 – 18 mos.
Accountability for integration and infrastructure investments in Peru

Derecho Ambiental y Recursos Naturales
Lima, Peru
$175,000 – 24 mos.
General purposes

Fundacion Ambiente Y Recursos Naturales
Buenos Aires, Argentina
$200,000 – 24 mos.
Monitoring infrastructure investments in Argentina

Special Initiatives
Growth Management and Urban Revitalization in Michigan
Foundation for the Uptown Reinvestment Corporation
Flint, MI
$80,000 – 12 mos.
Flint Wayfinding Project

Funders’ Network for Smart Growth and Livable Communities
Coral Gables, FL
$50,000 – 24 mos.
General purposes

Michigan Environmental Council
Lansing, MI
$100,000 – 15 mos.
Michigan Transportation Reform Partnership

Michigan State University
East Lansing, MI
$25,000 – 8 mos.
2010 Legislative Leadership Program

Michigan Suburbs Alliance
Ferndale, MI
$100,000 – 24 mos.
Transportation reform

University of Michigan
Ann Arbor, MI
$70,000 – 12 mos.
SMART program

Subtotal:
$525,000

Special Opportunities
Consutlative Group on Biological Diversity
San Francisco, CA
$40,000 – 24 mos.
General purposes

Environmental Grantmakers Association
New York, NY
$20,000 – 19 mos.
General purposes

INESC
Brasilia, Brazil
$100,000 – 12 mos.
Rede Brasil: Civil Society Eye on the G–20

New Rules for Global Finance
Washington, DC
$200,000 – 24 mos.
Catalyzing governance reforms of international financial institutions

South Centre
Geneva, Switzerland
$100,000 – 12 mos.
Capacity building in developing countries on global economic architecture

Subtotal:
$460,000

Program Area Total:
$985,000

Program Total:
$10,215,130

Environment
Grant Activity:
$33,341,883 / 90 Grants

<table>
<thead>
<tr>
<th>Grant Activity:</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Culture</td>
<td>$7.704</td>
<td>19</td>
</tr>
<tr>
<td>Education</td>
<td>$6.495</td>
<td>12</td>
</tr>
<tr>
<td>Economic Revitalization</td>
<td>$10.888</td>
<td>14</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>$.745</td>
<td>5</td>
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<tr>
<td>Children and Families</td>
<td>$2.520</td>
<td>21</td>
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<tr>
<td>Housing and Neighborhoods</td>
<td>$2.114</td>
<td>7</td>
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<tr>
<td>Philanthropy/Nonprofit Sector</td>
<td>$1.090</td>
<td>5</td>
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<tr>
<td>Race Relations</td>
<td>$.055</td>
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<tr>
<td>Special Initiatives</td>
<td>$1.771</td>
<td>6</td>
</tr>
<tr>
<td>Totals</td>
<td>$33.342</td>
<td>90</td>
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</table>
PROGRAM OVERVIEW: **FLINT AREA**

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

---

**ARTS, CULTURE AND EDUCATION**

**GOAL:** To 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.

**OBJECTIVES/WHAT WE SEEK**

- **Arts and Culture.** Strong and vibrant local cultural organizations that provide diverse arts and cultural opportunities to all residents of Genesee County.
- **Education.** A continuum of high–quality learning opportunities that meet the needs of Flint–area children, youth and adults from pre–kindergarten through college.

---

**ECONOMIC REVITALIZATION**

**GOAL:** To support efforts that improve local governance, regional cooperation, community participation and the Flint area’s economic vitality.

**OBJECTIVES/WHAT WE SEEK**

- **Economic Development.** A vibrant and diverse regional economy.
- **Workforce Development.** Quality employment opportunities for Flint–area residents who face multiple barriers to good jobs in the regional labor market.

---

**STRENGTHENING COMMUNITY**

**GOAL:** To support activities that provide opportunities for children and families, improve neighborhoods and the community, and sustain a vibrant nonprofit sector.

**OBJECTIVES/WHAT WE SEEK**

- **Children and Families.** Healthy and productive lives for Genesee County children and families.
- **Housing and Neighborhoods.** Affordable housing and livable neighborhoods, with an emphasis on the city of Flint.
- **Philanthropy/Nonprofit Sector.** A strong, local nonprofit sector capable of meeting community needs.
- **Race Relations.** A community with the capacity to address issues of race and ethnicity honestly and productively.

---

**SPECIAL INITIATIVES**

**GOAL:** To respond to critical opportunities and/or issues that have the potential to improve significantly the quality of life in the Flint area.

**OBJECTIVE/WHAT WE SEEK**

- **Special Initiatives.** Flexibility to respond to critical needs, seize special opportunities, leverage other resources and incubate new program areas in the Flint community.
### Arts, Culture and Education

#### Arts and Culture

<table>
<thead>
<tr>
<th>Organization</th>
<th>City, State</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ArtServe Michigan</td>
<td>Wixom, MI</td>
<td>$75,000</td>
<td>36 mos.</td>
<td>Michigan Cultural Data Project</td>
</tr>
<tr>
<td>Buckham Fine Arts Project</td>
<td>Flint, MI</td>
<td>$25,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td>Flint, MI</td>
<td>$2,148,538</td>
<td></td>
<td>Endowment funds</td>
</tr>
<tr>
<td>Flint Area Convention &amp; Visitors Bureau</td>
<td>Flint, MI</td>
<td>$30,000</td>
<td>10 mos.</td>
<td>Back to the Bricks/Bikes on the Bricks</td>
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<tr>
<td>Flint Cultural Center Corporation</td>
<td>Flint, MI</td>
<td>$200,000</td>
<td>9 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Flint Institute of Arts</td>
<td>Flint, MI</td>
<td>$90,908</td>
<td>8 mos.</td>
<td>“Landscapes from the Age of Impressionism” exhibit</td>
</tr>
<tr>
<td>Flint Institute of Music</td>
<td>Flint, MI</td>
<td>$27,012</td>
<td>6 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Floyd McCree Theatre</td>
<td>Flint, MI</td>
<td>$60,000</td>
<td>12 mos.</td>
<td>McCree–Ative Performing Arts Academy</td>
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<tr>
<td>Genesee County Parks &amp; Recreation Commission</td>
<td>Flint, MI</td>
<td>$1,270,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Greater Flint Arts Council</td>
<td>Flint, MI</td>
<td>$300,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Genesee Health Care</td>
<td>Flint, MI</td>
<td>$96,015</td>
<td></td>
<td>Technology upgrade</td>
</tr>
<tr>
<td>Genesee Intermediate School District</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>YouthQuest afterschool initiative</td>
</tr>
<tr>
<td>Genesee Area Focus Fund</td>
<td>Flint, MI</td>
<td>$3,100,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee County Parks &amp; Recreation Commission</td>
<td>Flint, MI</td>
<td>$1,270,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
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<td>Flint, MI</td>
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<tr>
<td>Genesee County Parks &amp; Recreation Commission</td>
<td>Flint, MI</td>
<td>$1,270,000</td>
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<td></td>
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<td>Flint, MI</td>
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<td>12 mos.</td>
<td>YouthQuest afterschool initiative</td>
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</table>

#### Education

<table>
<thead>
<tr>
<th>Organization</th>
<th>City, State</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Michigan University</td>
<td>Mt. Pleasant, MI</td>
<td>$105,000</td>
<td>12 mos.</td>
<td>GEAR UP college day program</td>
</tr>
<tr>
<td>EduGuide</td>
<td>Lansing, MI</td>
<td>$118,000</td>
<td>12 mos.</td>
<td>Gear Up Michigan project</td>
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<tr>
<td>Flint Area Science Fair</td>
<td>Flint, MI</td>
<td>$45,000</td>
<td>31 mos.</td>
<td>General purposes</td>
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<tr>
<td>Flint Community Schools</td>
<td>Flint, MI</td>
<td>$70,000</td>
<td>3 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint District Library</td>
<td>Flint, MI</td>
<td>$425,000</td>
<td>12 mos.</td>
<td>Technology upgrade</td>
</tr>
<tr>
<td>Genesee Area Focus Fund</td>
<td>Flint, MI</td>
<td>$450,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Genesee Intermediate School District</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee Early College</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Kettering University</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Strategic initiatives</td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint, MI</td>
<td>$149,977</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$550,000</td>
<td></td>
<td>Operating support</td>
</tr>
<tr>
<td>Flint Farmers Market</td>
<td>Flint, MI</td>
<td>$30,000</td>
<td>7 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee Area Focus Fund</td>
<td>Flint, MI</td>
<td>$3,100,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee Early College</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee Health Care</td>
<td>Flint, MI</td>
<td>$96,015</td>
<td></td>
<td>Technology upgrade</td>
</tr>
<tr>
<td>Genesee Intermediate School District</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
<tr>
<td>Genesee Early College</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Operating support</td>
</tr>
</tbody>
</table>

#### Economic Revitalization

<table>
<thead>
<tr>
<th>Organization</th>
<th>City, State</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AutoHarvest Foundation</td>
<td>Ann Arbor, MI</td>
<td>$300,000</td>
<td>12 mos.</td>
<td>Accelerating automotive innovation</td>
</tr>
<tr>
<td>Crim Fitness Foundation</td>
<td>Flint, MI</td>
<td>$576,000</td>
<td>24 mos.</td>
<td>Capacity building</td>
</tr>
</tbody>
</table>

---

### Workforce Development

<table>
<thead>
<tr>
<th>Organization</th>
<th>City, State</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability Network</td>
<td>Flint, MI</td>
<td>$20,000</td>
<td>10 mos.</td>
<td>Employment training for staff</td>
</tr>
<tr>
<td>Flint Area Specialized Employment Services Inc.</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Flint STRIVE replication program</td>
</tr>
<tr>
<td>Greater Flint Health Coalition</td>
<td>Flint, MI</td>
<td>$125,000</td>
<td>12 mos.</td>
<td>Flint Healthcare Employment Opportunities project</td>
</tr>
</tbody>
</table>
### Strengthening Community

#### Children and Families

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Brothers Big Sisters of Greater Flint</td>
<td></td>
<td>$150,000 – 12 mos.</td>
<td>Amachi collaborative</td>
</tr>
<tr>
<td>Boy Scouts of America – Tall Pine Council</td>
<td></td>
<td>$75,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Boys &amp; Girls Club of Greater Flint</td>
<td></td>
<td>$67,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Catholic Charities of Shiawassee and Genesee Counties</td>
<td></td>
<td>$112,000 – 24 mos.</td>
<td>North End Soup Kitchen program expansion</td>
</tr>
<tr>
<td>Catholic Outreach</td>
<td></td>
<td>$100,000 – 12 mos.</td>
<td>Medical transportation program</td>
</tr>
<tr>
<td>Flint Area Specialized Employment Services Inc.</td>
<td></td>
<td>$85,000 – 12 mos.</td>
<td>Flint STRIVE Academy youth empowerment program</td>
</tr>
<tr>
<td>Food Bank of Eastern Michigan</td>
<td></td>
<td>$100,000 – 6 mos.</td>
<td>Increasing food distribution and access</td>
</tr>
<tr>
<td>Genesee Area Focus Fund</td>
<td></td>
<td>$800,000 – 12 mos.</td>
<td>Summer youth initiative</td>
</tr>
<tr>
<td>Genesee County Department of Human Services</td>
<td></td>
<td>$15,000 – 12 mos.</td>
<td>Middle school family resource centers</td>
</tr>
<tr>
<td>Mott Community College</td>
<td></td>
<td>$45,718 – 7 mos.</td>
<td>Teen CEO Initiative</td>
</tr>
<tr>
<td>Old Newsboys of Flint</td>
<td></td>
<td>$30,000 – 4 mos.</td>
<td>Coats for Kids</td>
</tr>
<tr>
<td>Resource Genesee</td>
<td></td>
<td>$30,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>One Stop Housing Resource Center</td>
<td></td>
<td>$50,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Robert E. Weiss Advocacy Center for Children and Youth</td>
<td></td>
<td>$119,900 – 6 mos.</td>
<td>Building acquisition</td>
</tr>
<tr>
<td>Salvation Army of Genesee County</td>
<td></td>
<td>$200,000 – 12 mos.</td>
<td>Rent and utility assistance program</td>
</tr>
<tr>
<td>Shelter of Flint Inc.</td>
<td></td>
<td>$100,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Wellness AIDS Services Inc.</td>
<td></td>
<td>$60,000 – 4 mos.</td>
<td>Debt reduction</td>
</tr>
<tr>
<td>YWCA of Greater Flint</td>
<td></td>
<td>$340,000 – 6 mos.</td>
<td>Capital improvements</td>
</tr>
<tr>
<td>SafeHouse shelter</td>
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<td>$40,000 – 12 mos.</td>
<td>Subtotal: $2,519,618</td>
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</table>

### Housing and Neighborhoods

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Community Progress</td>
<td></td>
<td>$1,500,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Genesee County Habitat for Humanity</td>
<td></td>
<td>$90,000 – 12 mos.</td>
<td>Three-year plan for growth and renewal in city of Flint</td>
</tr>
<tr>
<td>Genesee County Land Bank Authority</td>
<td></td>
<td>$124,165 – 12 mos.</td>
<td>Neighborhood and community planning</td>
</tr>
<tr>
<td>Local Initiatives Support Corporation</td>
<td></td>
<td>$25,000 – 1 mo.</td>
<td>Fourth of July Festival</td>
</tr>
<tr>
<td>Metro Community Development</td>
<td></td>
<td>$100,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Salem Housing Community Development Corporation</td>
<td></td>
<td>$75,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Subtotal:</td>
<td></td>
<td>$2,114,165</td>
<td>Housing and Neighborhoods</td>
</tr>
</tbody>
</table>

### Philanthropy/Nonprofit Sector

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoardSource</td>
<td></td>
<td>$100,000 – 14 mos.</td>
<td>Building nonprofit leadership initiative</td>
</tr>
<tr>
<td>Center for Leadership Innovation</td>
<td></td>
<td>$75,000 – 12 mos.</td>
<td>Michigan Latino Nonprofit Leadership Academy</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td></td>
<td>$100,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Foundation–Administered Project</td>
<td></td>
<td>$250,000</td>
<td>Technical assistance and technology upgrades</td>
</tr>
<tr>
<td>United Way of Genesee County</td>
<td></td>
<td>$250,000 – 12 mos.</td>
<td>Building Excellence, Sustainability and Trust nonprofit capacity building</td>
</tr>
<tr>
<td>Subtotal:</td>
<td></td>
<td>$1,050,000</td>
<td>Philanthropy/Nonprofit Sector</td>
</tr>
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</table>

### Race Relations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Arab Heritage Council</td>
<td></td>
<td>$55,000 – 12 mos.</td>
<td>Immigration services</td>
</tr>
<tr>
<td>Subtotal:</td>
<td></td>
<td>$55,000</td>
<td>Race Relations</td>
</tr>
<tr>
<td>Program Area Total:</td>
<td></td>
<td>$5,738,783</td>
<td>Strengthening Community</td>
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</tbody>
</table>

### Special Initiatives

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Flint</td>
<td></td>
<td>$1,150,000 – 12 mos.</td>
<td>Flint 21st century community policing</td>
</tr>
<tr>
<td>Flint Area Congregations Together</td>
<td></td>
<td>$110,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint Club</td>
<td></td>
<td>$25,000 – 5 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint Downtown Development Authority</td>
<td></td>
<td>$25,000 – 1 mo.</td>
<td>Fourth of July Festival</td>
</tr>
<tr>
<td>Genesys Health Foundation</td>
<td></td>
<td>$110,770 – 8 mos.</td>
<td>Life science cluster economic impact analysis</td>
</tr>
<tr>
<td>Michigan State University</td>
<td></td>
<td>$350,000 – 12 mos.</td>
<td>Flint 21st century community policing technical assistance</td>
</tr>
<tr>
<td>Program Area Total:</td>
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<td>$1,770,770</td>
<td>Special Initiatives</td>
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<tr>
<td>Program Total:</td>
<td></td>
<td>$33,341,883</td>
<td>Flint Area</td>
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</table>
**Grant Activity:**
$27,812,573 / 149 Grants

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMPROVING COMMUNITY EDUCATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community–Driven Reform</td>
<td>$0.785</td>
<td>6</td>
</tr>
<tr>
<td>Educational Opportunities for Vulnerable Youth</td>
<td>$1.953</td>
<td>15</td>
</tr>
<tr>
<td>Learning Beyond the Classroom</td>
<td>$9.215</td>
<td>39</td>
</tr>
<tr>
<td><strong>EXPANDING ECONOMIC OPPORTUNITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income Security</td>
<td>$3.430</td>
<td>19</td>
</tr>
<tr>
<td>Reducing Barriers to Employment</td>
<td>$1.735</td>
<td>13</td>
</tr>
<tr>
<td>Retention and Wage Progression</td>
<td>$4.098</td>
<td>16</td>
</tr>
<tr>
<td><strong>BUILDING ORGANIZED COMMUNITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Community Organizing Infrastructure</td>
<td>$4.249</td>
<td>28</td>
</tr>
<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transitions</td>
<td>$1.800</td>
<td>9</td>
</tr>
<tr>
<td>Exploratory and Special Projects</td>
<td>$0.548</td>
<td>4</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$27.813</td>
<td>149</td>
</tr>
</tbody>
</table>

in millions

- $2.348 (13 Grants)
- $4.249 (28 Grants)
- $9.263 (48 Grants)
- $11.953 (60 Grants)
PROGRAM OVERVIEW: PATHWAYS OUT OF POVERTY

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

IMPROVING COMMUNITY EDUCATION

GOAL: To ensure that community education serves as a pathway out of poverty for children in low-income communities.

OBJECTIVES/WHAT WE SEEK

- **Community-Driven Reform.** Effective community-driven reform strategies that increase student achievement across entire school districts and at the state or regional level.
- **Educational Opportunities for Vulnerable Youth.** Policies and practices that ensure that vulnerable youth are prepared for college and careers.
- **Learning Beyond the Classroom.** High quality learning beyond the classroom initiatives that increase student success by providing students with multiple ways of learning, anchored to high standards and aligned with educational resources throughout a community.

EXPANDING ECONOMIC OPPORTUNITY

GOAL: To expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income and assets, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.

OBJECTIVES/WHAT WE SEEK

- **Income Security.** A social safety net that augments families’ efforts to escape poverty.
- **Reducing Barriers to Employment.** Innovative strategies that enable low-skill, low-income job seekers to enter the labor market.
- **Retention and Wage Progression.** Workforce development policies and practices that help low-income workers stay in the labor market and increase their earnings over time.

BUILDING ORGANIZED COMMUNITIES

GOAL: To enhance the power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in shaping their futures.

OBJECTIVE/WHAT WE SEEK

- **Building Community Organizing Infrastructure.** Strong and effective community-organizing networks at the national, regional and state levels that foster community engagement and positive change in poor communities.

SPECIAL INITIATIVES

GOAL: To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.

OBJECTIVES/WHAT WE SEEK

- **Transitions.** Policies and practices that strengthen micro-enterprise in the U.S. in order to maximize its potential as a means for low-income entrepreneurs to escape from poverty.
- **Exploratory and Special Projects.** Flexibility to identify critical issues, seize special opportunities, research issues to determine future program directions and promote crosscutting projects.
Improving Community Education

Community-Driven Reform

Community Foundation for the National Capital Region
Washington, DC
$80,000 – 12 mos.
Collaborative for education organizing

Hyde Square Task Force
Jamaica Plain, MA
$70,000 – 12 mos.
Collaborative for educational change

Interfaith Education Fund
Austin, TX
$250,000 – 24 mos.
General purposes

Parent/Teacher Home Visit Project
Sacramento, CA
$80,000 – 24 mos.
General purposes

PIC National Network
Oakland, CA
$75,000 – 12 mos.
Louisiana Interfaith Together

Public Interest Projects
New York, NY
$230,000 – 12 mos.
Communities for public education reform

Subtotal: $785,000
Community-Driven Reform

Educational Opportunities for Vulnerable Youth

Center for Law and Social Policy
Washington, DC
$100,000 – 24 mos.
Reconnecting the disconnected: building systems to reconnect youth to education and jobs

Community Foundation for the National Capital Region
Washington, DC
$25,000 – 12 mos.
Youth Transition Funders Group

Community Foundation of Greater Flint
Flint, MI
$50,000 – 12 mos.
Genesee County Out-of-School Youth Initiative

Editorial Projects in Education
Bethesda, MD
$100,000 – 12 mos.
Diplomas Count: The Graduation Project

Intercultural Development Research Association
San Antonio, TX
$39,848 – 24 mos.
Brown and Mendez dialogues on multiple pathways to graduation

Jobs for the Future
Boston, MA
$150,000 – 12 mos.
Creating new designs for graduation and post-secondary success for off-track youth

Lansing Community College
Lansing, MI
$150,000 – 18 mos.
High school diploma completion initiative

Michigan's Children
Lansing, MI
$200,000 – 24 mos.
Improving outcomes for out-of-school youth in Michigan

National League of Cities Institute
Washington, DC
$300,000 – 18 mos.
Municipal leadership for disconnected youth

San Francisco State University
San Francisco, CA
$100,000 – 15 mos.
Building green energy and technology pathways

School & Main Institute
Boston, MA
$150,000 – 12 mos.
Schools for the Future: integrating career and technical education into new alternative education models

Southern Education Foundation
Atlanta, GA
$150,000 – 18 mos.
Policy strategies and actions addressing needs of high school dropouts

Tides Center
San Francisco, CA
$100,000 – 12 mos.
Youth Development Institute: developing community-based career and technical education strategies for dropouts

University of Michigan–Flint
Flint, MI
$237,500 – 13 mos.
Pre-college summer residential and academic year bridge program

Youth Connection Charter School
Chicago, IL
$100,000 – 12 mos.
Career pathways program

Subtotal: $1,952,348
Educational Opportunities for Vulnerable Youth

Learning Beyond the Classroom

Academy for Educational Development
Washington, DC
$100,000 – 24 mos.
Promising practices in afterschool programs

Afterschool Alliance
Washington, DC
$1,000,000 – 12 mos.
General purposes

After-School Corporation
New York, NY
$200,000 – 24 mos.
Expanded learning time/New York City

After School Matters
Chicago, IL
$12,000 – 18 mos.
Aligning high school afterschool with school reform

Asia Society
New York, NY
$200,000 – 18 mos.
Promising practices in afterschool global literacy

Baltimore's Safe & Sound Campaign
Baltimore, MD
$225,000 – 36 mos.
Maryland statewide afterschool network

Central Susquehanna Intermediate Unit
Milton, PA
$225,000 – 36 mos.
Pennsylvania statewide afterschool network

Collaborative Communications Group
Washington, DC
$90,000 – 24 mos.
Supporting national network of statewide afterschool networks

Council of Chief State School Officers
Washington, DC
$125,000 – 20 mos.
Moving Forward Conference

Council of Michigan Foundations
Grand Haven, MI
$75,000 – 17 mos.
Race to the Top–Michigan

Education Sector
Washington, DC
$225,000 – 24 mos.
Next generation of accountability for out-of-school education

Education’s Next Horizon
Baton Rouge, LA
$225,000 – 36 mos.
Louisiana statewide afterschool network

Finance Project
Washington, DC
$350,000 – 24 mos.
Funding strategies for statewide afterschool networks

Foundation Center
New York, NY
$225,000 – 13 mos.
Foundations for education excellence

GMMB Inc.
Washington, DC
$75,000 – 16 mos.
New Day for Learning social marketing campaign

Grantmakers for Education
Portland, OR
$26,000 – 36 mos.
General purposes

Harvard University
Cambridge, MA
$375,000 – 24 mos.
Supporting New Day for Learning evaluation and research

Indiana Association of United Ways
Indianapolis, IN
$225,000 – 36 mos.
Indiana statewide afterschool network
Institute for Educational Leadership  
Washington, DC  
$200,000 – 24 mos.  
Coalition for community schools

LA’s BEST  
Los Angeles, CA  
$100,000 – 12 mos.  
General purposes

Michigan Association of United Ways  
Lansing, MI  
$225,000 – 36 mos.  
Michigan statewide afterschool network

Minnesota Department of Education  
Roseville, MN  
$225,000 – 36 mos.  
Minnesota statewide afterschool network

National Conference of State Legislatures  
Denver, CO  
$550,000 – 24 mos.  
Informing legislatures on statewide afterschool policy

National Council of La Raza  
Washington, DC  
$200,000 – 18 mos.  
Latino family engagement and best practices in afterschool

National League of Cities Institute  
Washington, DC  
$350,000 – 24 mos.  
City leaders engaged in afterschool reform and New Day for Learning

National Public Education Support Fund  
Washington, DC  
$25,000 – 12 mos.  
Education Funders Strategy Group

National School Boards Association  
Alexandria, VA  
$25,000 – 24 mos.  
School board leadership to promote high quality extended-day learning for all students

Nebraska Children and Families Foundation  
Lincoln, NE  
$225,000 – 36 mos.  
Nebraska statewide afterschool network

New Jersey School–Age Care Coalition  
Westfield, NJ  
$225,000 – 36 mos.  
New Jersey statewide afterschool network

New Mexico Public Education Department  
Santa Fe, NM  
$225,000 – 36 mos.  
New Mexico statewide afterschool network

New Visions for Public Schools  
New York, NY  
$300,000 – 24 mos.  
General purposes

Ohio Valley Educational Cooperative  
Shelbyville, KY  
$225,000 – 36 mos.  
Kentucky statewide afterschool network

Synergy Enterprises Inc.  
Silver Spring, MD  
$200,000 – 12 mos.  
21st Century Community Learning Centers summer institute

United Way of Metropolitan Atlanta  
Atlanta, GA  
$225,000 – 36 mos.  
Georgia statewide afterschool network

Virginia Child Care Resource and Referral Network  
Richmond, VA  
$225,000 – 36 mos.  
Virginia statewide afterschool network

Wireless Generation  
Brooklyn, NY  
$400,000 – 7 mos.  
ThirdSpace: data-driven accountability in afterschool

Wyoming Community Foundation  
Laramie, WY  
$225,000 – 36 mos.  
Wyoming statewide afterschool network

Subtotal:  
Learning Beyond the Classroom  
$9,215,000  
Improving Community Education

Program Area Total:  
$11,952,348

Expanding Economic Opportunity

Income Security

Arise Citizens’ Policy Project  
Montgomery, AL  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Brandeis University  
Waltham, MA  
$367,034 – 24 mos.  
SEED universal policy initiative

Brandon Roberts + Associates  
Chevy Chase, MD  
$200,000 – 12 mos.  
Assets learning project

California Budget Project  
Sacramento, CA  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Center on Budget and Policy Priorities  
Washington, DC  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Colorado Center on Law and Policy  
Denver, CO  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Center for Budget and Policy Priorities  
Washington, DC  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Foundation–Administered Projects  
$225,000 – 36 mos.  
Asset–building capacity–building meeting

MDRC  
New York, NY  
$950,000 – 12 mos.  
AutoSave demonstration

Michigan League for Human Services  
Lansing, MI  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Michigan Unemployment Insurance Project  
Ann Arbor, MI  
$100,000 – 24 mos.  
General purposes

North Carolina Justice Center  
Raleigh, NC  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

State Environmental Leadership Program  
Madison, WI  
$300,000 – 24 mos.  
Federal budget advocacy project

Urban Institute  
Washington, DC  
$100,000 – 24 mos.  
Joint Tax Policy Center

Washington University  
St. Louis, MO  
$300,000 – 12 mos.  
SEED universal policy initiative

Subtotal:  
$3,430,370  
Income Security

Reducing Barriers to Employment

Catholic Charities Archdiocese of New Orleans  
New Orleans, LA  
$97,538 – 12 mos.  
Alternative staffing project

Emerge Community Development  
Minneapolis, MN  
$100,000 – 12 mos.  
Alternative staffing employment and enterprise outcomes
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fifth Avenue Committee</td>
<td>Brooklyn, NY</td>
<td>$100,000 – 12 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
</tr>
<tr>
<td>Goodwill Association of Michigan</td>
<td>Pentwater, MI</td>
<td>$100,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Goodwill Industries of West Michigan</td>
<td>Muskegon, MI</td>
<td>$180,000 – 15 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Goodwill Industries–Suncoast</td>
<td>St. Petersburg, FL</td>
<td>$100,053 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Goodwill Staffing Services</td>
<td>Austin, TX</td>
<td>$100,000 – 12 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
</tr>
<tr>
<td>Heartland Alliance for Human Needs &amp; Human Rights</td>
<td>Chicago, IL</td>
<td>$75,000 – 12 mos.</td>
<td>National Transitional Jobs Network</td>
</tr>
<tr>
<td>ICA Group</td>
<td>Brookline, MA</td>
<td>$225,000 – 12 mos.</td>
<td>Alternative staffing alliance</td>
</tr>
<tr>
<td>Options for Independence</td>
<td>Houston, LA</td>
<td>$100,000 – 12 mos.</td>
<td>Alternative staffing project</td>
</tr>
<tr>
<td>Public/Private Ventures</td>
<td>Philadelphia, PA</td>
<td>$199,495 – 12 mos.</td>
<td>Gulf Coast alternative staffing project</td>
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<tr>
<td>University of Massachusetts – Boston</td>
<td>Boston, MA</td>
<td>$274,356 – 12 mos.</td>
<td>Alternative staffing outcomes for job candidates and employers</td>
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<tr>
<td>UpLIFTD</td>
<td>Baton Rouge, LA</td>
<td>$83,000 – 12 mos.</td>
<td>Alternative staffing project</td>
</tr>
<tr>
<td>Retention and Wage Progression</td>
<td></td>
<td>$1,734,442</td>
<td>Reducing Barriers to Employment</td>
</tr>
<tr>
<td>Focus: HOPE</td>
<td>Detroit, MI</td>
<td>$750,000 – 12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Insight Center for Community Development</td>
<td>Oakland, CA</td>
<td>$200,000 – 12 mos.</td>
<td>Planning southern sector initiative</td>
</tr>
<tr>
<td>Jobs for the Future</td>
<td>Boston, MA</td>
<td>$337,000 – 12 mos.</td>
<td>Creating career paths for low-skilled in high-poverty areas</td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint, MI</td>
<td>$75,000 – 12 mos.</td>
<td>Achieving the dream</td>
</tr>
<tr>
<td>National Wildlife Federation</td>
<td>Reston, VA</td>
<td>$250,000 – 24 mos.</td>
<td>Michigan community college green jobs training network</td>
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<tr>
<td>PHI</td>
<td>Bronx, NY</td>
<td>$200,000 – 12 mos.</td>
<td>Building communication capacity</td>
</tr>
<tr>
<td>Prima Civitas Foundation</td>
<td>Lansing, MI</td>
<td>$252,000 – 12 mos.</td>
<td>Moving ideas to market initiative</td>
</tr>
<tr>
<td>UpLIFTD</td>
<td></td>
<td>$4,098,326</td>
<td>Retention and Wage Progression</td>
</tr>
<tr>
<td>Building Organized Communities</td>
<td></td>
<td>$9,263,138</td>
<td>Expanding Economic Opportunity</td>
</tr>
<tr>
<td>Building Community Organizing Infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alliance for Justice</td>
<td>Washington, DC</td>
<td>$20,000 – 23 mos.</td>
<td>Resources for evaluating community organizing</td>
</tr>
<tr>
<td>Center for Community Change</td>
<td>Washington, DC</td>
<td>$345,000 – 24 mos.</td>
<td>Building and of community organizing</td>
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<tr>
<td>Corporation for a Skilled Workforce</td>
<td>Ann Arbor, MI</td>
<td>$180,000 – 12 mos.</td>
<td>Capacity building and expansion</td>
</tr>
<tr>
<td>CSR Inc.</td>
<td>Arlington, VA</td>
<td>$313,326 – 24 mos.</td>
<td>Replicating successful sector employment program</td>
</tr>
<tr>
<td>Community Catalyst</td>
<td>Boston, MA</td>
<td>$150,000 – 12 mos.</td>
<td>Community learning partnership</td>
</tr>
<tr>
<td>Community Training and Assistance Center</td>
<td>Boston, MA</td>
<td>$225,000 – 12 mos.</td>
<td>Intermediary support for organizing communities</td>
</tr>
<tr>
<td>Community Voices Heard</td>
<td>New York, NY</td>
<td>$80,000 – 24 mos.</td>
<td>New York statewide organizing</td>
</tr>
<tr>
<td>Direct Action and Research Training Center</td>
<td>Miami, FL</td>
<td>$300,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td></td>
<td>$294,087</td>
<td>Intermediary support for organizing communities annual meeting</td>
</tr>
<tr>
<td>Harriet Tubman Center for Recruitment and Development of Organizers</td>
<td>Detroit, MI</td>
<td>$25,000 – 16 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>IAF Northwest</td>
<td>Tukwila, WA</td>
<td>$150,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Interfaith Funders</td>
<td>Longmont, CO</td>
<td>$35,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
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<td>Interfaith Worker Justice</td>
<td>Chicago, IL</td>
<td>$50,000 – 12 mos.</td>
<td>Training organizers for immigrant community</td>
</tr>
<tr>
<td>InterValley Project</td>
<td>West Newton, MA</td>
<td>$220,000 – 24 mos.</td>
<td>Capacity building for InterValley network</td>
</tr>
<tr>
<td>Iowa Citizens for Community Improvement</td>
<td>Des Moines, IA</td>
<td>$180,000 – 24 mos.</td>
<td>Capacity building and expansion</td>
</tr>
<tr>
<td>Isaiah Institute</td>
<td>New Orleans, LA</td>
<td>$80,000 – 12 mos.</td>
<td>Organizing in African-American churches</td>
</tr>
<tr>
<td>Jeremiah Group</td>
<td>Harvey, LA</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Jewish Funds for Justice</td>
<td>New York, NY</td>
<td>$85,000 – 12 mos.</td>
<td>Organizing apprenticeship program</td>
</tr>
<tr>
<td>National Council of La Raza</td>
<td>Washington, DC</td>
<td>$225,000 – 12 mos.</td>
<td>Intermediary support for organizing communities</td>
</tr>
<tr>
<td>National Employment Law Project</td>
<td>New York, NY</td>
<td>$150,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>
National People’s Action
Chicago, IL
$130,000 – 24 mos.
General purposes
$225,000 – 12 mos.
Intermediary support for organizing communities

PICO National Network
Oakland, CA
$75,000 – 12 mos.
Community outreach on housing foreclosure and predatory lending
$300,000 – 24 mos.
General purposes

Public Interest Projects
New York, NY
$70,000 – 16 mos.
Public attitudes on financial reforms

Southern Echo Inc.
Jackson, MS
$225,000 – 12 mos.
Intermediary support for organizing communities

Virginia Organizing Inc.
Charlottesville, VA
$200,000 – 24 mos.
General purposes

Subtotal: $4,249,087
Building Community
Organizing Infrastructure

Program Area Total: $4,249,087
Building Organized Communities

Special Initiatives

Transitions

ACCION USA
New York, NY
$750,000 – 25 mos.
Developing central office for ACCION USA

Aspen Institute
Washington, DC
$250,000 – 12 mos.
Demonstrating scale in domestic microenterprise
$150,000 – 12 mos.
Innovations for microenterprise field
$250,000 – 12 mos.
MicroTest
$100,000 – 12 mos.
Tracking trends for microenterprise field

Center for Rural Affairs
Lyons, NE
$150,000 – 12 mos.
Rural microenterprise development

Corporation for Enterprise Development
Washington, DC
$150,000 – 12 mos.
Federal microenterprise policy expansion project

Subtotal: $1,800,000
Transitions

Exploratory and Special Projects

Harlem Children’s Zone
New York, NY
$223,000 – 12 mos.
General purposes

Initiative for a Competitive Inner City
Boston, MA
$75,000 – 11 mos.
Federal policy for distressed urban cities

Prima Civitas Foundation
Lansing, MI
$250,000 – 12 mos.
General purposes

Subtotal: $548,000
Exploratory and Special Projects

Program Area Total: $2,348,000
Special Initiatives

Program Total: $27,812,573
Pathways Out of Poverty
**EXPLORATORY & SPECIAL PROJECTS**

Mission: To support unusual or unique opportunities addressing significant national and international problems. (*Proposals are by invitation only; unsolicited proposals are discouraged.*)

**Historically and Predominantly Black Colleges and Universities**

- **Phelps Stokes Fund**
  - Washington, DC
  - $100,000 – 24 mos.
  - Ralph Bunche Societies

- **Southern Education Foundation**
  - Atlanta, GA
  - $600,000 – 23 mos.
  - Center to Serve Historically Black Colleges and Universities

  **Program Area Total:** $700,000

- **Drug Free America Foundation Inc.**
  - St. Petersburg, FL
  - $100,000 – 12 mos.
  - Drug awareness education

- **Duke University**
  - Durham, NC
  - $100,000 – 24 mos.
  - Louisiana effective leadership program

- **National Organization on Disability**
  - New York, NY
  - $200,000 – 54 mos.
  - AW2 careers project

- **University of Missouri – Columbia**
  - Columbia, MO
  - $30,000 – 24 mos.
  - Journalism That Matters

- **William J. Clinton Foundation**
  - New York, NY
  - $20,000 – 12 mos.
  - Clinton Global Initiative

  **Program Area Total:** $975,000

- **Alliance of Religions and Conservation**
  - Manchester, England
  - $50,000 – 18 mos.
  - Seven-year plans for generational change: environmental partnership between United Nations and faith organizations

- **Center for the Study of the Presidency and Congress**
  - Washington, DC
  - $150,000
  - Endowment of chair for leadership and ethics

  **Program Area Total:** $975,000

**Grant Activity:** $1,675,000 / 11 Grants

<table>
<thead>
<tr>
<th>Historical &amp; Predominantly Black Colleges and Universities</th>
<th>Special Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phelps Stokes Fund</td>
<td>Alliance of Religions and Conservation</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>Manchester, England</td>
</tr>
<tr>
<td>$100,000 – 24 mos.</td>
<td>$50,000 – 18 mos.</td>
</tr>
<tr>
<td>Ralph Bunche Societies</td>
<td>Seven-year plans for generational change: environmental partnership between United Nations and faith organizations</td>
</tr>
<tr>
<td>Southern Education Foundation</td>
<td>Center for the Study of the Presidency and Congress</td>
</tr>
<tr>
<td>Atlanta, GA</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>$600,000 – 23 mos.</td>
<td>$150,000</td>
</tr>
<tr>
<td>Center to Serve Historically Black Colleges and Universities</td>
<td>Endowment of chair for leadership and ethics</td>
</tr>
<tr>
<td><strong>Program Area Total:</strong> $700,000</td>
<td><strong>Program Area Total:</strong> $975,000</td>
</tr>
</tbody>
</table>

**Employee & Trustee Grants**

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

**Employee/Trustee Matching and Trustee-Initiated**

<table>
<thead>
<tr>
<th>Employee/Trustee Matching Grants</th>
<th>$1,319,553</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Area Total:</td>
<td>$1,319,553</td>
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<tr>
<td>Employee/Trustee Matching</td>
<td>$1,319,553</td>
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</table>

<table>
<thead>
<tr>
<th>Trustee-Initiated Grants</th>
<th>$960,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Area Total:</td>
<td>$960,000</td>
</tr>
<tr>
<td>Trustee-Initiated Grants</td>
<td>$960,000</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Program Total:</th>
<th>$2,279,553</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee/Trustee Matching and Trustee-Initiated</td>
<td>$2,279,553</td>
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</table>

<table>
<thead>
<tr>
<th>TOTAL:</th>
<th>$92,898,581</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Grants</td>
<td>$92,898,581</td>
</tr>
</tbody>
</table>
Profile: 2010

GRANTMAKING ACTIVITIES

Total: 492 Grants (not including Employee/Trustee Matching & Trustee–Initiated Grants)

- Civil Society: 155 Grants (18.9%)
- Pathways Out of Poverty: 149 Grants (29.9%)
- Environment: 87 Grants (11.0%)
- Flint Area: 90 Grants (35.9%)
- Exploratory & Special Projects: 11 Grants (1.8%)

Total: $92,898,581

- Civil Society: $17.6 million (18.9%)
- Pathways Out of Poverty: $27.8 million (29.9%)
- Environment: $10.2 million (11.0%)
- Flint Area: $33.3 million (35.9%)
- Exploratory & Special Projects: $1.7 million (1.8%)

Employee/Trustee Matching & Trustee–Initiated Grants $2.3 million (2.5%)

ASSET ALLOCATION 12.31.10

Total: $2,227,385,917

- Total Growth Assets: $1,186.5 million (53.2%)
- Total Risk-Reduction Assets: $560.3 million (25.2%)
- Total Inflation-Protection Assets: $458.6 million (20.6%)

Total Other Assets: $22.0 million (1.0%)
## Profile: 10-year Statistics

### 2001–2010 Selected Financial Information (in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets – Fair Value</td>
<td>$2,458.0</td>
<td>$2,011.4</td>
<td>$2,373.2</td>
<td>$2,524.7</td>
<td>$2,477.3</td>
<td>$2,626.1</td>
<td>$2,711.5</td>
<td>$1,929.9</td>
<td>$2,079.9</td>
<td>$2,227.4</td>
</tr>
<tr>
<td>Total Assets – 2010 Dollars</td>
<td>3,049.0</td>
<td>2,437.0</td>
<td>2,822.4</td>
<td>2,907.9</td>
<td>2,759.0</td>
<td>2,852.3</td>
<td>2,829.5</td>
<td>2,012.1</td>
<td>2,111.0</td>
<td>2,227.4</td>
</tr>
<tr>
<td>12–Month Rolling Average Assets</td>
<td>2,542.3</td>
<td>2,153.0</td>
<td>2,133.6</td>
<td>2,361.9</td>
<td>2,407.0</td>
<td>2,507.0</td>
<td>2,707.4</td>
<td>2,380.2</td>
<td>1,916.0</td>
<td>2,063.4</td>
</tr>
<tr>
<td>Total Investment Income (Loss)</td>
<td>(284.5)</td>
<td>(312.9)</td>
<td>477.3</td>
<td>287.8</td>
<td>84.4</td>
<td>290.5</td>
<td>245.0</td>
<td>(684.6)</td>
<td>289.3</td>
<td>275.5</td>
</tr>
<tr>
<td>Total Investment Income (Loss) 2010 Dollars</td>
<td>(352.9)</td>
<td>(379.2)</td>
<td>567.6</td>
<td>331.5</td>
<td>94.0</td>
<td>315.5</td>
<td>255.7</td>
<td>(713.8)</td>
<td>293.6</td>
<td>275.5</td>
</tr>
<tr>
<td>Total Grants Awarded</td>
<td>129.7</td>
<td>109.8</td>
<td>100.0</td>
<td>98.7</td>
<td>123.2</td>
<td>107.3</td>
<td>108.7</td>
<td>110.4</td>
<td>109.3</td>
<td>92.9</td>
</tr>
<tr>
<td>Total Expenditures*</td>
<td>131.1</td>
<td>128.0</td>
<td>124.8</td>
<td>136.3</td>
<td>132.1</td>
<td>142.7</td>
<td>158.2</td>
<td>100.6</td>
<td>134.2</td>
<td>127.9</td>
</tr>
</tbody>
</table>

**NOTE:** Private foundations are required to make qualifying distributions (grant payments and reasonable administrative expenses) equal to roughly 5% of their average assets each year. The basis of the 5% 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.

## 2001–2010 Grants Awarded by Program (in millions)

![Bar chart showing grants awarded by program from 2001 to 2010]
BOARD OF TRUSTEES

Charles Stewart Mott Foundation

We have audited the accompanying statements of financial position of the Charles Stewart Mott Foundation (the “Foundation”) as of December 31, 2010 and 2009, and the related statements of activities and cash flows for the years then ended. 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 in accordance with auditing standards generally accepted in the United States of America as established by the American Institute of Certified Public Accountants. Those standards 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 consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2010 and 2009, and the results of its activities and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Southfield, Michigan
August 7, 2011
## Statements of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at fair value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity securities</td>
<td>$1,209,815,106</td>
<td>$1,216,862,050</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459,231</td>
<td>106,507,034</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218,267</td>
<td>82,915,219</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>769,526,770</td>
<td>503,670,688</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>5,000,000</td>
<td>14,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,383,777</td>
<td>134,236,695</td>
</tr>
<tr>
<td>Cash</td>
<td>14,576,577</td>
<td>3,346,542</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,208,155</td>
<td>1,740,038</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>4,174,396</td>
<td>4,296,697</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,023,638</td>
<td>12,305,464</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,205,403,151</strong></td>
<td><strong>2,058,191,686</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Unrestricted Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants payable</td>
<td>$38,039,005</td>
<td>$52,006,241</td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>19,821,029</td>
<td>24,189,035</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>5,248,872</td>
<td>1,412,681</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>63,108,906</strong></td>
<td><strong>77,607,957</strong></td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>2,164,277,011</td>
<td>2,002,272,470</td>
</tr>
<tr>
<td><strong>Total Liabilities and Unrestricted Net Assets</strong></td>
<td><strong>$2,227,385,917</strong></td>
<td><strong>$2,079,880,427</strong></td>
</tr>
</tbody>
</table>

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

## Years Ended December 31,

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends and Interest</td>
<td>$28,345,233</td>
<td>$32,659,243</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>9,326,412</td>
<td>(9,766,104)</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>53,308,456</td>
<td>(28,487,974)</td>
</tr>
<tr>
<td>Net unrealized gain on investments</td>
<td>184,423,708</td>
<td>295,344,228</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>59,501</td>
<td>(484,073)</td>
</tr>
<tr>
<td></td>
<td>275,463,310</td>
<td>289,265,320</td>
</tr>
<tr>
<td><strong>Investment expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct investment expenses</td>
<td>5,162,395</td>
<td>5,241,980</td>
</tr>
<tr>
<td>Provision for excise tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>885,241</td>
<td>333,600</td>
</tr>
<tr>
<td>Deferred expense</td>
<td>3,836,191</td>
<td>5,478,258</td>
</tr>
<tr>
<td></td>
<td>9,883,827</td>
<td>11,053,838</td>
</tr>
<tr>
<td><strong>Net investment income</strong></td>
<td>265,579,483</td>
<td>278,211,482</td>
</tr>
</tbody>
</table>

## Grants and operating expenses:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>91,032,717</td>
<td>108,369,042</td>
</tr>
<tr>
<td>Foundation–administered projects</td>
<td>1,667,357</td>
<td>850,610</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>14,437,858</td>
<td>16,091,827</td>
</tr>
<tr>
<td></td>
<td>107,137,932</td>
<td>125,311,479</td>
</tr>
<tr>
<td><strong>Net operating income</strong></td>
<td>158,441,551</td>
<td>152,900,003</td>
</tr>
</tbody>
</table>

## Other changes in unrestricted net assets:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension–related changes other than net periodic pension cost</td>
<td>2,713,784</td>
<td>3,464,016</td>
</tr>
<tr>
<td>Postretirement health–care related changes other than net periodic benefit cost</td>
<td>849,206</td>
<td>1,375,114</td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>162,004,541</td>
<td>157,739,133</td>
</tr>
</tbody>
</table>

## Unrestricted net assets:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>2,002,272,470</td>
<td>1,844,533,337</td>
</tr>
<tr>
<td>End of year</td>
<td>$2,164,277,011</td>
<td>$2,002,272,470</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
# Statements of Cash Flows

<table>
<thead>
<tr>
<th>Year Ended December 31,</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>$162,004,541</td>
<td>$157,739,133</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>(53,308,456)</td>
<td>28,487,974</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(9,326,412)</td>
<td>9,766,104</td>
</tr>
<tr>
<td>Net unrealized (gain) loss on investments</td>
<td>(184,423,708)</td>
<td>(295,344,228)</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>2,120,342</td>
<td>2,582,227</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>298,844</td>
<td>314,253</td>
</tr>
<tr>
<td>Loss on fixed asset retirements</td>
<td>14,469</td>
<td>–</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>531,883</td>
<td>375,836</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>10,281,826</td>
<td>(9,184,930)</td>
</tr>
<tr>
<td>(Increase) decrease in deferred excise tax asset</td>
<td>–</td>
<td>4,065,577</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>(13,967,236)</td>
<td>(3,215,247)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and other liabilities</td>
<td>(4,368,006)</td>
<td>(5,955,222)</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>3,836,191</td>
<td>1,412,681</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>(248,310,263)</td>
<td>(266,694,975)</td>
</tr>
<tr>
<td><strong>Net cash used by operating activities</strong></td>
<td>(86,305,722)</td>
<td>(108,955,842)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>858,200,202</td>
<td>713,248,023</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(760,473,433)</td>
<td>(605,398,731)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(191,012)</td>
<td>(764,665)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>97,535,757</td>
<td>107,084,627</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>11,230,035</td>
<td>(1,871,215)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>3,346,542</td>
<td>5,217,757</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$14,576,577</td>
<td>$3,346,542</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, included with sales/proceeds on investments</td>
<td>$66,395</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
A. Mission and Grant Programs

The Charles Stewart Mott Foundation (the “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.

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 as expense on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized as expense on the date the authority is exercised. Grant expense is net of grant refunds.

RECENT ACCOUNTING PRONOUNCEMENTS

The Foundation adopted the amended guidance from the Financial Accounting Standards Board (FASB) relating to fair value presentation in its December 31, 2009, financial statements for its investments in equity securities and limited partnerships. Adoption of this guidance did not have an impact on the fair value determination of applicable investments; however, it did require additional disclosures. See Note C – Investments for the additional disclosures related to the amended guidance.

Effective January 1, 2009, the Foundation adopted the new provisions set by the FASB, which clarified accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. There are two steps to recognizing and measuring uncertain tax positions. This new guidance prescribes a comprehensive model for recognizing, measuring, presenting and disclosing in the financial statements tax positions taken or expected to be taken on a tax return, including positions that the organization is exempt from income taxes or not subject to income taxes on unrelated business income. The Foundation is exempt from income tax under Internal Revenue Code (IRC) section 501(c)(3); however, as a private foundation is required to pay excise tax and tax on income unrelated to its exempt purpose. The Foundation recognizes interest and penalties related to income tax matters as a part of excise tax. There was no interest or penalties paid or accrued in the 2010 and 2009 financial statements. The tax years ending 2007, 2008 and 2009 are still open to audit for both federal and state purposes. The Foundation is currently under federal examination for the years 2008 and 2009. The Foundation does not anticipate any significant impact to its tax positions as a result of this examination. The adoption of this guidance did not have any impact on the Foundation’s financial statements.

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.

OTHER ASSETS

Included in other assets are investment trades receivable (where applicable) and land and buildings that were purchased by the Foundation for charitable purposes and 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, 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, ranging from 6 to 50 years.

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.

A summary of land, building and improvement holdings at year end is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>9,411,891</td>
<td>9,361,446</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(5,635,347)</td>
<td>(5,462,601)</td>
</tr>
<tr>
<td></td>
<td>$4,174,396</td>
<td>$4,296,697</td>
</tr>
</tbody>
</table>

ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require 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.

INVESTMENTS

Equity investments with readily determinable fair values, and all debt securities, 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.

Equity investments that do not have readily determinable fair values, representing amounts in venture capital and limited partnerships, are recorded on the trade date. These investments are stated at an estimate of fair value as determined in good faith by the general partner or fund managers. The Foundation believes the amounts recorded approximate fair value.

The Foundation’s 18.4% investment in United States Sugar Corporation (USSC), a non-publicly traded security with no readily determinable fair value, is priced based on an independent valuation of the USSC stock on a non-marketable minority interest basis.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2010, the Foundation has $572.1 million in outstanding limited partnership commitments, including both domestic and international partnerships.

Temporary investments in partnerships that are publicly traded and where the Foundation has no committed capital are included with equity securities and not limited partnerships for financial statement presentation.

RECLASSIFICATIONS

Certain amounts in the 2009 statements have been reclassified to conform to the 2010 presentation.
C. Investment Securities

The following is a summary of cost and approximate fair values of the investment securities held at December 31 (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fair Value</td>
<td>Cost Basis</td>
</tr>
<tr>
<td>Equity securities</td>
<td>$1,209,815</td>
<td>$1,007,621</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459</td>
<td>79,135</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218</td>
<td>82,987</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>769,527</td>
<td>701,352</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,384</td>
<td>43,465</td>
</tr>
<tr>
<td></td>
<td>$2,205,403</td>
<td>$1,919,560</td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (NAV) as of December 31, 2010, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$368,935,642</td>
<td>$10,000,000</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>769,526,770</td>
<td>572,100,000</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$1,138,462,412</td>
<td>582,100,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) This category includes investments in real estate funds and hedge funds. The NAV of the real estate funds are as provided by the fund and determined using the fair value option or depreciable cost basis of the underlying assets. The NAV of the hedge funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the Financial Accounting Standards Board (FASB). The majority of the hedge funds offers quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various “lock–up” and “gate” provisions, while the real estate funds do not offer redemption options.

(b) This category includes investments in private equity funds, public equity funds, hedge funds, real estate funds and energy funds. The NAV of these funds is as provided by the general partner or fund manager using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offers quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various “lock–up” and “gate” provisions, while the private equity, real estate and energy funds do not offer redemption options. The public equity funds offer a monthly redemption frequency with 30 days notice.

See footnote D for additional information regarding fair value measurements.

Due to the various liquidity limitations on the above referenced funds, the Foundation maintains a significant portion of its investments in highly liquid and other Level 1 assets so as to ensure that grantmaking and administrative expense needs are covered into the foreseeable future.

The Foundation has significant amounts of investment instruments. Investment securities, in general, are exposed to various risks, such as interest rate, credit and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the financial statements.
D. Fair Value Measurements

Effective January 1, 2008, the Foundation adopted a framework for measuring fair value under generally accepted accounting principles. Fair Value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. This process also establishes a fair value hierarchy, which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

**Level 1** — Quoted market prices in active markets for identical assets or liabilities.

**Level 2** — Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

**Level 3** — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Generally, assets held at the Foundation’s custodian, Comerica Bank, include cash equivalents, U.S. government obligations, corporate bonds and equity securities, which are publicly traded in active markets and are considered Level 1 assets. Equity securities purchased and held directly by the Foundation include private equities, hedge funds, real estate funds and energy funds.

The valuation of nonpublic investments requires significant judgment by the General Partner due to the absence of quoted market values, inherent lack of liquidity and the long-term nature of such assets. Private equity investments are valued initially based upon transaction price excluding expenses. Valuations are reviewed periodically utilizing available market and other data to determine if the carrying value of these investments should be adjusted. Such data primarily include, but are not limited to, observations of the trading multiples of public companies considered comparable to the private companies being valued. Valuations are adjusted to account for company-specific issues, the lack of liquidity inherent in a nonpublic investment, the level of ownership in the company and the fact that comparable public companies are not identical to the companies being valued. Such valuation adjustments are necessary because in the absence of a committed buyer and completion of due diligence similar to that performed in an actual negotiated sale process, there may be company-specific issues that are not fully known that may affect value. In addition, a variety of additional factors may be considered during the valuation process, including, but not limited to, financial and sales transactions with third parties, current operating performance and future expectations of the particular investment, changes in market outlook and the third-party financing environment. In determining valuation adjustments resulting from the investment review process, emphasis is placed on market participant’s assumptions and market-based information over entity-specific information.

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2010:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$772,984,870</td>
<td>$</td>
<td>$436,830,236</td>
<td>$1,209,815,106</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459,231</td>
<td>$</td>
<td></td>
<td>82,459,231</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218,267</td>
<td>$</td>
<td></td>
<td>95,218,267</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>$</td>
<td>$</td>
<td>769,526,770</td>
<td>769,526,770</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>$</td>
<td>$</td>
<td>5,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,383,777</td>
<td>$</td>
<td></td>
<td>43,383,777</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$994,046,145</strong></td>
<td><strong>$</strong></td>
<td><strong>$1,211,357,006</strong></td>
<td><strong>$2,205,403,151</strong></td>
</tr>
</tbody>
</table>
A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$913,341,919</td>
<td>$</td>
<td>$303,520,131</td>
<td>$1,216,862,050</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>106,507,034</td>
<td>$</td>
<td></td>
<td>106,507,034</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>82,915,219</td>
<td>$</td>
<td></td>
<td>82,915,219</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td></td>
<td>$</td>
<td>503,670,688</td>
<td>503,670,688</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td></td>
<td>$</td>
<td>14,000,000</td>
<td>14,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>134,236,695</td>
<td>$</td>
<td></td>
<td>134,236,695</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,237,000,867</strong></td>
<td><strong>$</strong></td>
<td><strong>$821,190,819</strong></td>
<td><strong>$2,058,191,686</strong></td>
</tr>
</tbody>
</table>

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2009:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2008</td>
<td>$712,445,833</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td>156,904,603</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>(76,845,041)</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers – donated securities</td>
<td>(2,626,390)</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized losses</td>
<td>(21,477,051)</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrealized gains</td>
<td>52,788,865</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance, December 31, 2009</strong></td>
<td><strong>$821,190,819</strong></td>
<td><strong>$</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2010 and 2009. The deferred excise tax provision is calculated assuming a 2% rate and is based on the projected gains/losses that assume complete liquidation of all assets.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable</td>
<td>$109,229</td>
<td>$(275,000)</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>5,248,872</td>
<td>1,412,681</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,358,101</strong></td>
<td><strong>1,137,681</strong></td>
</tr>
</tbody>
</table>
Excise tax payments of $790,520 and $475,000 were paid in 2010 and 2009, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non–charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2010, the Foundation made qualifying distributions greater than the required minimum distribution of approximately $21.3 million. The Foundation has $47.6 million in prior year excess distributions to add to this amount, resulting in a net accumulated over–distribution of $68.9 million to be carried forward to 2011.

F. Grants Payable

Grants payable at December 31, 2010, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014–15</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$8,986,355</td>
<td>$1,444,321</td>
<td>$449,004</td>
<td>$4,000</td>
<td>$10,883,680</td>
</tr>
<tr>
<td>Environment</td>
<td>5,498,125</td>
<td>340,000</td>
<td>–</td>
<td>–</td>
<td>5,838,125</td>
</tr>
<tr>
<td>Flint Area</td>
<td>5,012,408</td>
<td>385,015</td>
<td>–</td>
<td>–</td>
<td>5,397,423</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>12,412,486</td>
<td>2,948,445</td>
<td>25,000</td>
<td>–</td>
<td>15,385,931</td>
</tr>
<tr>
<td>Other*</td>
<td>590,000</td>
<td>325,000</td>
<td>–</td>
<td>–</td>
<td>915,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>32,499,374</td>
<td>5,442,781</td>
<td>474,004</td>
<td>4,000</td>
<td>38,420,159</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>–</td>
<td>337,251</td>
<td>43,367</td>
<td>536</td>
<td>381,154</td>
</tr>
<tr>
<td></td>
<td>$32,499,374</td>
<td>$5,105,530</td>
<td>$430,637</td>
<td>$3,464</td>
<td>$38,039,005</td>
</tr>
</tbody>
</table>

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 $1,448,022 and $1,868,154 as of December 31, 2010 and 2009, respectively.

Grant activity for the years ended December 31, 2010 and 2009, was as follows:

<table>
<thead>
<tr>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$52,517,607</td>
</tr>
<tr>
<td>Grants approved</td>
<td>93,318,713</td>
</tr>
<tr>
<td></td>
<td>145,836,320</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>20,548,917</td>
</tr>
<tr>
<td>Environment</td>
<td>11,102,005</td>
</tr>
<tr>
<td>Flint Area</td>
<td>37,147,348</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>35,328,338</td>
</tr>
<tr>
<td>Other*</td>
<td>3,289,553</td>
</tr>
<tr>
<td></td>
<td>107,416,161</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$38,420,159</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.
G. Pension and Other Postretirement Benefits

The Foundation sponsors a qualified defined benefit pension 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.

Basic information is as follows:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>Pension Benefits</th>
<th></th>
<th>Postretirement Health–Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
<td>2010</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(40,165)</td>
<td>$(37,412)</td>
<td>$(11,399)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>35,490</td>
<td>28,158</td>
<td>–</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(4,675)</td>
<td>$(9,254)</td>
<td>$(11,399)</td>
</tr>
<tr>
<td>Amounts recognized in the statements of financial position:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>$ –</td>
<td>$ –</td>
<td>$ –</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(4,675)</td>
<td>(9,254)</td>
<td>(11,399)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(4,675)</td>
<td>$(9,254)</td>
<td>$(11,399)</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>$ 4,060</td>
<td>$ 3,356</td>
<td>$ 237</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>$(864)</td>
<td>$(700)</td>
<td>$(237)</td>
</tr>
<tr>
<td>Components of net periodic benefit cost:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service cost</td>
<td>$ 1,317</td>
<td>$ 1,290</td>
<td>$ 450</td>
</tr>
<tr>
<td>Interest cost</td>
<td>2,120</td>
<td>1,941</td>
<td>663</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(2,231)</td>
<td>(1,667)</td>
<td>–</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>934</td>
<td>1,225</td>
<td>42</td>
</tr>
<tr>
<td>Amortization of prior service cost</td>
<td>55</td>
<td>55</td>
<td>129</td>
</tr>
<tr>
<td>Net periodic benefit cost</td>
<td>$ 2,195</td>
<td>$ 2,844</td>
<td>$ 1,284</td>
</tr>
</tbody>
</table>
BENEFIT OBLIgATIONS

The accumulated benefit obligation of the nonqualified pension plan was $3,916,779 and $3,441,653 as of December 31, 2010 and 2009, respectively. The accumulated benefit obligation of the qualified plan was $32,093,131 and $29,192,602 as of December 31, 2010 and 2009, respectively.

The assumptions used in the measurement of the Foundation’s benefit obligations and net periodic benefit costs are as follows:

<table>
<thead>
<tr>
<th>Pension Benefits</th>
<th>Postretirement Health-Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>5.50%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>5.80%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.00%</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

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 2017.

ACCOUNTS HOLDINGS

The investment strategy is to manage investment risk through prudent asset allocation that will produce a rate of return commensurate with the plan’s obligations. The Foundation’s expected long-term rate of return on plan assets is based upon historical and future expected returns of multiple asset classes as analyzed to develop a risk-free real rate of return for each asset class. The overall rate of return for each asset class was developed by combining a long-term inflation component, the risk-free real rate of return and the associated risk premium.

A summary of asset holdings in the pension plan as of December 31, 2010, is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>52.1%</td>
<td>50.6%</td>
</tr>
<tr>
<td>International stock</td>
<td>17.6%</td>
<td>16.9%</td>
</tr>
<tr>
<td>Real estate</td>
<td>5.7%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>24.6%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2010:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$ –</td>
<td>$ 8,731,934</td>
<td>$ –</td>
<td>$ 8,731,934</td>
</tr>
<tr>
<td>Real estate</td>
<td>–</td>
<td>941,246</td>
<td>1,083,228</td>
<td>2,024,474</td>
</tr>
<tr>
<td>Debt securities</td>
<td>–</td>
<td>24,733,555</td>
<td>–</td>
<td>24,733,555</td>
</tr>
<tr>
<td>Total</td>
<td>$ –</td>
<td>$ 34,406,735</td>
<td>$ 1,083,228</td>
<td>$ 35,489,963</td>
</tr>
</tbody>
</table>

2010 MOTT ANNUAL REPORT
A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Balance, December 31, 2009</th>
<th>Unrealized gains</th>
<th>Balance, December 31, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 934,349</td>
<td>148,879</td>
<td>$ 1,083,228</td>
</tr>
</tbody>
</table>

EXPECTED CONTRIBUTIONS

The Foundation expects to contribute $4,419,440 to its pension plans and $304,595 to its postretirement medical plan in 2011. For the unfunded plans, contributions are deemed equal to expected benefit payments.

EXPECTED BENEFIT PAYMENTS

The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits, before deducting the Medicare Part D subsidy:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Health-Care Benefits</th>
<th>Postretirement Medicare Part D Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$ 2,260,440</td>
<td>$ 304,595</td>
<td>$ 21,146</td>
</tr>
<tr>
<td>2012</td>
<td>2,314,440</td>
<td>341,511</td>
<td>27,273</td>
</tr>
<tr>
<td>2013</td>
<td>2,425,440</td>
<td>401,807</td>
<td>30,824</td>
</tr>
<tr>
<td>2014</td>
<td>2,521,440</td>
<td>468,502</td>
<td>37,711</td>
</tr>
<tr>
<td>2015</td>
<td>2,680,440</td>
<td>486,243</td>
<td>32,103</td>
</tr>
</tbody>
</table>

DEFINED CONTRIBUTION 401(K) PLAN

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2010 and 2009, the Foundation contributed $225,406 and $225,916, respectively.

H. Subsequent Events

The Foundation evaluated its December 31, 2010, financial statements for subsequent events through August 7, 2011, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.

Administration & Investment Expenses

<table>
<thead>
<tr>
<th></th>
<th>Administration Total</th>
<th>Investment Total</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>Salaries</td>
<td>$ 7,208,817</td>
<td>$ 7,395,759</td>
<td>$ 2,087,802</td>
<td>$ 1,919,259</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>4,462,094</td>
<td>5,371,675</td>
<td>846,964</td>
<td>862,078</td>
</tr>
<tr>
<td>Operations</td>
<td>1,064,199</td>
<td>1,198,340</td>
<td>278,830</td>
<td>285,575</td>
</tr>
<tr>
<td>Professional fees</td>
<td>766,469</td>
<td>1,105,445</td>
<td>1,886,479</td>
<td>2,128,771</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>721,624</td>
<td>753,884</td>
<td>62,320</td>
<td>46,297</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>214,655</td>
<td>266,724</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>$ 14,437,858</td>
<td>$ 16,091,827</td>
<td>$ 5,162,395</td>
<td>$ 5,241,980</td>
</tr>
</tbody>
</table>
## Board and Committees

### BOARD OF TRUSTEES*
- William S. White  
  *Chairman*
- Frederick S. Kirkpatrick +  
  *Vice Chairman*
- Rushworth M. Kidder
- Tiffany W. Lovett
- Webb F. Martin
- Olivia P. Maynard
- John Morning
- Maryanne Mott
- Charlie Nelms
- William H. Piper
- John W. Porter
- Marise M.M. Stewart
- Claire M. White
- Douglas X. Patiño  
  *Trustee Emeritus*

### AUDIT COMMITTEE
- Webb F. Martin  
  *Chairman*
- Rushworth M. Kidder
- Frederick S. Kirkpatrick
- Olivia P. Maynard
- John Morning
- Charlie Nelms
- John W. Porter

### EXECUTIVE COMMITTEE
- William S. White  
  *Chairman*
- Frederick S. Kirkpatrick
- Webb F. Martin
- Maryanne Mott
- William H. Piper
- John W. Porter

### INVESTMENT COMMITTEE
- William S. White  
  *Chairman*
- Elizabeth T. Frank
- Frederick S. Kirkpatrick
- Webb F. Martin
- William H. Piper

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

+ Serves as presiding/lead outside director.

*Board and committees lists as of May 1, 2011*
Officers and Staff

EXECUTIVE OFFICE
William S. White
President and
Chief Executive Officer

Ridgway H. White
Vice President – Special Projects

Jean Simi
Executive Assistant and
Corporate Assistant Secretary

Lisa R. Maxwell
Executive Assistant

Jennifer Liversedge
Assistant to the President and
Program Officer

ADMINISTRATIVE GROUP
Phillip H. Peters
Group Vice President –
Administration and Secretary/Treasurer

ADMINISTRATIVE SERVICES
Gregory S. Hopton
Accounting Manager

Leslie Berent
Senior Accountant

Rebecca Burns
Administrative Accountant

Debra L. Cormier
Payroll Administrator

Annette M. Chamberlain
Administrative Secretary

Kim R. McDonald
Jill A. Powell
Word Processors

Teresa A. Littlejohn
Receptionist

Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

Gilbert Medrano
Larry M. Stein
Building Operations Assistants

GRANTS ADMINISTRATION
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Director, Grants Administration

Frederick L. Kump
Grants Financial Analyst and
Program Officer

Cindy S. Compeau
S. Renee Jackson
Grants Accountants

Mary Beth Smith
Administrative Secretary, Program
Review Committee

Jean M. Bamberg
Administrative Assistant

Deborah K. Reid
Secretary

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Julie M. Flynn
Human Resources Manager

Ona Kay Goza
Administrative Secretary

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Vice President – Information Services

Michael L. Wright
Information Services Manager

Linda L. Davidson
User Coordinator

Eve C. Brown
Librarian

Glen A. Birdsall
Associate Librarian

Julie A. Scapelliti
Secretary/Help Desk Coordinator

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Vice President – Investments and
Chief Investment Officer

Jay C. Flaherty
Cheryl Garneau

Stephen A. McGratty
Stephen W. Vessells

Investment Managers

Laura R. Bechard
Investment Office Administrator

and IS Coordinator

Alicia T. Aguilar
Assistant Investment

Administrator

Monica R. Smartt
Administrative Secretary

Laura D. Franco
Administrative Assistant

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Maureen H. Smyth
Senior Vice President – Programs

and Communications

Neal Hegarty
Vice President and Associate

Director – Programs

Ruth M. Woodruff
Administrative Secretary

PROGRAMS
CIVIL SOCIETY
Shannon L. Lawder
Program Director

Central/Eastern Europe

and Russia

J. Walter Veirs
Regional Director

Vera Dakova
Ross Maclaren

Program Officers

Michele H. Neumann
Secretary

South Africa
Vuyiswa Sidzumo
Director, South Africa

Mamotshidisi Mohapi
Associate Program Officer

Lydia Molapo
Administrative Secretary

United States and

Global Philanthropy

and Nonprofit Sector

Nicholas S. Deychakiwsky
Program Officer

Diane M. Gildner
Secretary

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Program Director

Amy C. Shannon
Sandra N. Smithey

Program Officers

Jumana Z. Vasi
Associate Program Officer

Sandra J. Smith
Judy L. Wallace

Secretaries

FLINT AREA
Neal Hegarty
Program Director

Alicia E.M. Kitsuse
Kimberly S. Roberson

Program Officers

Shannon E. Polk
Associate Program Officer

*Tiffany J. Cole–Stitt
Program Assistant

Wynette L. Adamson
Secretary
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Mark W. Abbott
Program Director
Jack A. Litzenberg
Senior Program Officer
Christine A.W. Doby
Gwyn Hughes
Benita D. Melton
Yazeed A. Moore
Program Officers
DeJuan J. Woods
Associate Program Officer
Megan Russell Johnson
Program Assistant
Christine L. Anderson
Crystal L. Bright
Delia Cappel
Secretaries

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Vice President – Communications
Duane M. Elling
Maggie I. Jaruzel Potter
Communications Officers
Ann F. Richards
Communications Officer – New Media
*Peggy A. Harrington
Associate Communications Officer – New Media
Macie Schriner
Communications Officer – Online Strategies
Teri L. Chambray
Administrative Secretary
J. Gay McArthur
Secretary

LOANED STAFF
Karen B. Aldridge–Eason
Foundation Liaison, Office of Gov.
Rick Snyder, State of Michigan
(formerly Program Director, Flint Area program)

CONTRACT EMPLOYEES/
CONSULTANTS
Vyacheslav Bakhmin, Civil Society program (Russia)
Joumana M. Klanseck,
Information Services
Jeanette R. Mansour, Programs
Shaun Samuels, Civil Society program (South Africa)
Svitlana Suprun, Civil Society program (Belarus, Moldova, Ukraine)
Darlene F. Wood, Administration
Cristina Wright, Web Administrator

*No longer with the Foundation
1Serves as Vice President – Special Projects and Program Officer for Flint Area
2Shared with Programs
3Shared with Flint Area program
*Serves as Vice President and Associate Director – Programs and Program Director for Flint Area
4Shared with Pathways Out of Poverty program
5Shared with South Africa office
6Shared with Civil Society program
7Shared with Flint Area and Pathways Out of Poverty programs
8Shared with Civil Society, Flint Area and Pathways Out of Poverty programs

Staff list as of July 11, 2011. This list reflects everyone who worked at the Foundation since the 2009 Annual Report was published in the fall of 2010.

For an updated staff list, please visit our Web site at www.mott.org.
PHOTO CREDITS

page 7, Genesee County Parks, Flint, Michigan

pages 9, 10, Rick Smith, Rochester, Michigan

PRODUCTION CREDITS

Graphic Design and Production
Olmsted Associates, Inc., Flint, Michigan

Printing
The Riegle Press, Davison, Michigan

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