PICTURING SUCCESS:
The Transformative Power of Afterschool
ABOUT THE COVER

The artwork on the cover of our 2011 Annual Report was created in early 2012 by children in afterschool programs in grades 4 through 12 in Genesee County, Michigan (home of the Mott Foundation). To learn more about these young artists, please turn to page 27.
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“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 that 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.
**Program Snapshot**

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

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

**Civil Society**

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

**Program Areas**
- Central/Eastern Europe and Russia
- South Africa
- United States
- Global Philanthropy and Nonprofit Sector

**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.

**Program Areas**
- Conservation of Freshwater Ecosystems in North America
- International Finance for Sustainability
- Special Initiatives

**Flint Area**

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

**Program Areas**
- Arts, Culture and Education
- Economic Revitalization
- Strengthening Community
- Special Initiatives

**Pathways Out of Poverty**

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

**Program Areas**
- Improving Community Education
- Expanding Economic Opportunity
- Building Organized Communities
- Special Initiatives

**Exploratory and Special Projects**

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

**Program Areas**
- Historically and Predominantly Black Colleges and Universities
- Special Projects
ANNUAL MESSAGE

Transforming Lives
Through Afterschool
Americans disagree on many issues today, but I suspect there is widespread agreement about one thing: Our current K-12 education system is failing – both students and society – and reform is critically needed.

There’s plenty of debate, too, about how we should redesign the system to better prepare young people for jobs in a more sophisticated, technological age and for life in a fast-paced, complex world. Discussions about corrective steps produce a wide range of ideas and options, but no single solution.

Still there is a clear sense of urgency about the need to act – sooner rather than later.

Among those to sound a warning most recently about the dangers of delay are Thomas L. Friedman and Michael Mandelbaum in their new book, “That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back,” which I asked my staff to read earlier this year. In considerable detail, they describe how America is losing its competitiveness and how important it is to invest in education, among other things, “if we hope to realize the full potential of the American people in the coming decades, to generate the resources to sustain our prosperity, and to remain the global leader that we have been and the world needs us to be.”

The two go on to say:

“We need our education system not only to strengthen everyone’s basics – reading, writing and arithmetic – but to reach and inspire all Americans to start something new, to add something extra, or to adapt something old in whatever job they are doing.

“With the world getting more hyperconnected all the time, maintaining the American dream will require learning, working, producing, relearning and innovating twice as hard, twice as fast, twice as often and twice as much.”

And so it seems to me that it is imperative that we focus a spotlight on the ways kids learn, the opportunities they need to succeed academically and how we might shape a system that encourages more of them to stay in school, graduate and go on to become productive contributors to society.

As much as I might want a silver bullet for what ails our education system, I’m fully aware there is no such thing. Revamping the way we educate our young people, with an eye toward improving achievement levels, will require the
knitting together of multiple approaches. And as we look for workable solutions, I believe we should focus some attention on the hours before and after school. For if there is one thing we’ve discovered at the Mott Foundation – through years of funding community education programs in our earliest days and, more recently, supporting afterschool initiatives – it’s that the productive use of time spent before and after school, as well as during the summer months, forms an important foundation for learning.

By no means do I wish to suggest that afterschool is the answer to the problems facing our education system. But based on what we’ve learned over time, it can be an important piece of the puzzle.

The Mott Foundation’s deep involvement in the education field has its roots in our support for community education beginning in 1935. Initiated as Flint struggled to gain economic stability during the Great Depression, the Foundation’s funding for community-based afterschool and summer programming was built upon community collaboration and partnership, effective use of existing school and community facilities, and coordination of services.

At the heart of those first school-based programs was a desire to keep kids safe, active and engaged in productive learning during the late afternoon and summer hours.

That desire, in part, sparked our interest in 1996 in joining with the federal government in the 21st Century Community Learning Centers (21st CCLC) initiative – a partnership that over time has resulted in a proliferation of high-quality, extended-learning programs that are strengthening not only local schools and families, but also the communities in which they operate.

The initiative was conceived as a $1 billion project by the U.S. Department of Education that would build on a $40 million program already under way. For our part, the Mott Foundation began with a $2 million commitment and a $55 million pledge for multiyear expansion. As part of the partnership, the Foundation funded activities better suited to philanthropy than government, including technical assistance, generating public will, seeding evaluation and identifying promising practices.

Importantly, over time the Foundation’s investment in afterschool has been focused on a comprehensive strategy to take afterschool to scale across the country. As part of that effort, we and too many funding partners to name have supported the systematic growth of Education that would build on a $40 million program already under way. For our part, the Mott Foundation began with a $2 million commitment and a $55 million pledge for multiyear expansion. As part of the partnership, the Foundation funded activities better suited to philanthropy than government, including technical assistance, generating public will, seeding evaluation and identifying promising practices.

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of statewide afterschool networks, which have grown from nine in 2002 to 41 today with more under consideration.

The focus of the networks has been on: establishing quality standards for programs; sharing learning, curriculums and best practices; creating new state policies; and generating additional afterschool funding. These efforts have established a unique infrastructure across the country of public-private partnerships working locally and at the state level to increase the total number of afterschool opportunities, while preventing the loss of thousands of programs during economic downturns and shifting political environments. Moreover, because this infrastructure is based on partnerships, it is nimble and can maximize local, state and federal resources.

Through the years, our support for 21st CCLC has totaled $158 million. At the same time, the federal commitment to the initiative has grown considerably. In 2011, $1.154 billion in federal appropriations provided afterschool opportunities through 21st CCLC programming to 1.6 million children and youth in nearly 10,500 schools and community centers across the country.

Indeed, we’ve been joined over time by many outstanding funding partners, including William T. Grant, Noyce, The David & Lucille Packard and The Wallace foundations; JCPenney; and the Open Society Institute. In addition, local programs themselves have attracted financial supporters, ranging from state government, to national and local foundations, to United Ways.

So what goes on in these programs? Over the years, I’ve visited a number of afterschool sites at home and in communities across the country and found that no two programs are identical. Programming varies and typically reflects the needs of students and their families, the creativity and ingenuity of the program’s creators, the availability of local resources and volunteers that can be tapped to enhance offerings, and other factors.

The goal of high-quality programs is to offer low-income students the kinds of opportunities that are available mainly to middle- and upper-class children – the chance to be exposed to a wide range of extracurricular activities; to participate in project-based learning, such as in science and technology; to play organized sports; to enjoy theater, dance and music; to work with tutors; and to find caring adult mentors.

Indeed, such opportunities are becoming more critical – for all students – as school districts cut enrichment and extracurricular activities in the face of ever-tightening budgets.

Through afterschool programs, students have the chance to expand their horizons and become more engaged in learning. In this
way, they are more likely to stay in school, develop their distinct interests and talents, and achieve success.

At the same time, the afterschool space provides an important environment in which educators can develop and/or try out innovative curriculums and learning tools, including digital media and online learning.

To help develop robust, outside-the-box educational opportunities for students, it is not uncommon to see strong programs engage with local art museums, colleges and universities, businesses, professional societies, libraries, the YMCA and YWCA, Boys & Girls Clubs, and other such organizations.

To give readers a sense of how dynamic, variable and effective afterschool programs can be, we have showcased some outstanding examples later in this report, as well as on our Web site.

We also tapped the artistic talent of young people participating in afterschool programs in Flint and Genesee County to obtain the artwork you see on the cover of this report and throughout its pages. Moreover, it is worth noting that the Mott Foundation has supported afterschool programming locally with grants totaling $26.2 million just since 2000.

As Foundation staff members visited programs from coast to coast for this report and talked to students, parents, program operators and school principals, they heard time and again how afterschool is transforming the lives of participants.

For instance, the principal of an elementary school participating in LA’s BEST – one of the finest afterschool models in the country – described the impact of afterschool on her students this way: “When you think about it, afterschool adds three hours – another half day of learning time. But because afterschool is not as structured as the regular school day, kids show their true personalities.”

The director of Big Thought, a program for elementary and middle school students in Dallas, Texas, put it another way: “For too many of our students, the horizon is only as wide as they can stretch their arms. Big Thought is dedicated to widening their world – helping children see the vast panorama of possibilities through creative activities that engage them in school, afterschool and in their community.”

What we’ve seen again and again is that the best programs recognize that the hours after the final school bell rings can be a critical time for hands-on, individualized learning that complements and enhances the regular school day without duplicating it.

Strikingly, longitudinal research is beginning to substantiate the powerful difference quality afterschool can make for children. A recent study showed, for instance, that when a child from a low-income family regularly participates in quality afterschool programming during the elementary grades, their fifth-grade math achievement scores reflect a narrowing of the achievement gap with their middle- and high-income peers.

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Widespread Positive Impacts of Afterschool Programs

A meta-analysis of 49 reports of 73 afterschool programs that seek to enhance the personal and social skills of children and adolescents indicated that, compared to controls, participants demonstrated significant increases in their self-perceptions and bonding to school, positive social behaviors, school grades and levels of academic achievement, and significant reductions in problem behaviors.

This positive news also is being complemented by further research indicating that when students participate in high-quality programs, they go to school more, behave better, receive better grades, do better on tests, increase the chances they will complete high school, and are less likely to engage in negative behaviors, such as drug use and teenage pregnancy.

I’m extremely encouraged by these findings. And although it may be a little early to say that afterschool could be a “silver bullet” answer to our educational woes, it certainly is turning out to be a “silver lining.”

Such compelling indicators naturally give rise to questions about program costs, which turn out to be quite reasonable and efficient. The average cost of programming is about $1,000 per student per year, although expenses vary depending upon the quality and types of services offered.

Yet afterschool programming, whether funded through the 21st CCLC initiative or through some other means, is reaching only a fraction of those in need. Some 15 million children still find themselves unsupervised when the school day ends.

And, unfortunately, current federal funding levels have not kept up with demand. While it is true that funding for 21st CCLC programs increased from $453 million in 2000 to $1.166 billion in 2010, that funding represented a smaller percentage of the overall federal budget for education – dropping from 1.38 percent to .60 percent of the budget.

In practical terms, that has meant that over 10 years, $4 billion in local grant requests for 21st CCLC funding – one of every three requests – was denied because of the lack of sufficient federal funding and intense competition.

Worse, there is legitimate concern today that with so much emphasis on budget tightening, deficit reduction and reallocating existing funds, federal allocations for the 21st CCLC could be under threat. The 21st CCLC program has been highly focused, which is one reason for its success. However, in today’s fiscal climate, I’m seriously worried that other worthy programs will try to grab a piece of the 21st CCLC pie, thus diluting its effectiveness and ultimately placing it on the deficit-cutting chopping block.

That would be more than unfortunate. It would be a travesty.

Too many of us have worked for too long to establish and share models of effective practice, to scale-up programming, to build networks of strong programs, and to use our vast experience to influence a new framework for education reform that focuses on transforming the school and the community to better support the needs of students.

My gut instinct always has told me that if you can educate, enrich, mentor and protect children during out-of-school hours, they have a better chance of having positive life outcomes. To have witnessed that over the years in so many towns and cities across America, and to now have research data to support my intuition, isn’t just deeply satisfying. It also lends credence to the Mott Foundation’s unwavering commitment to afterschool.
Governance and Administration

In 2011, we experienced a small decline in assets, which were $2.16 billion on December 31, 2011, compared with $2.23 billion the previous year. On the following page, we have included a chart labeled “Total Assets at Market Value & 2011 Dollars,” which tracks our asset performance since 1963.

As 2011 drew to a close, I knew the new year would be one of change, given the announced retirements of three key staff members: Maureen H. Smyth, our senior vice president of programs and communications; Jack A. Litzenberg, senior program officer; and Jeanette R. Mansour, who actually was planning her second retirement from the Foundation.

But 2012 brought some other sad, and unanticipated, changes as well. In March, Trustee Rushworth Kidder passed away, followed in June by Trustee John W. Porter. Both gave the Foundation many years of service; Rush 22 years and John nearly 32 years.

It’s impossible to describe the wide range of contributions these two individuals made to our board, as well as to the Foundation. Both were thoughtful men who routinely asked probing questions and offered keen observations during any and all discussions.

With Rush’s quick journalist’s mind, we could always count on the president of the Rockport, Maine-based Institute for Global Ethics to offer a fresh perspective and summarize complex discussions succinctly.

John, who had a long and distinguished career in the field of education, kept our feet to the fire when it came to setting benchmarks and assessing both our grantmaking progress and impact.

Both Rush and John are missed, and their losses will be felt for years to come.

We also lost the creative energy, strategic thinking and loyal dedication of Maureen, Jack and Jeanette with their retirements.

Maureen joined the Foundation in 1984 as a program associate, taking on a succession of progressively more responsible positions through the years, and retiring as senior vice president of programs and communications.

Maureen managed our program staff through a period of growth and change, helped to streamline the Foundation's grantmaking structure, and instituted a number of critical practices and procedures that improved our grantmaking processes. Her sharp mind and graceful management style were true assets we came to rely on.

Jack also joined the Foundation in 1984 and served in various capacities within the Flint Area and the Pathways Out of Poverty programs, including program officer, program director, interim program director and senior program officer. Always compassionate, honest and laser-focused, Jack developed a national reputation for his innovative grantmaking in not one but two fields – microenterprise and a particular type of workforce training known as “sectoral employment development.” Jack won several awards for his work through the years, the most prominent being the Robert W. Scrivner Award for Creativity in Grantmaking in 1994 from the Council on Foundations.

Jeanette came to work for Mott in 1978 and served in several positions, including director of planning for the Foundation and program officer in the Civil Society program, before retiring in 1996. Not one to allow any moss to grow under her feet, she immediately returned to the Foundation to work as a program consultant.

During her time on staff, Jeanette was instrumental in the development of our Civil Society program’s Central/Eastern European and Russia grantmaking. As a consultant, she continued to provide valuable advice and assistance to that team, while also serving as a key adviser to the Center for Arab American Philanthropy, a role she continues to play.

All three employees made special and important contributions to the Foundation that will be long remembered. As they now move into the next phase of their lives, we
wish them many happy and healthy years ahead.

While there is always a sense of loss when enjoyable, respected colleagues retire, we were fortunate to offset Maureen’s departure with the promotion of Neal R. Hegarty to vice president of programs in January 2012. Neal, who joined the staff in 2000, served over time as an associate program officer, program officer, director of the Flint Area program, and vice president and associate director of programs – positions that allowed him to demonstrate his excellent talents as a grantmaker and a manager.

Another notable promotion occurred in spring 2011 when Ridgway H. White was promoted to vice president of special projects, a new position that allows him to maintain his interest in urban planning and revitalization in Flint and environs, while he also assists the executive office in various capacities. Ridgway joined the Foundation in 2004 as a program assistant for the Flint Area, advancing to associate program officer and program officer over the years.

It’s always a win-win when there are opportunities for advancement in our organization and staff members ready and eager to rise to the challenge. So it was with these individuals.

William S. White, President
SPECIAL SECTION

PICTURING SUCCESS:
The Transformative Power of Afterschool
Keeping children and families engaged in learning after school and during the summer was the impetus in 1935 for funding the first school-based recreational programs in Charles Stewart Mott’s home community of Flint, Michigan. And for decades it has remained the driving force behind the Mott Foundation’s continuing commitment to increasing the quality of afterschool programming and bringing it to scale in communities across the U.S.

With that backdrop, in 1998 the Mott Foundation and the federal government formally launched an innovative collaboration – the 21st Century Community Learning Centers (21st CCLC) program – aimed at putting afterschool programming within reach of any community across the nation willing to create community-school partnerships for the benefit of low-income students.

As a result of this collaboration, a proliferation of high-quality afterschool programs has been developed – each taking advantage of sometimes innovative local resources but sharing a set of key principles that include:

- Engaged learning through “hands-on” activities that often are project-based and incorporate multiple learning styles;
- Engaged families who are comfortable and involved with their local school;
- Increased academic competency through homework help and enrichment activities that link to, and complement, what is learned during the school day;
- Increased social and emotional well-being through a focus on the “whole child” and activities that build confidence;
- Increased physical fitness through recreational and sports activities, information on healthy eating and lifestyles, and distribution of a nutritious snack or meal; and
- Use of financial models – including leveraging additional services from local museums, colleges, libraries, arts and other nonprofits – that lead to affordable, scalable and sustainable programming.

On the next several pages, features on five communities – each receiving 21st CCLC funding – illustrate the transformative nature of high-quality afterschool programs, and are emblematic of best practices in the field today. The richness of these programs is difficult to convey in such limited space; therefore, we have posted additional content about afterschool programs on our website at www.mott.org/AR11. From east to west, the highlighted communities are:

- **Laconia, New Hampshire** – Project EXTRA! (Enriching Extensions To Raise Achievement), a K-12 afterschool program garnering increasing interest for its strategies to help high school students remain engaged and earn their diplomas;
- **Daytona Beach, Florida** – Westside’s Night Alive, a K-5 afterschool program receiving statewide recognition for the high level of community support it enjoys, both financially and from a volunteer/service perspective;
- **Michigan City, Indiana** – Safe Harbor, a K-12 afterschool program emphasizing STEM (Science, Technology, Engineering and Math) activities designed to integrate with, and support, regular school-day instruction;
- **Dallas, Texas** – Thriving Minds, a K-8 afterschool program partnering with more than 100 community organizations to provide in-school, afterschool and summer programs that address academic achievement and youth development by connecting with arts, culture and creative learning; and
- **Los Angeles, California** – LA’s BEST (Better Educated Students for Tomorrow), a long-running, nationally recognized K-6 afterschool program that for the past 24 years has served more than 28,000 students annually at 186 sites.
Parents Report Afterschool Boosts Academic Success

76% of parents report their children do better in school because of afterschool programs.

7 out of 10 parents look to afterschool programs for homework help.


Need Exceeds Supply

23.5 million young people need afterschool programs. But, only about 1/3 are currently in a program.

15.1 MILLION left unsupervised after school

8.4 MILLION in programs

Source: Afterschool Alliance (2009). "America After 3PM"
Seventeen-year-old Nicholas Fecteau remembers a time not long ago when his educational prospects were looking “pretty bad.”

“I was barely passing my classes, and I thought I was probably doomed to repeat a year,” he said. “I didn’t feel very good about myself or school. I wasn’t even sure if I had it in me to graduate.”

Since 2001, Project EXTRA! (Enriching eXtensions To Raise Achievement), a local afterschool and extended learning program, has offered Fecteau and other struggling students in the small, lakeside town of Laconia, New Hampshire, the chance to reenergize their academic careers and their lives.

Ken Martin, Project EXTRA! site coordinator at the high school, says the districtwide program is connecting in-school and out-of-school hours in ways that promote educational and personal success for all area students.

“Many kids, including those at risk of failing a class or dropping out altogether, respond better to learning experiences that engage them and meet their individual needs,” he said. “We’re using every opportunity, including outside the classroom, to make that a reality.”

Key to that effort in the high school program is a collection of afterschool “clubs” aligned around such themes as youth engagement in government, dance and physical fitness, self-expression through art, and peer communication and support.

The clubs allow students to explore and develop new interests and skills, and – just as importantly – link their in-class learning to hands-on application. For example, members of the engineering technologies club created an online virtual city, complete with alternative energy power sources, using knowledge cultivated in their math and science courses.

Those linkages can be eye-opening for a student who is questioning the merits of staying in school, says Martin.

“When kids do real-life problem solving using the information they get from a textbook or lecture, they start to recognize the value of their investment in school,” he said. “The out-of-classroom learning reinforces that connection.”

Some students also use their Project EXTRA! experience to create what the school calls “extended learning opportunities.” Available to all Laconia High School students, such opportunities allow teens to earn course credits through independent study and research under the guidance of a teacher or adviser. This can be an all-important option for those...
Enrollment: More than 1,000 students in grades K-12 participated in before and afterschool activities – offered daily – and summer services at five schools during the 2011-12 program. High school students may also engage in weekend activities. Approximately 55 percent of the district’s 2,045 students qualified for free or reduced-price school meals.


Description: Established in 2001, Project EXTRA! (Enriching eXtensions To Raise Achievement) provides students with out-of-school and extended-learning opportunities that build on the personal and academic development taking place in the classroom. Its high school program includes strategies designed to help students stay in school and earn their diplomas.

Re-energizing the academic careers and lives of teens, including those struggling to complete school, is the goal of Project EXTRA!

needling to retake a failed class or otherwise struggling to stay on course academically.

Across the school campus, staff and students are confident that Project EXTRA! and other supplemental learning activities, such as extended learning opportunities, are having positive impacts on participants. The school’s dropout rate for the 2010-11 academic year was 1.7 percent, down from 2.9 percent in 2007-08.

Fecteau credits his academic resurgence to the improved self-esteem, confidence, sense of belonging and capacity for leadership cultivated through his experience in a Project EXTRA! club.

“I started to like school again,” he said. “My grades shot up, so I’m able to graduate this year, and I’m hoping to enlist in the Army. I’ve also become a better person since I joined the club and made a lot of friends. I’d say it’s made a huge difference.”
Westside Elementary School in Daytona Beach, Florida, is a prime example of the importance of local leadership in developing quality afterschool programs.

“When I decided seven years ago to start our program, I knew funding would be an issue,” Westside Principal Judi Winch said. “Given the 52 elementary schools in our district, the education dollars just weren’t there to support free programs that meet both the academic and recreational needs of students and their families.”

But she was also keenly aware of the profound need. Westside primarily serves children from low-income homes; 95 percent of its students qualify for free or reduced-cost lunches. Many live in troubled neighborhoods, leaving them with few safe places to spend time after school.

And with few additional learning opportunities to build and diversify students’ skills, Winch feared they were at increased risk of falling behind their peers.

“Throwing up my hands and saying, ‘Well, the money isn’t there; there’s nothing I can do’ wasn’t an option,” she said. “So I got to work.”
She began by calling on local leaders from the public and private sectors, sharing with them her vision for “Westside’s Night Alive,” an afterschool program that would blend a wide range of academic and recreational activities in a safe and nurturing environment. Her ideas and passion quickly sparked interest among those she met.

Many responded with cash donations, while others provided supplies and services. Several joined the program’s marketing and development team and have helped Winch raise roughly $500,000 for Westside’s Night Alive over the past seven years.

The initial outpouring of support, along with funding from the federal 21st Century Community Learning Centers program for Westside’s academic components, helped launch in 2005 what has become one of Florida’s most widely recognized and highly regarded afterschool initiatives.

Financial backing is just one result of the leadership behind Westside, says Joe Davis, chief operating officer for the Florida Afterschool Network.

He says Winch and her staff also have demonstrated how individual belief and investment can help engage and energize an entire community’s support for afterschool.

“They set the bar high at Westside, and their enthusiasm for expanded learning activities creates a buzz that the community feeds off and an environment in which the students and their families love to participate,” Davis said.

“They show us every day that they really do care about the kids, that they want them to succeed,” James said. “That helps to remind all of us that when we come together, we can make wonderful things happen in this community.”

She believes that the leadership demonstrated by Winch and others in the program is an important inspiration to Westside students and their families.

Westside Elementary School, Volusia County Schools, Daytona Beach, Florida

ENROLLMENT: Approximately 160 students in grades K-5 participated in Westside’s before and afterschool activities – offered daily – and summer services during the 2011-12 program. About 95 percent of Westside’s 400 students qualified for free or reduced-price school meals. In the Volusia County School District, which includes Westside Elementary, 58 percent of the 61,524 students qualified for free or reduced-price school meals.

FUNDING: Federal 21st Century Community Learning Centers program and hundreds of individuals, organizations and businesses.

DESCRIPTION: Launched in 2005, Westside’s Night Alive provides students and their families with a broad range of educational, enrichment and recreational activities. The program is widely recognized for the high level of community support it enjoys, both financially and from a volunteer/service perspective.
When Herb Higgin, coordinator of the Safe Harbor afterschool program in Michigan City, Indiana, asked Al Walus to mentor a newly organized high school robotics team, Walus not only signed on as a volunteer, but also recruited 14 engineers from other area companies.

Walus is a longtime member of Michigan City’s Economic Development Corp. and on the staff of Christopher Burke Engineering. He was concerned with preparing the area’s next-generation workforce – one capable of filling the increasingly high-tech, high-skill demands of local industry and businesses.

“Afterschool was our foot in the door,” he said. “It was an opportunity to pique kids’ interest in science, technology and engineering.”

Increasingly, Walus also sees afterschool as the space where curriculum innovation can take place – innovations that eventually could impact the regular school day.

“Our local branch of Purdue University had expanded their engineering program – that’s what ultimately sold me on the value of Safe Harbor,” he said. “If our kids are going to take advantage of that opportunity, we have to start engaging them with the sciences before high school. That’s just too late.”

Safe Harbor’s emphasis on STEM (Science, Technology, Engineering and Mathematics) parallels recent changes at the district level, where Superintendent Barbara Eason-Watkins has instituted adjustments to curricula at the middle-school level, created two elementary magnet schools – one of which focuses on STEM education – and implemented a comprehensive instructional technology plan recognized nationally for its innovative classroom methodology.

Eason-Watkins worked for 35 years for the Chicago Public Schools, ultimately serving as the chief education officer. After accepting the Michigan City position two years ago, she conducted a 60-day “listening tour” of the community and then began restructuring the district.

“The schools are integral to the long-term success of our community,” she said. “What parents, local businesses and faculty want is more rigorous programming for our kids – programming that is relevant to 21st century skills. As superintendent, my job is to identify – and push – the key levers that will help the district create the best possible conditions for academic success.”

Those levers include afterschool programming, according to Jan Radford, the district’s director of curriculum development. Like Eason-Watkins, Radford views afterschool as a “curricular extension” of the academic day – a safe space where students can take risks, ask questions, try new things and apply what they’ve learned.
“If you give them the space and the time to engage with others in different situations, kids will become more adept,” said Higgin of the value of a challenging afterschool experience. “Kids become more comfortable making mistakes. They come to understand that mistakes help you learn.”

Nowhere has that played out more convincingly than with Safe Harbor’s robotics team.

“The kids stuck with it, even though their initial design kept breaking down,” he said. “They didn’t give up, and they ended up taking the Midwest Regional Rookie All-Star award this March.”

The award not only validated the efforts of the robotics team, Higgin says, but also has inspired increasing numbers of younger kids to take an interest in robotics, rocketry and the life sciences.

“There are partnerships – big and small – in place,” he said. “Lots of people are engaged with our kids. Michigan City has really embraced afterschool.”

SAFE HARBOR

**Michigan City Area Schools, LaPorte and Porter counties, Indiana**

**ENROLLMENT:** About 950 students in grades K-12 participated in Safe Harbor at 13 schools during the 2011-12 program. Afterschool activities were offered daily at elementary schools, while middle and high schools offered afterschool programming several days each week. Approximately 70 percent of the district’s 6,722 students qualified for free or reduced-price meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, NASA, JCPenney, Michigan City Enrichment Corp., private donors and sponsorships from area businesses.

**DESCRIPTION:** Established in 1998, the program provides tutoring and homework assistance as well as a number of developmental and academic enrichment activities, with a special emphasis on STEM (Science, Technology, Engineering and Math) education, that integrate with, and support, regular school-day instruction.
Dallas, Texas, is home to an expansive arts district that includes numerous visual and performing arts venues. But local leadership recognized early on the troubling fact that too many of its residents – especially schoolchildren from low-income neighborhoods – were unable to take advantage of the rich and diverse activities that were occurring there and throughout the city.

To remedy the situation, and use the arts as a strategy to expand creativity and encourage academic success, Big Thought, a Dallas-based nonprofit, created Thriving Minds, a sprawling network of community partners that work together to ensure that the arts are a daily reality for the city’s students during and after school.

“Creative learning opportunities help kids build a sense of self,” said Gigi Antoni, longtime president and CEO of Big Thought. “The arts offer kids a chance to identify their own strengths and talents, to experience pleasure and they give them a way to succeed – to feel a sense of accomplishment.”

An advocate for children and the arts for almost 25 years, Antoni says the arts are the “sweet spot” that Big Thought has focused on while building a system of opportunities for creative learning in partnership with the Dallas Independent School District (ISD) and municipal government.

“We began with a strong arts concentration and, from there, have tried to connect the dots so that the children participating in our afterschool programs are surrounded by the academic and social supports they need to succeed in school,” she said.

Operating five days a week from 3 to 6 p.m. in 39 elementary and middle schools, Thriving Minds uses music, drama, dance and the visual arts – what leaders call the big “A” arts – along with the small “a” arts such as cooking, crocheting, storytelling and gardening, to engage children and, increasingly, their families with their community school and the services available.

“We use the acronym ‘STEAM’ because our roots are in the arts, but we’ve grown to include the STEM (Science, Technology, Engineering and Math) subjects,” said Brenda Snitzer, Big Thought’s afterschool regional manager.

More than 100 service organizations also bring athletics, service learning, health and wellness, and college and career exploration activities to Thriving Minds.

The program builds off the regular school day, which also bears the imprint of Thriving Minds. Working with the Dallas ISD,
Thriving Minds helped to develop a new K-12 fine arts curriculum and realign the existing arts integration program with new curricula in math, science, social studies and the language arts. Since 2007, Dallas ISD has hired 140 in-school fine arts teachers and instituted a policy mandating weekly arts instruction for every elementary student.

These innovations – including the afterschool program instituted in 2008 – have had positive impacts on students’ TAKS (Texas Assessment of Knowledge and Skills) test scores, says Antoni. But more must be done to help students change the trajectory of their lives.

“For too many of our students, the horizon is only as wide as they can stretch their arms,” Antoni said. “Big Thought is dedicated to broadening their world – helping children see the vast panorama of possibilities through creative activities that engage them in school, afterschool and in their community.”

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**THRIVING MINDS**

*Dallas Independent School District (ISD), Dallas, Texas*

**ENROLLMENT:** A total of 5,852 students in grades K-8 participated in afterschool activities offered at 39 schools daily and summer services at schools and community facilities during the 2011-12 program. Of the district’s 157,111 students, 86.5 percent qualified for free or reduced-price meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, Texas Education Agency, City of Dallas, Chase Bank, Wallace Foundation, other private and corporate foundations, and individual donors.

**DESCRIPTION:** Since 2007, Big Thought, the managing partner of Thriving Minds, has connected the City of Dallas, the Dallas ISD and more than 100 community organizations to provide in-school, afterschool and summer programs that address academic achievement and youth development by connecting classroom objectives and traditional teaching methods with arts, culture and creative learning.
Surveying a group of young tennis players on the busy playground at Euclid Avenue Elementary School in the Latino neighborhood of Boyle Heights, site director Miguel Amaya muses about the benefits of LA’s BEST (Better Educated Students for Tomorrow) afterschool programming.

“Early on we nudge them to try new things, to move them out of their comfort zone. It pays off later,” he said.

The sense of self-efficacy, self-awareness and self-assurance demonstrated by participants has been documented by several outside evaluations of LA’s BEST. It is a much-desired outcome for the 24-year-old afterschool model and its “whole child” approach to programming.

Like the other 185 LA’s BEST sites across the city, Euclid Avenue’s large, fenced campus is a hive of activity each day after school. Under the watchful eye of Amaya, almost 200 children make a seamless transition from the school day to an intentional balance of academic, enrichment and physical recreation activities designed to ensure that each student is healthy, safe, engaged, supported and challenged.

“The yardstick we’ve set for ourselves has always been: Is this a program my children and grandchildren would like to attend? Is this a joyful, cool, fun place to be?” said Carla
Sanger, president and CEO of LA’s BEST since its inception.

Sustaining the program year after year and keeping it relevant, vital and “a fun place to be” is both a challenge and a unifying goal for the program’s board and more than 2,300 office and field staff.

“This is no paper partnership, it’s a daily articulation,” said Sanger, noting that “entropy” can set in quickly if a program is not exciting and rewarding for kids, parents, teachers and staff members.

Which is why, she says, many if not most of the site-based employees are “homegrown.” Because they come from the surrounding neighborhoods, they are positioned to understand the culture and needs of local students and their families.

Staff training is another hallmark of LA’s BEST. Prior to setting foot on a campus, new hires are required to attend a six-day orientation, shadow existing site staff and undergo training in leadership, safety and youth development.

Staff turnover is low, and LA’s BEST is perceived as a “safe haven,” a place where children can be children, according to Jera Turner, principal of Grape Street Elementary School.

“We serve pint-sized people with adult problems, so there’s no ‘us and them’ mentality at Grape Street,” she said of the collaboration that occurs daily between her teachers and the staff of LA’s BEST. “We use afterschool as a motivational tool. We’ve had some exceptional turnarounds, especially with some of our most troublesome students.”

LA’s BEST is not a drop-in program. Parents who sign up commit to sending their children three hours a day, five days a week. Increasingly, research has confirmed what educators know intuitively — gains in academic achievement and decreases in negative behavior are consistent with regular attendance in high-quality afterschool programs.

“Closing the achievement gap — that doesn’t happen in a vacuum,” Sanger said.
SPECIAL SECTION CREDITS

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PHOTOGRAPHY
Pages 16-19, 28-33: Jane Hale, Jane Hale Photography, Fenton, Michigan
Pages 7, 8, 20-25: Rick Smith, Rochester, Michigan
In spring 2012, the Mott Foundation invited the afterschool programs in our backyard – the city of Flint as well as other communities in Genesee County, Michigan – to participate in an art contest for children in grades 4 through 12. Participating artists were asked to illustrate the impact of afterschool programs on their lives. They could work alone or in teams.

In all, 33 programs from five area school districts participated, submitting more than 200 pieces of artwork, using pastels on paper as the medium. As part of the contest, artists also were asked to include a statement explaining what they were attempting to convey.

Choosing a single piece of artwork to put on our cover was impossible – so diverse and interesting were the entries we received. Therefore, we identified six pieces for inclusion in our publication. On the following pages, the full drawings are presented, along with each artist’s statement about what he or she values most about participating in afterschool.
ARTIST’S STATEMENT:
I like afterschool programs because there is drama.
I like to act on the stage.
I like that Mr. Payne is the drama teacher.
I like to hang out with my friend.
I like that I had the idea to put emotions into the picture.
Artist’s statement:
Each day I come to YouthQuest, I get to think about exciting things, learn them and achieve at it. With the learning guides we also get to learn things that are interesting. I also like to be with my classmates longer. Afterschool programs are fun for us all. The activities we do are cool, too. I’m glad to be a part of YouthQuest.
NO UGLY DUCKLINGS
Ashley Silagi, 10th Grade; McKenzie Tucker, 12th Grade; Rayven Layton, 10th Grade; Elisabeth Ann Johnson High School, Mt. Morris School District

ARTISTS’ STATEMENT:
In afterschool programs there are no ugly ducklings.
ARTIST’S STATEMENT:
My art entry shows a couple of my favorite things. I love art and I love exercises so I show a color wheel and paint brushes on a piece of paper, with me running around it with sticky paint shoes!
ARTIST’S STATEMENT:
My picture shows diversity and C.S.I. because of all the different colors and bugs. I learned that bugs can tell how long a body has been there, and it depends on what type of bugs they are, too.
THE PHOENIX

McKenzie Tucker, 12th Grade, Elisabeth Ann Johnson High School, Mt. Morris School District

**ARTIST’S STATEMENT:**
In my drawing, the phoenix represents me rising out of the ordinary school day into the expressive, creative person within me. Afterschool programs give me wings.
PROGRAMES & GRANTS
**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.** Strong and sustainable community advice offices and related community-based organizations that assist poor and marginalized communities.
- **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 sector’s 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 reflect the geographic sub-region in which we make grants in Central/Eastern Europe and Russia.
**Central/Eastern Europe and Russia**

**Southeast Europe**

**Ana and Vlade Divac Fund**
Belgrade, Serbia
$100,000 – 18 mos.
Program and operational development support

**Association for Community Relations**
Cluj-Napoca, Romania
$450,000 – 24 mos.
Community foundation development program

**Association for Psychosocial Help and Development of Voluntary Work**
Gracanica, Bosnia and Herzegovina
$60,000 – 24 mos.
Center for development and promotion of voluntary work

**Balkan Community Initiatives Fund – Serbia**
Belgrade, Serbia
$370,000 – 24 mos.
General purposes

**Balkan Investigative Reporting Network Kosovo**
Pristina, Kosovo
$100,000 – 24 mos.
General purposes

**Belgrade Fund for Political Excellence**
Belgrade, Serbia
$130,000 – 24 mos.
General purposes

**Bulgarian School of Politics**
Sofia, Bulgaria
$100,000 – 24 mos.
Promoting philanthropic culture in Bulgaria

**Center for Regionalism**
Novi Sad, Serbia
$30,000 – 12 mos.
General purposes

**Centre for Peace, Nonviolence and Human Rights Osijek**
Osijek, Croatia
$30,000 – 12 mos.
General purposes

**Community Foundation Slagalica**
Osijek, Croatia
$75,000 – 24 mos.
General purposes

**Community Volunteers Foundation Istanbul, Turkey**
$150,000 – 18 mos.
YouthBank development in Turkey

**Dimitar Berbatov Foundation**
Sofia, Bulgaria
$100,000 – 24 mos.
Institutional development

**Documenta**
Zagreb, Croatia
$155,000 – 24 mos.
General purposes

**East West Centre Sarajevo**
Sarajevo, Bosnia and Herzegovina
$150,000 – 18 mos.
East West Performing Arts Centre
$23,000 – 12 mos.
Football stories: Bosnian tour

**FOL Movement**
Prishtina, Kosovo
$60,000 – 24 mos.
Strengthening capacity and outreach

**Humanitarian Law Center**
Belgrade, Serbia
$155,000 – 24 mos.
General purposes

**Ideas Factory Association**
Sofia, Bulgaria
$100,000 – 24 mos.
Hub for agents of social change

**Initiative for Progress**
Ferizaj, Kosovo
$60,000 – 18 mos.
School of activism

**International Association of Interactive Open Schools**
Tuzla, Bosnia and Herzegovina
$50,000 – 24 mos.
General purposes

**Mozaik Community Development Foundation**
Sarajevo, Bosnia and Herzegovina
$222,000 – 24 mos.
General purposes

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**GRANT ACTIVITY:**
$19,529,607 / 143 GRANTS

**GRANT DOLLARS (in millions)**

<table>
<thead>
<tr>
<th>CENTRAL/EASTERN EUROPE AND RUSSIA</th>
<th>NUMBER OF GRANTS</th>
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<tbody>
<tr>
<td>Southeast Europe</td>
<td>$4,301</td>
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<tr>
<td>Western Former Soviet Union</td>
<td>$3,240</td>
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<tr>
<td>CEE/Russia Regional</td>
<td>$2,797</td>
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<td>SOUTH AFRICA</td>
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<td>Community Advice Office Sector</td>
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<td>Special Opportunities</td>
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<td>UNITED STATES</td>
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<td>Nonprofit Sector Responsiveness</td>
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<td>Racial and Ethnic Diversity in Philanthropy</td>
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<td>Special Opportunities</td>
<td>$50</td>
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**GLOBAL PHILANTHROPY AND NONPROFIT SECTOR**

| Philanthropy and Nonprofit Sector | $1,515          | 17 |
| Special Opportunities             | $303            | 2  |
| **Totals**                        | **$19,530**     | 143|

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**in millions**
<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Country</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
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<td>National Alliance for Volunteer Action</td>
<td>Plovdiv, Bulgaria</td>
<td>$110,000 – 24 mos.</td>
<td>Rebirth of volunteerism in Bulgaria</td>
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<td>National Association of Citizens Advice Bureaux</td>
<td>Bucharest, Romania</td>
<td>$150,000 – 36 mos.</td>
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<td>PACT – Partnership for Community Action and Transformation Foundation</td>
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<td>Rebirth of volunteerism in Bulgaria</td>
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<td>Princess Margarita of Romania Foundation – Romania</td>
<td>Bucharest, Romania</td>
<td>$200,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Pro Vobis National Resource Center for Volunteering</td>
<td>Cluj-Napoca, Romania</td>
<td>$80,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Reconstruction Women’s Fund</td>
<td>Belgrade, Serbia</td>
<td>$70,000 – 24 mos.</td>
<td>Institutional and program development support</td>
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<td>Research and Documentation Center Sarajevo</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$70,000</td>
<td>Adjustment to previous grant</td>
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<td>Third Sector Foundation of Turkey</td>
<td>Karakoy, Turkey</td>
<td>$75,000 – 12 mos.</td>
<td>Philanthropy infrastructure development in Turkey</td>
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<td>United Way Romania</td>
<td>Bucharest, Romania</td>
<td>$160,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Women in Black</td>
<td>Belgrade, Serbia</td>
<td>$50,000 – 24 mos.</td>
<td>Confronting the past in Serbia</td>
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<td>Workshop for Civic Initiatives Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$400,000 – 24 mos.</td>
<td>Bulgarian community foundations development fund</td>
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<td>Youth Communication Center – Banja Luka</td>
<td>Banja Luka, Bosnia and Herzegovina</td>
<td>$70,000 – 24 mos.</td>
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<td>Youth Initiative for Human Rights</td>
<td>Belgrade, Serbia</td>
<td>$140,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Youth Initiative for Human Rights – Bosnia</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$6,000 – 18 mos.</td>
<td>Planning and administrative support</td>
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<td><strong>Subtotal:</strong></td>
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<td><strong>$4,301,000</strong></td>
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<td>Southeast Europe</td>
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<td><strong>Western Former Soviet Union</strong></td>
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<td>Andrei Sakharov Foundation</td>
<td>Moscow, Russia</td>
<td>$125,000 – 24 mos.</td>
<td>Development of multifunctional social center</td>
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<td>Carnegie Endowment for International Peace</td>
<td>Washington, DC</td>
<td>$200,000 – 24 mos.</td>
<td>Carnegie Moscow Center</td>
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<td>Charities Aid Foundation</td>
<td>Kent, England</td>
<td>$400,000 – 24 mos.</td>
<td>Community foundation development in Russia</td>
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<td>Civic Network OPORA</td>
<td>Kyiv, Ukraine</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
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<td>Ednannia</td>
<td>Kyiv, Ukraine</td>
<td>$250,000 – 24 mos.</td>
<td>Community foundation school</td>
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<td>Environment-People-Law</td>
<td>Lviv, Ukraine</td>
<td>$75,000 – 24 mos.</td>
<td>General purposes</td>
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<td>GURT Resource Center for NGO Development</td>
<td>Kyiv, Ukraine</td>
<td>$300,000 – 36 mos.</td>
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<td>InECA-consulting</td>
<td>Novokuznetsk, Russia</td>
<td>$100,000 – 24 mos.</td>
<td>Develop course on public participation for students</td>
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<td>Information Agency MEMO.RU</td>
<td>Moscow, Russia</td>
<td>$200,000 – 24 mos.</td>
<td>Development of human capital through social marketing</td>
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<td>Institute of Socio-Cultural Management</td>
<td>Kirovohrad, Ukraine</td>
<td>$100,000 – 24 mos.</td>
<td>School of civic participation</td>
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<td>Moscow School of Political Studies</td>
<td>Moscow, Russia</td>
<td>$180,000 – 24 mos.</td>
<td>General purposes</td>
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<td>New Eurasia Foundation</td>
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<td>$900,000 – 24 mos.</td>
<td>Mainstreaming civic and community engagement into social development</td>
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<td>General purposes</td>
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<td>Perm Civic Chamber</td>
<td>Perm, Russia</td>
<td>$110,000 – 24 mos.</td>
<td>Perm united support service for noncommercial groups and organizations</td>
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<td>Regional Development Agency ‘Donbass’</td>
<td>Donetsk, Ukraine</td>
<td>$75,000 – 24 mos.</td>
<td>Citizen engagement in Lugansk and Donetsk regions</td>
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<td>Saint-Petersburg NGO Development Centre</td>
<td>St. Petersburg, Russia</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Ukrainian Philanthropists Forum</td>
<td>Kyiv, Ukraine</td>
<td>$75,000 – 24 mos.</td>
<td>Institutional development</td>
<td></td>
</tr>
<tr>
<td>Ukrainian Step by Step Foundation</td>
<td>Kyiv, Ukraine</td>
<td>$10,000 – 36 mos.</td>
<td>Community development in Ukraine through community school programs</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td></td>
<td><strong>$3,240,000</strong></td>
<td></td>
<td>Western Former Soviet Union</td>
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<tr>
<td><strong>CEE/Russia Regional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alliance Publishing Trust</td>
<td>London, England</td>
<td>$50,000 – 4 mos.</td>
<td>Developing philanthropy in emerging markets</td>
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<tr>
<td>CEE Bankwatch Network</td>
<td>Prague, Czech Republic</td>
<td>$270,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>CEE Citizens Network</td>
<td>Banska Bystrica, Slovakia</td>
<td>$40,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Center for Community Change</td>
<td>Washington, DC</td>
<td>$30,000 – 12 mos.</td>
<td>Organizing training in Central/Eastern Europe</td>
<td></td>
</tr>
<tr>
<td>ContinYou</td>
<td>Coventry, England</td>
<td>$220,000 – 24 mos.</td>
<td>International center of excellence for community schools</td>
<td></td>
</tr>
<tr>
<td>Federation of Polish Community Foundations</td>
<td>Bilgoraj, Poland</td>
<td>$80,000 – 24 mos.</td>
<td>Institutional development project</td>
<td></td>
</tr>
</tbody>
</table>
Foundation-Administered Projects
$31,798
Active civic participation
$18,995
Community education development assistance project in Central/Eastern Europe and former Soviet Union
$24,892
Community foundation development
$30,246
Philanthropy development in southeast Europe

Friends of the CEELI Institute
Washington, DC
$200,000 – 12 mos.
CEELI Institute sustainability and program development support

Fundacja TechSoup
Warsaw, Poland
$400,000 – 24 mos.
Strengthening institutional capacity to provide information and communication technology support to NGOs

German Marshall Fund of the United States
Washington, DC
$1,000,000 – 120 mos.
Black Sea Trust for Regional Cooperation

National Council for Voluntary Organisations
London, England
$120,000 – 36 mos.
European network of national associations

National Society of Conservationists
Budapest, Hungary
$105,853 – 18 mos.
Partnership for sustainable development in Central Europe

Ukrainian Step by Step Foundation
Kyiv, Ukraine
$175,000 – 24 mos.
Community schools quality partnership

Subtotal: $2,796,784
CEE/Russia Regional

Program Area Total: $10,337,784
Central/Eastern Europe and Russia

South Africa

Community Advice Office Sector

Association of University Legal Aid Institutions Trust
Potchefstroom, South Africa
$200,000 – 24 mos.
Advice office support project

Black Sash Trust
Cape Town, South Africa
$100,000 – 12 mos.
Support to provincial advice office forums

Centre for Rural Legal Studies
Stellenbosch, South Africa
$100,000 – 24 mos.
Practical legal skills training and support for paralegals

Community Based

Development Programme
Johannesburg, South Africa
$100,000 – 24 mos.
General purposes

Education and Training Unit
Johannesburg, South Africa
$80,000 – 24 mos.
Materials development and website management for paralegal training

Legal Resources Trust
Johannesburg, South Africa
$100,000 – 24 mos.
Legal support services for nonprofit organizations

Project for Conflict Resolution and Development
Port Elizabeth, South Africa
$100,000 – 24 mos.
Conflict-resolution training for advice offices

Trust for Community Outreach and Education
Cape Town, South Africa
$200,000 – 24 mos.
General purposes

Umtapo Centre
Durban, South Africa
$150,000 – 24 mos.
General purposes

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.
Community Law Centre – local democracy, peace and human security project

Subtotal: $1,305,000
Community Advice Office Sector

Philanthropy Development

Charities Aid Foundation-Southern Africa
Johannesburg, South Africa
$150,000 – 24 mos.
General purposes

Community Chest of the Western Cape
Cape Town, South Africa
$80,000 – 24 mos.
Capacity building

DOCKDA Rural Development Agency
Cape Town, South Africa
$120,000 – 24 mos.
General purposes

Foundation for Human Rights
Johannesburg, South Africa
$150,000 – 24 mos.
General purposes

GreaterGood South Africa
Cape Town, South Africa
$100,000 – 24 mos.
General purposes

Ikhala Trust
Port Elizabeth, South Africa
$40,000 – 25 mos.
General purposes

Pitseng Trust
Johannesburg, South Africa
$150,000 – 24 mos.
General purposes

South African Institute for Advancement
Cape Town, South Africa
$200,000 – 24 mos.
General purposes

Synergos Institute (Southern Africa)
Cape Town, South Africa
$125,000 – 24 mos.
General purposes

Ulungulu Community Foundation
Richards Bay, South Africa
$120,000 – 24 mos.
General purposes

West Coast Community Foundation
Cape Town, South Africa
$120,000 – 24 mos.
General purposes

Women’s Hope, Education and Training Trust
Cape Town, South Africa
$120,000 – 24 mos.
General purposes

Subtotal: $1,475,000
Philanthropy Development

Special Opportunities

Community Development Resource Association
Cape Town, South Africa
$120,000 – 24 mos.
General purposes

Constitutional Court Trust
Johannesburg, South Africa
$150,000 – 19 mos.
Creating an audible legacy

Desmond Tutu Peace Centre
Cape Town, South Africa
$100,000 – 24 mos.
General purposes

Foundation-Administered Project
$252,312
Technical support and dialogue platform

Gordon Institute of Business Science
Johannesburg, South Africa
$50,000 – 12 mos.
Support to social entrepreneurship program

Social Surveys
Johannesburg, South Africa
$50,000 – 10 mos.
Toward a better understanding of civil society in Africa
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern African NGO Network</td>
<td>Braamfontein, South Africa</td>
<td>$150,000 – 24 mos.</td>
<td>NGO Pulse and PRODDER</td>
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**Subtotal:** $872,312

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<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>Nonprofit Sector Responsiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aspen Institute</td>
<td>Washington, DC</td>
<td>$110,000 – 24 mos.</td>
<td></td>
<td>Nonprofit data project</td>
</tr>
<tr>
<td>BoardSource</td>
<td>Washington, DC</td>
<td>$200,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Columbia University in the City of New York</td>
<td>New York, NY</td>
<td>$100,000 – 24 mos.</td>
<td>Oversight and regulation of charitable organizations</td>
<td></td>
</tr>
<tr>
<td>Council of Michigan Foundations</td>
<td>Grand Haven, MI</td>
<td>$180,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Council on Foundations</td>
<td>Arlington, VA</td>
<td>$200,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Forum of Regional Associations of Grantmakers</td>
<td>Arlington, VA</td>
<td>$100,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Foundation Center</td>
<td>New York, NY</td>
<td>$100,000 – 24 mos.</td>
<td></td>
<td>Issue lab</td>
</tr>
<tr>
<td>Grants Managers Network</td>
<td>Washington, DC</td>
<td>$17,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Independent Sector</td>
<td>Washington, DC</td>
<td>$225,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Indiana University</td>
<td>Indianapolis, IN</td>
<td>$150,000 – 36 mos.</td>
<td></td>
<td>Center on philanthropy panel study</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>Baltimore, MD</td>
<td>$100,000 – 12 mos.</td>
<td></td>
<td>Nonprofit listening post project</td>
</tr>
<tr>
<td>Michigan Nonprofit Association</td>
<td>Lansing, MI</td>
<td>$330,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>National Center for Family Philanthropy</td>
<td>Washington, DC</td>
<td>$200,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>National Council on Philanthropy and the Law</td>
<td>New York, NY</td>
<td>$100,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>National Council of Nonprofits</td>
<td>Washington, DC</td>
<td>$200,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Nonprofit Quarterly</td>
<td>Boston, MA</td>
<td>$150,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Philanthropy Roundtable</td>
<td>Washington, DC</td>
<td>$85,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>State of Michigan</td>
<td>Lansing, MI</td>
<td>$118,490 – 12 mos.</td>
<td></td>
<td>Office of foundation liaison</td>
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<tr>
<td>Subtotal:</td>
<td></td>
<td>$2,705,490</td>
<td></td>
<td>Nonprofit Sector Responsiveness</td>
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</tbody>
</table>

**Community Philanthropy** |

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFLeads</td>
<td>Kansas City, MO</td>
<td>$200,000 – 16 mos.</td>
<td></td>
<td>Cultivating community engagement</td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>Allendale, MI</td>
<td>$15,000</td>
<td></td>
<td>Kathy A. Agard endowed fellowship in community philanthropy</td>
</tr>
<tr>
<td>Tides Center</td>
<td>San Francisco, CA</td>
<td>$50,000 – 12 mos.</td>
<td></td>
<td>Philanthropic initiative for racial equity</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td></td>
<td>$751,318</td>
<td></td>
<td>Racial and Ethnic Diversity in Philanthropy</td>
</tr>
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</table>

**Special Opportunities** |

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faith &amp; Politics Institute</td>
<td>Washington, DC</td>
<td>$50,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td></td>
<td>$50,000</td>
<td></td>
<td>Special Opportunities</td>
</tr>
<tr>
<td><strong>Program Area Total:</strong></td>
<td></td>
<td>$3,721,808</td>
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<td>United States</td>
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</table>

**Global Philanthropy and Nonprofit Sector** |

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance Publishing Trust</td>
<td>London, England</td>
<td>$100,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>CIVICUS: World Alliance for Citizen Participation</td>
<td>Washington, DC</td>
<td>$91,000 – 12 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Community Foundation Network</td>
<td>London, England</td>
<td>$5,000 – 24 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
</tbody>
</table>
Community Foundations of Canada  
Ottawa, Ontario  
$109,000 – 35 mos.  
Transatlantic community foundations network  
$50,000  
Monica Patten endowment fund

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

Foundation-Administered Project  
$24,703  
Global community philanthropy development

Global Fund for Community Foundations  
Johannesburg, South Africa  
$250,000 – 10 mos.  
Small grants and capacity-building program

Johns Hopkins University  
Baltimore, MD  
$50,000 – 24 mos.  
International Society for Third-Sector Research

Network of European Foundations for Innovative Cooperation  
Brussels, Belgium  
$30,000 – 12 mos.  
Membership and administrative support

Research Foundation of the City University of New York  
New York, NY  
$25,000 – 24 mos.  
International community foundation fellows program

Synergos Institute  
New York, NY  
$150,000 – 20 mos.  
Connecting global philanthropy to community philanthropy

U.S.-Mexico Border Philanthropy Partnership  
San Diego, CA  
$55,000 – 12 mos.  
Technical assistance for Mexican community foundations

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

Worldwide Initiatives for Grantmaker Support  
São Paulo, Brazil  
$400,000 – 24 mos.  
General purposes

Subtotal: $1,514,703  
Philanthropy and Nonprofit Sector

Special Opportunities

Madariaga College of Europe Foundation  
Brussels, Belgium  
$75,000 – 12 mos.  
Citizens’ Europe program

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

Subtotal: $303,000  
Special Opportunities

Program Area Total: $1,817,703  
Global Philanthropy and Nonprofit Sector

Program Total: $19,529,607  
Civil Society
**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.

**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.

**Special Initiatives**

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

**Objectives/What We Seek**

- **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.
- **Special Opportunities.** To support efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic, international or global concern.
Conservation of Freshwater Ecosystems

Strengthening the Environmental Community

Coalition to Restore Coastal Louisiana
Baton Rouge, LA
$50,000 – 30 mos.
General purposes

Environmental Defence
Toronto, Ontario
$150,000 – 24 mos.
Great Lakes water program

Freshwater Future
Petoskey, MI
$9,450 – 24 mos.
General purposes

Great Lakes United
Amherst, NY
$50,000 – 24 mos.
General purposes

Gulf Restoration Network
New Orleans, LA
$100,000 – 31 mos.
General purposes

Heart of the Lakes Center for Land Conservation Policy
Grand Ledge, MI
$90,000 – 24 mos.
General purposes

Institute for Conservation Leadership
Takoma Park, MD
$220,000 – 24 mos.
Freshwater leadership initiative

Land Trust Alliance
Washington, DC
$500,000 – 24 mos.
Southeast and Great Lakes land trust capacity-building program

Michigan Environmental Council
Lansing, MI
$150,000 – 24 mos.
Great Lakes program

Minnesota Environmental Partnership
St. Paul, MN
$125,000 – 24 mos.
Northeast Minnesota program

Ohio Environmental Council
Columbus, OH
$170,000 – 24 mos.
Great Lakes ecosystem project

River Network
Portland, OR
$10,550 – 24 mos.
Building citizen capacity for freshwater protection

University of Michigan-Flint
Flint, MI
$40,000 – 17 mos.
Flint River Corridor Alliance administrative management

Subtotal: $1,665,000
Strengthening the Environmental Community

Public Policies

Alabama Rivers Alliance
Birmingham, AL
$125,000 – 24 mos.
Alabama water-management project

American Rivers
Washington, DC
$10,000 – 24 mos.
Ensuring healthy river flows

Clean Water Network
Washington, DC
$10,000 – 24 mos.
General purposes

Coastal Conservation League
Charleston, SC
$125,000 – 24 mos.
Protecting freshwater ecosystems

Ecojustice Canada
Vancouver, British Columbia
$150,000 – 24 mos.
Great Lakes water-protection program

Louisiana Environmental Action Network
Baton Rouge, LA
$25,000 – 44 mos.
Alabama urban stormwater project

GRANT ACTIVITY:
$11,065,136/ 78 GRANTS

<table>
<thead>
<tr>
<th>GRANT ACTIVITY:</th>
<th>$11,065,136/ 78 GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSERVATION OF FRESHWATER ECOSYSTEMS</td>
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<tr>
<td>Strengthening the Environmental Community</td>
<td>$ 1,665</td>
</tr>
<tr>
<td>Public Policies</td>
<td>$ 1,590</td>
</tr>
<tr>
<td>Site-Based Conservation</td>
<td>$ 0.475</td>
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<tr>
<td>INTERNATIONAL FINANCE FOR SUSTAINABILITY</td>
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<tr>
<td>Infrastructure and Energy for a Sustainable Future</td>
<td>$ 4.084</td>
</tr>
<tr>
<td>Sustainable Regional Development and Integration</td>
<td>$ 2.005</td>
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<tr>
<td>Special Opportunities</td>
<td>$ 0.316</td>
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<tr>
<td>SPECIAL INITIATIVES</td>
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<tr>
<td>Growth Management and Urban Revitalization in Michigan</td>
<td>$ 0.390</td>
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<tr>
<td>Special Opportunities</td>
<td>$ 0.540</td>
</tr>
<tr>
<td>Totals</td>
<td>$ 11,065</td>
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</table>

in millions
National Wildlife Federation
Reston, VA
$75,000 – 24 mos.
Great Lakes water quality project
$300,000 – 24 mos.
Sustaining the Great Lakes project

Natural Heritage Institute
San Francisco, CA
$15,000 – 36 mos.
Program to establish and enforce performance standards for hydropower dams to restore aquatic diversity

Northeast-Midwest Institute
Washington, DC
$150,000 – 24 mos.
Great Lakes Washington program

Pacific Institute
Oakland, CA
$25,000 – 7 mos.
Circle of Blue Great Lakes project

River Network
Portland, OR
$80,000 – 24 mos.
Water quality project

Southern Environmental Law Center
Charlottesville, VA
$250,000 – 24 mos.
Southern water-management project

Tulane University
New Orleans, LA
$25,000 – 42 mos.
Tulane Environmental Law Clinic water quality and wetlands project

Site-Based Conservation

EcoAdapt
Bainbridge Island, WA
$50,000 – 12 mos.
Great Lakes climate adaptation survey

Huron River Watershed Council
Ann Arbor, MI
$50,000 – 12 mos.
Adapting to climate change at the watershed scale

Nature Conservancy
Arington, VA
$375,000 – 36 mos.
Saginaw Bay initiative

Subtotal: $475,000
Site-Based Conservation

Program Area Total: $3,730,000
Conservation of Freshwater Ecosystems

International Finance for Sustainability

Infrastructure and Energy for a Sustainable Future

Bank Information Center
Washington, DC
$420,000 – 24 mos.
General purposes

Both Ends Foundation
Amsterdam, Netherlands
$300,000 – 24 mos.
Multilateral financial institutions and export-credit agencies program

Center for International Environmental Law
Washington, DC
$353,750 – 12 mos.
Ensuring development and climate finance support sustainable development

Corner House
Dorset, England
$200,000 – 24 mos.
General purposes

Environmental Law Alliance Worldwide
Eugene, OR
$280,000 – 24 mos.
General purposes

FERN
Moreton-in-Marsh, England
$50,000 – 24 mos.
European Union campaign to reform export-credit agencies and international financial flows

Friends of the Earth
Washington, DC
$350,000 – 24 mos.
Advancing and protecting sustainability standards in development finance

Friends of the Earth International
Amsterdam, Netherlands
$150,000 – 15 mos.
Supporting climate finance for just and sustainable development

Institute for Policy Studies
Washington, DC
$350,000 – 24 mos.
Global finance for climate sustainability

International Rivers
Berkeley, CA
$340,000 – 24 mos.
General purposes

Les Amis de la Terre
Montreuil, France
$150,000 – 24 mos.
International financial institution reform and capacity building

Mani Tese
Milan, Italy
$50,000 – 24 mos.
Mainstreaming environmental sustainability in global financial flows North-South

NGO Forum on ADB
Quezon City, Philippines
$100,000 – 24 mos.
General purposes

Oil Change International
Washington, DC
$150,000 – 12 mos.
International program

Pacific Environment
San Francisco, CA
$325,000 – 24 mos.
Responsible finance campaign

Sierra Club Foundation
San Francisco, CA
$150,000 – 24 mos.
International Financial Institution reform project

South Africa Development Fund
Boston, MA
$50,000 – 12 mos.
BASIC South Initiative

Tides Canada Initiatives
Vancouver, British Columbia
$175,000 – 24 mos.
Halifax Initiative

World Resources Institute
Washington, DC
$140,000 – 24 mos.
International financial flows and the environment

Subtotal: $4,083,750
Infrastructure and Energy for a Sustainable Future

Sustainable Regional Development and Integration

Amazon Watch
San Francisco, CA
$200,000 – 24 mos.
International finance and Amazon program

Derecho Ambiente y Recursos Naturales
Lima, Peru
$45,000 – 24 mos.
General purposes

Ecoa – Ecology and Action
Campoa Grande, Brazil
$210,000 – 24 mos.
Monitoring environmental impacts of financial flows for infrastructure and energy in South America

Friends of the Earth – Brazilian Amazonia
São Paulo, Brazil
$250,000 – 24 mos.
Holding Amazon megaprojects to account

Global Greengrants Fund
Boulder, CO
$500,000 – 24 mos.
South America small grants program

INESC
Brasilia, Brazil
$300,000 – 24 mos.
Finance for sustainable development in South America

Interamerican Association for Environmental Defense
Oakland, CA
$150,000 – 24 mos.
Promoting sustainability in energy and infrastructure investments in Latin America

IPS-Inter Press Service
Montevideo, Uruguay
$200,000 – 24 mos.
Growing role of Brazil in Latin America
Sobrevivencia  
Asuncion, Paraguay  
$150,000 – 24 mos. 
Building capacity and alliances for international financial institutions monitoring

Subtotal: $2,005,000 
Sustainable Regional Development and Integration

Special Opportunities

Foundation-Administered Project  
$66,395  
International finance for sustainability convenings

Institute for Agriculture and Trade Policy  
Minneapolis, MN  
$50,000 – 12 mos.  
Regulating speculation

Third World Network Berhad  
Penang, Malaysia  
$200,000 – 24 mos.  
Capacity building in the South on climate change and sustainable development

Subtotal: $316,395

Program Area Total: $6,405,145

Special Initiatives

Growth Management and Urban Revitalization in Michigan

Land Information Access Association  
Traverse City, MI  
$5,000 – 48 mos.  
Partnerships for change

Michigan Association of Planning  
Ann Arbor, MI  
$100,000 – 24 mos.  
Integrating transportation, health and community placemaking

Michigan Environmental Council  
Lansing, MI  
$100,000 – 24 mos.  
Moving Michigan toward a world-class transportation system

Michigan Fitness Foundation  
Lansing, MI  
$50,000 – 12 mos.  
Enhancing transportation equity in Michigan

Michigan Land Use Institute  
Traverse City, MI  
$100,000 – 24 mos.  
Initiative to promote transportation choices in Grand Traverse region

Smart Growth America  
Washington, DC  
$35,000 – 32 mos.  
Transportation for America: making the Michigan connection

Subtotal: $390,000  
Growth Management and Urban Revitalization in Michigan

Special Opportunities

Alliance for Economic Success  
Manistee, MI  
$70,000 – 12 mos.  
Understanding wind initiative

Baton Rouge Area Foundation  
Baton Rouge, LA  
$100,000 – 6 mos.  
Louisiana Water Institute

Consultative Group on Biological Diversity  
San Francisco, CA  
$10,000 – 24 mos.  
General purposes

Environmental Grantmakers Association  
New York, NY  
$10,000 – 19 mos.  
General purposes

Foundation-Administered Project  
$24,991  
Coordinating and networking Great Lakes grantmakers and partner organizations

Greater New Orleans Development Foundation  
New Orleans, LA  
$100,000 – 14 mos.  
Mapping post-disaster economies and linking two-year schools with industry

Michigan United Conservation Clubs  
Lansing, MI  
$75,000 – 14 mos.  
Michigan state parks and outdoor recreation panel

Oxfam America  
Boston, MA  
$100,000 – 12 mos.  
Gulf Coast mapping and outreach project

Tulane University  
New Orleans, LA  
$50,000 – 12 mos.  
Deepwater Horizon spill response

Subtotal: $539,991  
Special Opportunities

Program Area Total: $929,991

Program Total: $11,065,136

Environment
**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 meets 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>Grant</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buckham Fine Arts Project</strong>&lt;br&gt;Flint, MI</td>
<td>$20,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Community Foundation of Greater Flint</strong>&lt;br&gt;Flint, MI</td>
<td>$1,301,400</td>
<td>12 mos.</td>
<td>Endowment funds&lt;br&gt;S. Jean Simi Fund for the Arts</td>
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<tr>
<td><strong>Flint Area Convention &amp; Visitors Bureau</strong>&lt;br&gt;Flint, MI</td>
<td>$30,000</td>
<td>10 mos.</td>
<td>Back to the Bricks/Bikes on the Bricks</td>
</tr>
<tr>
<td><strong>Flint Cultural Center Corporation</strong>&lt;br&gt;Flint, MI</td>
<td>$400,659</td>
<td>16 mos.</td>
<td>Kearsley streetscape&lt;br&gt;Operating support</td>
</tr>
<tr>
<td><strong>Flint Institute of Arts</strong>&lt;br&gt;Flint, MI</td>
<td>$108,950</td>
<td>8 mos.</td>
<td>International cartoon art exhibit&lt;br&gt;Operating support</td>
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<tr>
<td><strong>Flint Institute of Music</strong>&lt;br&gt;Flint, MI</td>
<td>$650,000</td>
<td>12 mos.</td>
<td>Music in the Parks&lt;br&gt;Operating support&lt;br&gt;Program support&lt;br&gt;Tapology Tap Dance Festival for Youth</td>
</tr>
<tr>
<td><strong>Genesee County Parks &amp; Recreation Commission</strong>&lt;br&gt;Flint, MI</td>
<td>$522,000</td>
<td>12 mos.</td>
<td>Capital improvements&lt;br&gt;Parade of Festivals</td>
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<tr>
<td><strong>Greater Flint Arts Council</strong>&lt;br&gt;Flint, MI</td>
<td>$120,000</td>
<td>12 mos.</td>
<td>GEAR UP college day program</td>
</tr>
<tr>
<td><strong>EduGuide</strong>&lt;br&gt;Lansing, MI</td>
<td>$131,000</td>
<td>12 mos.</td>
<td>Gear Up Michigan project</td>
</tr>
<tr>
<td><strong>Flint Community Schools</strong>&lt;br&gt;Flint, MI</td>
<td>$70,000</td>
<td>3 mos.</td>
<td>Summer Tot Lot program</td>
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<tr>
<td><strong>Foundation for Mott Community College</strong>&lt;br&gt;Flint, MI</td>
<td>$5,000</td>
<td>6 mos.</td>
<td>Lenore Croudy Student Success Fund&lt;br&gt;Presidential Fund for Student Success</td>
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<tr>
<td><strong>Genesee Area Focus Fund</strong>&lt;br&gt;Flint, MI</td>
<td>$3,100,000</td>
<td>12 mos.</td>
<td>YouthQuest afterschool initiative</td>
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<tr>
<td><strong>Genesee Intermediate School District</strong>&lt;br&gt;Flint, MI</td>
<td>$150,000</td>
<td>9 mos.</td>
<td>Genesee Early College</td>
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<tr>
<td><strong>Kettering University</strong>&lt;br&gt;Flint, MI</td>
<td>$2,000,000</td>
<td>12 mos.</td>
<td>Strategic initiatives</td>
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</table>

**Subtotal:** $6,391,909

#### Education

<table>
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<tr>
<th>Grant</th>
<th>Amount</th>
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<th>Purpose</th>
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<tr>
<td><strong>Central Michigan University</strong>&lt;br&gt;Mt. Pleasant, MI</td>
<td>$110,000</td>
<td>12 mos.</td>
<td>GEAR UP college day program</td>
</tr>
</tbody>
</table>

**Subtotal:** $6,571,111

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### GRANT ACTIVITY:

$23,972,384 / 70 GRANTS

- **Arts, Culture and Education**
  - Arts and Culture: $6,392,14
  - Education: $6,571,11
- **Economic Revitalization**
  - Economic Development: $0.884, 8 grants
  - Workforce Development: $0.725, 3 grants
- **Strengthening Community**
  - Children and Families: $1.651, 13 grants
  - Housing and Neighborhoods: $0.692, 6 grants
  - Philanthropy/Nonprofit Sector: $0.899, 5 grants
  - Race Relations: $0.045, 1 grant
- **Special Initiatives**
  - Special Initiatives: $6.113, 9 grants

**Totals**

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>Grant Dollars</th>
<th>Number of Grants</th>
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<tbody>
<tr>
<td>Arts, Culture and Education</td>
<td>$23,972</td>
<td>70</td>
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<tr>
<td>Economic Revitalization</td>
<td>$2.684</td>
<td>18</td>
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<tr>
<td>Strengthening Community</td>
<td>$4.672</td>
<td>25</td>
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<tr>
<td>Special Initiatives</td>
<td>$6,113</td>
<td>9</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$23,972</td>
<td>70</td>
</tr>
</tbody>
</table>

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*Charles Stewart Mott Foundation*
Economic Revitalization

Economic Development

Brookings Institution
Washington, DC
$275,000 – 12 mos.
Michigan’s next economy

Center for Automotive Research
Ann Arbor, MI
$90,000 – 12 mos.
Repurposing closed automotive facilities in mid-Michigan region

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$62,200 – 12 mos.
Downtown security
$90,000 – 12 mos.
Operating support

Foundation-Administered Project
$103,862
Technical assistance for downtown Flint revitalization

Kettering University
Flint, MI
$68,700 – 16 mos.
Flint and Genesee YES network
$79,500 – 11 mos.
TechWorks

Metro Community Development
Flint, MI
$50,000 – 12 mos.
Community development
financial institution program

University of Michigan-Flint
Flint, MI
$65,000 – 12 mos.
Innovation incubator

Subtotal: $884,262
Economic Development

Workforce Development

Flint Area Specialized Employment Services Inc.
Flint, MI
$150,000 – 12 mos.
Flint STRIVE replication program

Greater Flint Health Coalition
Flint, MI
$125,000 – 12 mos.
Flint health-care employment opportunities project

National Employment Law Project
New York, NY
$450,000 – 24 mos.
Technical assistance for trade adjustment assistance

Subtotal: $725,000
Workforce Development

Program Area Total: $1,609,262
Economic Revitalization

Strengthening Community

Children and Families

Big Brothers Big Sisters of Greater Flint
Flint, MI
$60,000 – 12 mos.
Pan-Hellenic Council mentorship project

Boys & Girls Club of Greater Flint
Flint, MI
$127,516 – 12 mos.
General purposes

Catholic Charities of Shiawassee and Genesee Counties
Flint, MI
$100,000 – 16 mos.
North End Soup Kitchen program expansion

Catholic Outreach
Flint, MI
$100,000 – 12 mos.
Medical transportation program

Crim Fitness Foundation
Flint, MI
$40,000 – 48 mos.
Repayable grant to promote health and fitness in elementary schools

Fair Food Network
Ann Arbor, MI
$150,000 – 12 mos.
Double Up Food Bucks project

Flint Area Specialized Employment Services Inc.
Flint, MI
$81,405 – 12 mos.
Flint STRIVE Academy youth empowerment program

Genesee Area Focus Fund
Flint, MI
$800,000 – 12 mos.
Summer youth initiative

Genesee County Department of Human Services
Flint, MI
$15,000 – 7 mos.
Middle school family resource centers

Genesee Health Plan
Flint, MI
$25,000 – 12 mos.
General purposes

Subtotal: $692,420
Housing and Neighborhoods

Philanthropy/Nonprofit Sector

Association of Black Foundation Executives
New York, NY
$80,000 – 17 mos.
Connecting leaders fellowship program

Community Foundation of Greater Flint
Flint, MI
$139,484 – 20 mos.
National service fund

Foundation-Administered Project
$91,933
Technical assistance
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$237,500</td>
<td>12 mos.</td>
<td>Building Excellence, Sustainability and Trust nonprofit capacity building</td>
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<tr>
<td></td>
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<td>$250,000</td>
<td>12 mos.</td>
<td>General purposes</td>
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<tr>
<td></td>
<td></td>
<td>$100,000</td>
<td>16 mos.</td>
<td>Transition support</td>
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<tr>
<td><strong>Subtotal:</strong></td>
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<td><strong>$898,917</strong></td>
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**Race Relations**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab American Heritage Council</td>
<td>Flint, MI</td>
<td>$45,000</td>
<td>12 mos.</td>
<td>Immigration services</td>
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<tr>
<td><strong>Subtotal:</strong></td>
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<td><strong>$45,000</strong></td>
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</table>

**Program Area Total:** $3,287,110

**Strengthening Community**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan State University</td>
<td>East Lansing, MI</td>
<td>$2,812,600</td>
<td>24 mos.</td>
<td>Flint public health and medical campus</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$300,000</td>
<td>13 mos.</td>
<td>Flint 21st century community policing technical assistance</td>
</tr>
<tr>
<td>Village Information Center</td>
<td>Flint, MI</td>
<td>$46,500</td>
<td>36 mos.</td>
<td>General purposes</td>
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<td><strong>Program Area Total:</strong></td>
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<td><strong>$6,113,100</strong></td>
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<tr>
<td><strong>Program Total:</strong></td>
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<td><strong>$23,972,384</strong></td>
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**Special Initiatives**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Flint</td>
<td>Flint, MI</td>
<td>$1,200,000</td>
<td>15 mos.</td>
<td>Flint 21st century community policing</td>
</tr>
<tr>
<td>Flint Area Congregations Together</td>
<td>Flint, MI</td>
<td>$130,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint Downtown Development Authority</td>
<td>Flint, MI</td>
<td>$50,000</td>
<td>9 mos.</td>
<td>Downtown festivals</td>
</tr>
<tr>
<td>Flint Jewish Federation</td>
<td>Flint, MI</td>
<td>$15,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Genesee County Parks and Recreation Commission</td>
<td>Flint, MI</td>
<td>$1,559,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>
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.

Objectives/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 microenterprise 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 cross-cutting projects.
Improving Community Education

Community-Driven Reform

American Institute for Social Justice
Washington, DC
–$25,000
Adjustment to previous grant

Appleseed Foundation
Washington, DC
$125,000 – 12 mos.
Research and technical assistance on No Child Left Behind law

Brown University
Providence, RI
$120,000 – 24 mos.
National Center for Education organizing

Community Foundation for the National Capital Region
Washington, DC
$105,000 – 12 mos.
Collaborative for education organizing

Hyde Square Task Force
Jamaica Plain, MA
$5,000 – 15 mos.
Collaborative for educational change

Institute for Wisconsin’s Future
Glendale, WI
$55,000 – 12 mos.
Opportunity to learn – Midwest

Public Interest Projects

New York, NY
$280,000 – 12 mos.
Communities for public education reform

Subtotal: $665,000
Community-Driven Reform

Educational Opportunities for Vulnerable Youth

American Youth Policy Forum
Washington, DC
$150,000 – 18 mos.
Strengthening the education pipeline: areas for impact related to disconnected youth

Boston Private Industry Council
Boston, MA
$225,000 – 24 mos.
Boston Youth Transitions Taskforce: supporting city partnerships to address dropout crisis

Career Alliance Inc.
Flint, MI
$30,000 – 12 mos.
Jobs for America’s graduates

Community Foundation for the National Capital Region
Washington, DC
$21,000 – 12 mos.
Youth Transition Funders Group

Foundation-Administered Project
$14,873
Advancing knowledge base of Flint-area stakeholders in YouthBuild USA model

Intercultural Development Research Association
San Antonio, TX
$100,000 – 12 mos.
Mendez and Brown project to expand pathways to graduation for African-American and Latino students

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

National Youth Employment Coalition
Washington, DC
$250,000 – 24 mos.
Building capacity and informing policy to better serve disconnected youth

Pew Charitable Trusts
Philadelphia, PA
$75,000 – 12 mos.
Building new workforce and community college pathways in dental industry

Philadelphia Youth Network
Philadelphia, PA
$250,000 – 24 mos.
Philadelphia Youth Transitions Collaborative: supporting city partnerships to address dropout crisis

Resource Genesee
Flint, MI
$99,000 – 12 mos.
Genesee County out-of-school youth initiative

GRANT ACTIVITY:
$32,319,731 / 160 GRANTS

<table>
<thead>
<tr>
<th>IMPROVING COMMUNITY EDUCATION</th>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
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</thead>
<tbody>
<tr>
<td>Community-Driven Reform</td>
<td>$ .665</td>
<td>8</td>
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<tr>
<td>Educational Opportunities for Vulnerable Youth</td>
<td>$ 2.381</td>
<td>15</td>
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<tr>
<td>Learning Beyond the Classroom</td>
<td>$ 7.697</td>
<td>36</td>
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</table>

<table>
<thead>
<tr>
<th>EXPANDING ECONOMIC OPPORTUNITY</th>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Security</td>
<td>$ 3.033</td>
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<tr>
<td>Reducing Barriers to Employment</td>
<td>$ 1.553</td>
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<tr>
<td>Retention and Wage Progression</td>
<td>$ 9.925</td>
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<table>
<thead>
<tr>
<th>BUILDING ORGANIZED COMMUNITIES</th>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Community Organizing Infrastructure</td>
<td>$ 4.839</td>
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<table>
<thead>
<tr>
<th>SPECIAL INITIATIVES</th>
<th>GRANT DOLLARS (in millions)</th>
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<tbody>
<tr>
<td>Transitions</td>
<td>$ .800</td>
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<tr>
<td>Exploratory and Special Projects</td>
<td>$ 1.427</td>
<td>5</td>
</tr>
<tr>
<td>Totals</td>
<td>$ 32.320</td>
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</tr>
</tbody>
</table>
School & Main Institute  
*Boston, MA*  
$200,000 – 12 mos.  
Schools for the Future: developing new high school pathways and innovations for at-risk and struggling students

**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*  
$415,700 – 12 mos.  
Pre-college summer residential and academic year bridge program

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

**YouthBuild USA**  
*Somerville, MA*  
$200,000 – 12 mos.  
Developing sector strategies to position low-income youth for careers in high-demand sectors

**Subtotal:**  
$2,380,573  
Educational Opportunities for Vulnerable Youth

### Learning Beyond the Classroom

**Afterschool Alliance**  
*Washington, DC*  
$300,000 – 12 mos.  
General purposes

**After-School Corporation**  
*New York, NY*  
$250,000 – 12 mos.  
Expanded learning and afterschool initiative

**American Youth Policy Forum**  
*Washington, DC*  
$172,000 – 24 mos.  
Integrating afterschool and school-community partnerships

**American Youth Work Center**  
*Washington, DC*  
$30,000 – 24 mos.  
Modernizing ‘Youth Today’ to reach a larger audience

**Arkansas State University**  
*State University, AR*  
$225,000 – 36 mos.  
Arkansas statewide afterschool network

**Brown University**  
*Providence, RI*  
$50,000 – 9 mos.  
Building capacity for New Day for Learning communities

**Children’s Services Council of Florida**  
*Tallahassee, FL*  
$225,000 – 36 mos.  
Florida statewide afterschool network

**Collaborative Communications Group**  
*Washington, DC*  
$1,535,000 – 24 mos.  
Supporting national network of statewide afterschool networks

**College of Charleston Foundation**  
*Charleston, SC*  
$125,000 – 54 mos.  
Afterschool and community learning network

**Community Chest Inc.**  
*Virginia City, NV*  
$225,000 – 36 mos.  
Nevada statewide afterschool network

**Council of Chief State School Officers**  
*Washington, DC*  
$300,000 – 12 mos.  
Building state capacity and supporting statewide afterschool networks

**Finance Project**  
*Washington, DC*  
$100,000 – 24 mos.  
Funding strategies for statewide afterschool networks

**Foundation Center**  
*New York, NY*  
$150,000 – 12 mos.  
Foundations for education excellence

**FowlerHoffman**  
*San Rafael, CA*  
$125,000 – 12 mos.  
Policy and messaging strategies for afterschool networks

**Furman University**  
*Greenville, SC*  
$200,000 – 18 mos.  
Establishment of education policy institute

**GMMB Inc.**  
*Washington, DC*  
$400,000 – 12 mos.  
New Day for Learning social marketing campaign

**Marshfield Clinic Research Foundation**  
*Marshfield, WI*  
$225,000 – 36 mos.  
Wisconsin statewide afterschool network

**New Hampshire Coalition Against Domestic and Sexual Violence**  
*Concord, NH*  
$30,000 – 11 mos.  
Afterschool program emergency support

**Oklahoma Institute for Child Advocacy**  
*Oklahoma City, OK*  
$225,000 – 36 mos.  
Oklahoma statewide afterschool network

**Oregon Association for the Education of Young Children**  
*Gladstone, OR*  
$225,000 – 36 mos.  
Oregon statewide afterschool network

**PlusTime NH**  
*Concord, NH*  
~$56,250  
Adjustment to previous grant

**Public School Forum of North Carolina**  
*Raleigh, NC*  
$225,000 – 36 mos.  
North Carolina statewide afterschool network

**South Carolina Afterschool Alliance**  
*Columbia, SC*  
$295,000 – 36 mos.  
South Carolina statewide afterschool network

**Southeastern Regional Education Service Center Inc.**  
*Bedford, NH*  
$281,250 – 36 mos.  
New Hampshire statewide afterschool network

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

**United Way of Rhode Island**  
*Providence, RI*  
$225,000 – 36 mos.  
Rhode Island statewide afterschool network

**United Ways of Texas**  
*Austin, TX*  
$225,000 – 36 mos.  
Texas statewide afterschool network

**University of California – Davis**  
*Davis, CA*  
$225,000 – 36 mos.  
California statewide afterschool network

**University of California – Irvine**  
*Irvine, CA*  
$60,000 – 64 mos.  
Impact of program and practice characteristics on participant outcomes

**University of Kansas Center for Research Inc.**  
*Lawrence, KS*  
$225,000 – 36 mos.  
Kansan statewide afterschool network

**University of Maine at Farmington**  
*Farmington, ME*  
$225,000 – 36 mos.  
Maine statewide afterschool network

**University of Missouri – Columbia**  
*Columbia, MO*  
$225,000 – 36 mos.  
Missouri statewide afterschool network

**Voices for Illinois Children**  
*Chicago, IL*  
$225,000 – 36 mos.  
Illinois statewide afterschool network

**Subtotal:**  
$7,697,000  
Learning Beyond the Classroom

**Program Area Total:**  
$10,742,573  
Improving Community Education

### Expanding Economic Opportunity

**Income Security**

**Brandon Roberts + Associates**  
*Chevy Chase, MD*  
$100,000 – 12 mos.  
Working poor families project

**Brookings Institution**  
*Washington, DC*  
$200,000 – 24 mos.  
Budgeting for national priorities

**Center on Budget and Policy Priorities**  
*Washington, DC*  
$640,000 – 24 mos.  
State fiscal and low-income initiatives project
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Economic Development Association of Michigan</td>
<td>Lansing, MI</td>
<td>$50,000 – 36 mos.</td>
<td>Asset-building policy project</td>
<td></td>
</tr>
<tr>
<td>Corporation for Enterprise Development</td>
<td>Washington, DC</td>
<td>$200,000 – 24 mos.</td>
<td>Federal and state asset policy project</td>
<td></td>
</tr>
<tr>
<td>Finance Project</td>
<td>Washington, DC</td>
<td>$100,000 – 24 mos.</td>
<td>Grantmakers income security taskforce</td>
<td></td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td>$184,680</td>
<td>Asset-building capacity-building meeting</td>
<td></td>
<td></td>
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<tr>
<td>MDRC</td>
<td>New York, NY</td>
<td>$250,000 – 15 mos.</td>
<td>AutoSave demonstration</td>
<td></td>
</tr>
<tr>
<td>Michigan Unemployment Insurance Project</td>
<td>Ann Arbor, MI</td>
<td>$120,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>New America Foundation</td>
<td>Washington, DC</td>
<td>$400,000 – 24 mos.</td>
<td>Asset-building program</td>
<td></td>
</tr>
<tr>
<td>Philanthropy New York</td>
<td>New York, NY</td>
<td>$100,000 – 24 mos.</td>
<td>Asset funders network</td>
<td></td>
</tr>
<tr>
<td>Urban Institute</td>
<td>Washington, DC</td>
<td>$200,000 – 16 mos.</td>
<td>MyAccountCard evaluation</td>
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<tr>
<td>Subtotal: Income Security</td>
<td></td>
<td>$3,032,960</td>
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<td></td>
</tr>
</tbody>
</table>

**Reducing Barriers to Employment**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Charities Archdiocese of New Orleans</td>
<td>New Orleans, LA</td>
<td>$97,551 – 12 mos.</td>
<td>Alternative staffing project</td>
<td></td>
</tr>
<tr>
<td>Emerge Community Development</td>
<td>Minneapolis, MN</td>
<td>$100,000 – 18 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
<td></td>
</tr>
<tr>
<td>Fifth Avenue Committee</td>
<td>Brooklyn, NY</td>
<td>$100,000 – 18 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
<td></td>
</tr>
<tr>
<td>Goodwill Association of Michigan</td>
<td>Pentwater, MI</td>
<td>$125,000 – 12 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Goodwill Industries of Mid-Michigan Inc.</td>
<td>Flint, MI</td>
<td>$50,000 – 6 mos.</td>
<td>Mid-Michigan GoodTemp alternative staffing organization</td>
<td></td>
</tr>
<tr>
<td>Goodwill Industries of West Michigan</td>
<td>Muskegon, MI</td>
<td>$160,600 – 12 mos.</td>
<td>GoodTemps</td>
<td></td>
</tr>
<tr>
<td>Goodwill Industries-Suncoast</td>
<td>St. Petersburg, FL</td>
<td>$100,000 – 18 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
<td></td>
</tr>
<tr>
<td>Goodwill Staffing Services</td>
<td>Austin, TX</td>
<td>$100,000 – 18 mos.</td>
<td>Alternative staffing employment and enterprise outcomes</td>
<td></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>
<td></td>
</tr>
<tr>
<td>ICA Group</td>
<td>Brookline, MA</td>
<td>$200,000 – 12 mos.</td>
<td>Alternative staffing alliance</td>
<td></td>
</tr>
<tr>
<td>One Economy Corporation</td>
<td>Washington, DC</td>
<td>$57,000 – 7 mos.</td>
<td>U.S. Ignite phase I</td>
<td></td>
</tr>
<tr>
<td>Options for Independence</td>
<td>Houma, LA</td>
<td>$50,000 – 12 mos.</td>
<td>Alternative staffing project</td>
<td></td>
</tr>
<tr>
<td>Public/Private Ventures</td>
<td>Philadelphia, PA</td>
<td>$188,185 – 15 mos.</td>
<td>Gulf Coast alternative staffing project</td>
<td></td>
</tr>
<tr>
<td>University of Massachusetts – Boston</td>
<td>Boston, MA</td>
<td>$150,000 – 12 mos.</td>
<td>Alternative staffing outcomes for job candidates and employers</td>
<td></td>
</tr>
</tbody>
</table>

**Retention and Wage Progression**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Association of Community Colleges</td>
<td>Washington, DC</td>
<td>$995,500 – 12 mos.</td>
<td>Creating commercialization opportunity at community colleges</td>
<td></td>
</tr>
<tr>
<td>Aspen Institute</td>
<td>Washington, DC</td>
<td>$350,000 – 12 mos.</td>
<td>Building career ladders for low-income people</td>
<td></td>
</tr>
<tr>
<td>Career Alliance Inc.</td>
<td>Flint, MI</td>
<td>$700,000 – 12 mos.</td>
<td>Flint/Genesee Earn &amp; Learn Initiative</td>
<td></td>
</tr>
<tr>
<td>County of Saginaw</td>
<td>Saginaw, MI</td>
<td>$300,000 – 12 mos.</td>
<td>Saginaw Earn &amp; Learn Initiative</td>
<td></td>
</tr>
<tr>
<td>Economic Mobility Corporation</td>
<td>New York, NY</td>
<td>$200,000 – 15 mos.</td>
<td>Evaluation of YearUp – a sectoral youth initiative</td>
<td></td>
</tr>
<tr>
<td>Insight Center for Community Economic Development</td>
<td>Oakland, CA</td>
<td>$400,000 – 24 mos.</td>
<td>National Network of Sector Partners</td>
<td></td>
</tr>
<tr>
<td>Interfaith Education Fund</td>
<td>Austin, TX</td>
<td>$150,000 – 12 mos.</td>
<td>Replicate sectoral initiatives</td>
<td></td>
</tr>
<tr>
<td>Jobs for the Future</td>
<td>Boston, MA</td>
<td>$250,000 – 12 mos.</td>
<td>Creating career paths for low-skilled in high-poverty areas</td>
<td></td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint, MI</td>
<td>$75,000 – 12 mos.</td>
<td>Achieving the Dream</td>
<td></td>
</tr>
<tr>
<td>National Skills Coalition</td>
<td>Washington, DC</td>
<td>$500,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Per Scholars</td>
<td>Bronx, NY</td>
<td>$150,000 – 8 mos.</td>
<td>Strategic expansion planning</td>
<td></td>
</tr>
<tr>
<td>PHI</td>
<td>Bronx, NY</td>
<td>$300,000 – 12 mos.</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>PHI – Michigan</td>
<td></td>
<td>$200,000 – 12 mos.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Location</td>
<td>Amount</td>
<td>Duration</td>
<td>Purpose</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------</td>
<td>----------</td>
<td>----------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Prima Civitas Foundation</strong></td>
<td>East Lansing, MI</td>
<td>$200,000</td>
<td>13 mos.</td>
<td>Moving Ideas to Market initiative</td>
</tr>
<tr>
<td><strong>Public/Private Ventures</strong></td>
<td>Philadelphia, PA</td>
<td>$131,071</td>
<td>18 mos.</td>
<td>Developing additional reports for sectoral-employment impact study</td>
</tr>
<tr>
<td><strong>Southwest Housing Solutions</strong></td>
<td>Detroit, MI</td>
<td>$2,200,000</td>
<td>18 mos.</td>
<td>Developing additional reports for sectoral-employment impact study</td>
</tr>
</tbody>
</table>

**Moving Ideas to Market initiative**

**Projects**

<table>
<thead>
<tr>
<th>Organization</th>
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</tr>
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<tbody>
<tr>
<td><strong>Public/Private Ventures</strong></td>
<td>Philadelphia, PA</td>
<td>$131,071</td>
<td>18 mos.</td>
<td>Developing additional reports for sectoral-employment impact study</td>
</tr>
<tr>
<td><strong>Faith Action for Community Equity</strong></td>
<td>Honolulu, HI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Foundation-Administered Project</strong></td>
<td>$41,242</td>
<td></td>
<td></td>
<td>Intermediary support for organizing communities annual meeting</td>
</tr>
<tr>
<td><strong>Gamaliel Foundation</strong></td>
<td>Chicago, IL</td>
<td>$330,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Harriet Tubman Center for Recruitment</strong></td>
<td>Detroit, MI</td>
<td>$175,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Institute for Wisconsin’s Future</strong></td>
<td>Glendale, WI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>Implementing demos public works project</td>
</tr>
<tr>
<td><strong>Interfaith Education Fund</strong></td>
<td>Austin, TX</td>
<td>$30,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Interfaith Funders</strong></td>
<td>Longmont, CO</td>
<td>$10,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Isaiah Institute</strong></td>
<td>New Orleans, LA</td>
<td>$65,000</td>
<td>12 mos.</td>
<td>Organizing in African-American churches</td>
</tr>
<tr>
<td><strong>Metro Industrial Areas Foundation</strong></td>
<td>Rego Park, NY</td>
<td>$25,000</td>
<td>28 mos.</td>
<td>Democracy, organizing and Islam</td>
</tr>
<tr>
<td><strong>Michigan Organizing Project</strong></td>
<td>Kalamazoo, MI</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>Building capacity in southwestern Michigan</td>
</tr>
<tr>
<td><strong>Moses Metropolitan Organizing Strategy Enabling Strength</strong></td>
<td>Detroit, MI</td>
<td>$55,700</td>
<td>12 mos.</td>
<td>Civic engagement academy</td>
</tr>
</tbody>
</table>

**Building Organized Communities**

<table>
<thead>
<tr>
<th>Organization</th>
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<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alliance for a Just Society</strong></td>
<td>Seattle, WA</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Alliance for Justice</strong></td>
<td>Washington, DC</td>
<td>$56,000</td>
<td>12 mos.</td>
<td>Resources for evaluating community organizing</td>
</tr>
<tr>
<td><strong>American Institute for Social Justice</strong></td>
<td>Washington, DC</td>
<td>$37,500</td>
<td></td>
<td>Adjustment to previous grant</td>
</tr>
<tr>
<td><strong>Center for Community Change</strong></td>
<td>Washington, DC</td>
<td>$40,000</td>
<td>24 mos.</td>
<td>Building field of community organizing</td>
</tr>
<tr>
<td><strong>Common Counsel Foundation</strong></td>
<td>Oakland, CA</td>
<td>$95,000</td>
<td>24 mos.</td>
<td>RoadMAP project</td>
</tr>
<tr>
<td><strong>Community Catalyst</strong></td>
<td>Boston, MA</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Community learning partnership</td>
</tr>
<tr>
<td><strong>Community Training and Assistance Center</strong></td>
<td>Boston, MA</td>
<td>$220,000</td>
<td>11 mos.</td>
<td>Intermediary support for organizing communities</td>
</tr>
</tbody>
</table>

**Building Community Organizing Infrastructure**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
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<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Voices Heard</strong></td>
<td>New York, NY</td>
<td>$15,000</td>
<td>24 mos.</td>
<td>New York statewide organizing</td>
</tr>
<tr>
<td><strong>Direct Action and Research Training Center</strong></td>
<td>Miami, FL</td>
<td>$130,000</td>
<td>24 mos.</td>
<td>DART organizers institute</td>
</tr>
<tr>
<td><strong>Faith Action for Community Equity</strong></td>
<td>Honolulu, HI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
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<td>$100,000</td>
<td>12 mos.</td>
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<tr>
<td><strong>Interfaith Education Fund</strong></td>
<td>Austin, TX</td>
<td>$30,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Interfaith Funders</strong></td>
<td>Longmont, CO</td>
<td>$10,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Isaiah Institute</strong></td>
<td>New Orleans, LA</td>
<td>$65,000</td>
<td>12 mos.</td>
<td>Organizing in African-American churches</td>
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<tr>
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<td>Rego Park, NY</td>
<td>$25,000</td>
<td>28 mos.</td>
<td>Democracy, organizing and Islam</td>
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<tr>
<td><strong>Michigan Organizing Project</strong></td>
<td>Kalamazoo, MI</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>Building capacity in southwestern Michigan</td>
</tr>
<tr>
<td><strong>Moses Metropolitan Organizing Strategy Enabling Strength</strong></td>
<td>Detroit, MI</td>
<td>$55,700</td>
<td>12 mos.</td>
<td>Civic engagement academy</td>
</tr>
</tbody>
</table>

**National Employment Law Project**

<table>
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<th>Location</th>
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<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National People’s Action</strong></td>
<td>Chicago, IL</td>
<td>$220,000</td>
<td>11 mos.</td>
<td>Intermediary support for organizing communities</td>
</tr>
<tr>
<td><strong>Neighborhood Funders Group</strong></td>
<td>Washington, DC</td>
<td>$35,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>One Voice</strong></td>
<td>Jackson, MS</td>
<td>$50,000</td>
<td>12 mos.</td>
<td>Building organizing capacity in Louisiana</td>
</tr>
<tr>
<td><strong>PICO National Network</strong></td>
<td>Oakland, CA</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Southern California Education Fund</strong></td>
<td>Los Angeles, CA</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Southern Echo Inc.</strong></td>
<td>Jackson, MS</td>
<td>$220,000</td>
<td>11 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>University of California – Los Angeles</strong></td>
<td>Los Angeles, CA</td>
<td>$78,000</td>
<td>15 mos.</td>
<td>Youth organizing for education reform</td>
</tr>
<tr>
<td><strong>Virginia Organizing Inc.</strong></td>
<td>Charlottesville, VA</td>
<td>$13,500</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Washington Interfaith Network</strong></td>
<td>Washington, DC</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Western Organization of Resource Councils Education Project</strong></td>
<td>Billings, MT</td>
<td>$207,000</td>
<td>24 mos.</td>
<td>Intermediary support for organizing communities</td>
</tr>
</tbody>
</table>

**Program Area Total**: $4,838,942 Building Organized Communities
## Special Initiatives

### Transitions

**Aspen Institute**  
*Washington, DC*  
$300,000 – 12 mos.  
Demonstrating scale in domestic microenterprise  
$250,000 – 12 mos.  
*MicroTest*

**Association for Enterprise Opportunity**  
*Washington, DC*  
$250,000 – 12 mos.  
*General purposes*

**Subtotal:** $800,000  
*Transitions*

### Exploratory and Special Projects

**Focus: HOPE**  
*Detroit, MI*  
$10,000 – 12 mos.  
*Eleanor M. Josaitis Fund for Focus: HOPE*

**Prima Civitas Foundation**  
*East Lansing, MI*  
$817,373 – 12 mos.  
*General purposes*

**Public/Private Ventures**  
*Philadelphia, PA*  
$250,000 – 16 mos.  
*General purposes*

**SeeYourImpact.org**  
*Seattle, WA*  
$100,000 – 12 mos.  
*SeeYourImpact pilot*

**University of Michigan**  
*Ann Arbor, MI*  
$250,000 – 12 mos.  
*The other America and anti-poverty policies 50 years later*

**Subtotal:** $1,427,373  
*Exploratory and Special Projects*

**Program Area Total:** $2,227,373  
*Special Initiatives*

**Program Total:** $32,319,731  
*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.)*

**Special Projects**
- **Center for Michigan**
  - Ann Arbor, MI
  - $50,000 – 12 mos.
  - Capacity building
- **Council of Michigan Foundations**
  - Grand Haven, MI
  - $100,000 – 9 mos.
  - Office of urban and regional initiatives
- **Society for Research in Child Development**
  - Ann Arbor, MI
  - $5,000
  - Victoria S. Levin endowment fund
- **Vital Voices Global Partnership**
  - Washington, DC
  - $25,000 – 3 mos.
  - Global leadership awards benefit
- **William J. Clinton Foundation**
  - New York, NY
  - $20,000 – 12 mos.
  - Clinton Global Initiative

**Program Total:** $200,000

**GRANT ACTIVITY:**
- $200,000 / 5 GRANTS

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**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 Employee/Trustee Matching Grants**
- **Program Area Total:** $1,227,708
- **Employee/Trustee Matching**

**Trustee-Initiated Grants**
- **Program Area Total:** $960,000
- **Program Total:** $2,187,708
- **Employee/Trustee Matching and Trustee-Initiated**

**TOTAL:** $89,274,566

All Grants
FINANCE
**PROFILE: 2011**

**GRANTMAKING ACTIVITIES**

Total: 456 Grants
(not including Employee/Trustee
Matching & Trustee-Initiated Grants)

- **Civil Society**
  - 143 Grants
  - 31.4%

- **Pathways Out of Poverty**
  - 160 Grants
  - 35.1%

- **Flint Area**
  - 70 Grants
  - 15.3%

- **Environment**
  - 78 Grants
  - 17.1%

Exploratory & Special Projects
- 5 Grants
- 1.1%

**Total:** $89,274,566

- **Civil Society**
  - $19.5
  - 21.9%

- **Pathways Out of Poverty**
  - $32.3
  - 36.2%

- **Environment**
  - $11.1
  - 12.4%

- **Flint Area**
  - $24.0
  - 26.9%

- **Total:** $2,159,860,190

**ASSET ALLOCATION 12.31.11**

Total: $2,159,860,190

- **Total Growth Assets**
  - $1,046.5
  - 48.5%

- **Total Risk-Reduction Assets**
  - $600.0
  - 27.8%

- **Total Inflation-Protection Assets**
  - $499.8
  - 23.1%

- **Total Other Assets**
  - $13.6
  - 0.6%

- **Employee/Trustee Matching & Trustee-Initiated Grants**
  - $2.2
  - 2.4%
### PROFILE: 10-YEAR STATISTICS

#### 2002–2011 Selected Financial Information (in millions)

<table>
<thead>
<tr>
<th>Year</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>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets – Fair Value</strong></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>
<td>$2,159.9</td>
</tr>
<tr>
<td><strong>Total Assets – 2011 Dollars</strong></td>
<td>2,509.2</td>
<td>2,906.0</td>
<td>2,994.0</td>
<td>2,840.8</td>
<td>2,936.8</td>
<td>2,913.3</td>
<td>2,071.7</td>
<td>2,173.5</td>
<td>2,293.4</td>
<td>2,159.9</td>
</tr>
<tr>
<td><strong>12-Month Rolling Average Assets</strong></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>
<td>2,227.7</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss)</strong></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>
<td>62.8</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss) 2011 Dollars</strong></td>
<td>(390.4)</td>
<td>584.4</td>
<td>341.3</td>
<td>96.8</td>
<td>324.9</td>
<td>263.2</td>
<td>(734.9)</td>
<td>302.3</td>
<td>283.6</td>
<td>62.8</td>
</tr>
<tr>
<td><strong>Total Grants Awarded</strong></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>
<td>89.3</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></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>
<td>130.0</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.

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### 2002–2011 Grants Awarded by Program (in millions)

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**Chart: 2002–2011 Grants Awarded by Program**

- **Employee/Trustee Matching**
- **Exploratory**
- **Pathways Out of Poverty**
- **Flint Area**
- **Environment**
- **Civil Society**
REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Grant Thornton

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, 2011 and 2010, 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 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 disclosures 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, 2011 and 2010, 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
June 22, 2012
## Statements of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at fair value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public equities</td>
<td>$478,281,301</td>
<td>$772,984,870</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>43,510,575</td>
<td>82,459,231</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>153,220,440</td>
<td>95,218,267</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>962,626,998</td>
<td>769,526,770</td>
</tr>
<tr>
<td>Alternatives – nonpartnerships</td>
<td>467,729,223</td>
<td>436,830,236</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>–</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,314,861</td>
<td>–</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>21,571,415</td>
<td>43,383,777</td>
</tr>
<tr>
<td>Cash</td>
<td>4,272,519</td>
<td>14,576,577</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>3,247,993</td>
<td>1,208,155</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>3,875,947</td>
<td>4,174,396</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,208,918</td>
<td>2,023,638</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$2,159,860,190</td>
<td>$2,227,385,917</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Unrestricted Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants payable</td>
<td>$19,217,992</td>
<td>$38,039,005</td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>27,236,358</td>
<td>19,821,029</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>4,137,991</td>
<td>5,248,872</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td>2,109,267,849</td>
<td>2,164,277,011</td>
</tr>
<tr>
<td><strong>Total Liabilities and Unrestricted Net Assets</strong></td>
<td>$2,159,860,190</td>
<td>$2,227,385,917</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends and interest</td>
<td>$ 25,972,778</td>
<td>$ 28,345,233</td>
</tr>
<tr>
<td>Limited partnership income</td>
<td>23,376,197</td>
<td>9,326,412</td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>74,331,589</td>
<td>53,308,456</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>(63,807,684)</td>
<td>184,423,708</td>
</tr>
<tr>
<td>Other income</td>
<td>2,904,999</td>
<td>59,501</td>
</tr>
<tr>
<td></td>
<td><strong>62,777,879</strong></td>
<td><strong>275,463,310</strong></td>
</tr>
<tr>
<td><strong>Investment expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct investment expenses</td>
<td>5,029,635</td>
<td>5,162,395</td>
</tr>
<tr>
<td>Provision for excise tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>1,205,643</td>
<td>885,241</td>
</tr>
<tr>
<td>Deferred expense (income)</td>
<td>(1,110,881)</td>
<td>3,836,191</td>
</tr>
<tr>
<td></td>
<td><strong>5,124,397</strong></td>
<td><strong>9,883,827</strong></td>
</tr>
<tr>
<td><strong>Net investment income</strong></td>
<td>57,653,482</td>
<td>265,579,483</td>
</tr>
<tr>
<td><strong>Grants and operating expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>88,273,759</td>
<td>91,032,717</td>
</tr>
<tr>
<td>Foundation–administered projects</td>
<td>1,086,730</td>
<td>1,667,357</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>15,244,067</td>
<td>14,437,858</td>
</tr>
<tr>
<td></td>
<td><strong>104,604,556</strong></td>
<td><strong>107,137,932</strong></td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>(46,951,074)</td>
<td>158,441,551</td>
</tr>
<tr>
<td><strong>Other changes in unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension–related changes other than net periodic pension cost</td>
<td>(7,025,326)</td>
<td>2,713,784</td>
</tr>
<tr>
<td>Postretirement health-care related changes other than net periodic benefit cost</td>
<td>(1,032,762)</td>
<td>849,206</td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>(55,009,162)</td>
<td>162,004,541</td>
</tr>
<tr>
<td><strong>Unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>2,164,277,011</td>
<td>2,002,272,470</td>
</tr>
<tr>
<td>End of year</td>
<td>$ 2,109,267,849</td>
<td>$ 2,164,277,011</td>
</tr>
</tbody>
</table>

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

**Years Ended December 31,**

<table>
<thead>
<tr>
<th>Cash flows from operating activities:</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unrestricted net assets</td>
<td>$(55,009,162)</td>
<td>$162,004,541</td>
</tr>
</tbody>
</table>

Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:

- Net realized (gain) loss on investments: $(74,331,589) $(53,308,456)
- (Income) loss on limited partnerships: $(23,376,197) $(9,326,412)
- Net unrealized (gain) loss on investments: $63,807,684 $(184,423,708)
- Excess value of donated securities included with grants: $1,283,056 $2,120,342
- Depreciation expense: $298,449 $298,844
- Loss on fixed asset retirements: – $14,469
- (Increase) decrease in accrued interest and dividends: $(2,039,838) $531,883
- (Increase) decrease in other assets: $(185,280) $10,281,826
- Increase (decrease) in grants payable: $(18,821,013) $(13,967,236)
- Increase (decrease) in accounts payable and other liabilities: $7,415,329 $4,368,006
- Increase (decrease) in deferred excise tax liability: $(1,110,881) $3,836,191

Total adjustments: $(47,060,280) $(248,310,263)

Net cash used by operating activities: $(102,069,442) $(86,305,722)

### Cash flows from investing activities:

- Proceeds from sales or redemptions of investments: $854,272,397 $858,200,202
- Purchases of investments: $(762,507,013) $(760,473,433)
- Acquisition of building improvements: – $(191,012)

Net cash provided by investing activities: $91,765,384 $97,535,757

### Net increase (decrease) in cash:

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash, beginning of year</td>
<td>$14,576,577</td>
<td>$3,346,542</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$4,272,519</td>
<td>$14,576,577</td>
</tr>
</tbody>
</table>

### Supplemental disclosure of noncash investing activities:

- Investment trades receivable (payable) at year end, included with sales/proceeds on investments:
  - $18,501,415 $ (66,395)

The accompanying notes are an integral part of the financial statements.
Notes to Financial Statements  December 31, 2011 and 2010

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.

INCOME TAXES
The Foundation follows the authoritative guidance on accounting for and disclosure of uncertainty in tax positions (Financial Accounting Standards Board “FASB” – Accounting Standards Codification 740) which requires the Foundation to determine whether a tax position is more likely than not to be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position.

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from federal income taxes under Section 501(a) of the Internal Revenue Code as an organization described in Sections 501(c)(3). However, unrelated business income is subject to taxation. There was no tax liability in 2011 or 2010.

The IRS has completed an audit of the Foundation’s tax returns for the years 2008, 2009 and 2010, with no material adverse findings noted. However, the Foundation is still awaiting the final Revenue Agent Report. No new findings or issues are expected when the final report is received.

RECENT ACCOUNTING PRONOUNCEMENTS
In January 2010, the FASB issued Accounting Standards Update No. 2010-6, “Fair Value Measurements and Disclosures (Topic 820) – Improving Disclosures about Fair Value Measurements” (ASU 2010-06). ASU 2010-06 clarified existing disclosure requirements and required (a) an entity to disclose separately the amounts of significant transfers in and out of Levels 1 and 2 fair value measurements and to describe the reasons for those transfers; (b) an entity to disclose all transfers in and out of Level 3 and the reasons for those transfers; and (c) information about purchases, sales, issuances and settlements to be presented separately (i.e. present the activity on a gross basis rather than net) in the reconciliation for fair value measurements using significant unobservable inputs (Level 3 inputs). The new disclosures and clarifications of existing disclosures were effective for fiscal years beginning after December 15, 2009, except for the disclosure requirements related to the purchases, sales, issuances and settlements in the roll-forward activity of Level 3 fair value measurements, which were effective for fiscal years beginning after December 15, 2010. The Foundation fully adopted the guidance as of January 1, 2011. 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.

In May 2011, the FASB issued Accounting Standards Update No. 2011-04, “Fair Value Measurements and Disclosures (Topic 820) – Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in U.S. GAAP and IFRS’s” (ASU 2011-04). ASU 2011-04 clarifies the application of existing fair value measurement requirements, changes certain principles related to measuring fair value and requires additional disclosure about fair value measurements. Specifically, the guidance specifies that the concepts of highest and best use and valuation premises in a fair value measurement are only relevant when measuring the fair value of nonfinancial assets, whereas they are not relevant when measuring the fair
value of financial assets and liabilities. Required disclosures are expanded under the new guidance, especially for fair value measurements that are categorized within Level 3 of the fair value hierarchy, for which quantitative information about the unobservable inputs used and a narrative description of the valuation processes in place will be required. ASU 2011-04 is effective for annual periods beginning after December 15, 2011, and is to be applied prospectively. The Foundation does not expect significant impact on its 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 six 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>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>9,382,992</td>
<td>9,411,891</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(5,904,897)</td>
<td>(5,635,347)</td>
</tr>
<tr>
<td></td>
<td>$3,875,947</td>
<td>$4,174,396</td>
</tr>
</tbody>
</table>

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

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 18.5 percent 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, 2011, the Foundation has $466.5 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 2010 statements have been reclassified to conform to the 2011 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>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fair Value</td>
<td>Cost Basis</td>
</tr>
<tr>
<td>Public equities</td>
<td>$478,281</td>
<td>$455,352</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>43,511</td>
<td>38,106</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>153,220</td>
<td>148,138</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>962,627</td>
<td>832,834</td>
</tr>
<tr>
<td>Nonpartnerships</td>
<td>467,729</td>
<td>408,905</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,315</td>
<td>19,315</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>21,572</td>
<td>21,570</td>
</tr>
<tr>
<td></td>
<td><strong>$2,146,255</strong></td>
<td><strong>$1,924,220</strong></td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (NAV) as of December 31, 2011, 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>$388,741,610</td>
<td>$ –</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>962,626,998</td>
<td>466,500,000</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>$1,351,368,608</td>
<td>$466,500,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) This category includes investments in real estate funds, hedge funds and international equity. The NAV of the real estate funds is 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 and international equity 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 offer quarterly to annual liquidity options that require advance notice from five business days to four 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 offer quarterly to annual liquidity options that require advance notice from five business days to four 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

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. In accordance with the authoritative guidance on fair value measurements and disclosures under GAAP, the Foundation adopted a framework for measuring fair value under generally accepted accounting principles that 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 includes, but is 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, 2011:

<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>Public equities</td>
<td>$478,281,301</td>
<td>–</td>
<td>–</td>
<td>$478,281,301</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>43,510,575</td>
<td>–</td>
<td>–</td>
<td>43,510,575</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>153,220,440</td>
<td>–</td>
<td>–</td>
<td>153,220,440</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>–</td>
<td>–</td>
<td>962,626,998</td>
<td>962,626,998</td>
</tr>
<tr>
<td>Nonpartnerships</td>
<td>–</td>
<td>–</td>
<td>467,729,223</td>
<td>467,729,223</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,314,861</td>
<td>–</td>
<td>–</td>
<td>19,314,861</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>21,571,415</td>
<td>–</td>
<td>–</td>
<td>21,571,415</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$715,898,592</td>
<td>–</td>
<td>$1,430,356,221</td>
<td>$2,146,254,813</td>
</tr>
</tbody>
</table>

A summary of Level 3 activity for the year is as follows:

**Balance, December 31, 2010**

- Balance, December 31, 2010: $1,211,357,006
- Purchases: 313,351,127
- Sales: (181,886,300)
- Transfers – donated securities: (1,301,400)
- Realized gains: 30,011,776
- Unrealized gains: 58,824,012

**Balance, December 31, 2011**

- Balance, December 31, 2011: $1,430,356,221

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>Public equities</td>
<td>$772,984,870</td>
<td>–</td>
<td>–</td>
<td>$772,984,870</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>Nonpartnerships</td>
<td>–</td>
<td>–</td>
<td>436,830,236</td>
<td>436,830,236</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>$994,046,145</td>
<td>–</td>
<td>$1,211,357,006</td>
<td>$2,205,403,151</td>
</tr>
</tbody>
</table>
A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2009</td>
<td>$ 821,190,819</td>
</tr>
<tr>
<td>Purchases</td>
<td>348,969,440</td>
</tr>
<tr>
<td>Sales</td>
<td>(102,590,959)</td>
</tr>
<tr>
<td>Transfers – donated securities</td>
<td>(2,148,538)</td>
</tr>
<tr>
<td>Realized gains</td>
<td>11,774,260</td>
</tr>
<tr>
<td>Unrealized gains</td>
<td>134,161,984</td>
</tr>
<tr>
<td>Balance, December 31, 2010</td>
<td>$ 1,211,357,006</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 percent (1 percent 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 percent for 2011 and 2010. The deferred excise tax provision is calculated assuming a 2 percent rate and is based on the projected gains/losses that assume complete liquidation of all assets.

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$ (201,128)</td>
<td>$ 109,229</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>4,137,991</td>
<td>5,248,872</td>
</tr>
<tr>
<td></td>
<td>$ 3,927,863</td>
<td>$ 5,358,101</td>
</tr>
</tbody>
</table>

Excise tax payments of $1,525,000 and $790,520 were paid in 2011 and 2010, 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, 2011, the Foundation made qualifying distributions greater than the required minimum distribution of approximately $16.2 million. The Foundation has $70.0 million in prior year excess distributions to add to this amount, resulting in a net accumulated over-distribution of $86.2 million to be carried forward to 2012.

**F. Grants Payable**

Grants payable at December 31, 2011, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civil Society</strong></td>
<td>$ 6,160,152</td>
<td>$ 1,314,004</td>
<td>$ 27,000</td>
<td>$ 2,000</td>
<td>$ 7,503,156</td>
</tr>
<tr>
<td>Environment</td>
<td>1,768,578</td>
<td>615,000</td>
<td>–</td>
<td>–</td>
<td>2,383,578</td>
</tr>
<tr>
<td>Flint Area</td>
<td>1,620,760</td>
<td>398,060</td>
<td>–</td>
<td>–</td>
<td>2,018,820</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>5,570,607</td>
<td>1,715,000</td>
<td>–</td>
<td>–</td>
<td>7,285,607</td>
</tr>
<tr>
<td>Other*</td>
<td>280,000</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>280,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>15,400,097</td>
<td>4,042,064</td>
<td>27,000</td>
<td>2,000</td>
<td>19,471,161</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>–</td>
<td>250,459</td>
<td>2,470</td>
<td>240</td>
<td>253,169</td>
</tr>
<tr>
<td>Payable in Year Ending December 31,</td>
<td>$ 15,400,097</td>
<td>$ 3,791,605</td>
<td>$ 24,530</td>
<td>$ 1,760</td>
<td>$ 19,217,992</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.
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 $1,129,272 and $1,448,022 as of December 31, 2011 and 2010, respectively.

Grant activity for the years ended December 31, 2011 and 2010, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undiscounted grants payable, January 1</strong></td>
<td>$ 38,420,159</td>
<td>$ 52,517,607</td>
</tr>
<tr>
<td>Grants approved</td>
<td>89,593,316</td>
<td>93,318,713</td>
</tr>
<tr>
<td></td>
<td>128,013,475</td>
<td>145,836,320</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>23,110,131</td>
<td>20,548,917</td>
</tr>
<tr>
<td>Environment</td>
<td>14,519,683</td>
<td>11,102,005</td>
</tr>
<tr>
<td>Flint Area</td>
<td>27,350,987</td>
<td>37,147,348</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>40,538,805</td>
<td>35,328,338</td>
</tr>
<tr>
<td>Other*</td>
<td>3,022,708</td>
<td>3,289,553</td>
</tr>
<tr>
<td></td>
<td>108,542,314</td>
<td>107,416,161</td>
</tr>
<tr>
<td><strong>Undiscounted grants payable, December 31</strong></td>
<td>$ 19,471,161</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 ($000)</th>
<th>Pension Benefits</th>
<th>Postretirement Health–Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(47,395)</td>
<td>$(40,165)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>38,134</td>
<td>35,490</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(9,261)</td>
<td>$(4,675)</td>
</tr>
<tr>
<td>Amounts recognized in the statements of financial position:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>(9,261)</td>
<td>(4,675)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(9,261)</td>
<td>$(4,675)</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>$4,060</td>
<td>$4,060</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>$(1,057)</td>
<td>$(864)</td>
</tr>
<tr>
<td>Components of net periodic benefit cost:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service cost</td>
<td>$1,098</td>
<td>$1,317</td>
</tr>
<tr>
<td>Interest cost</td>
<td>2,148</td>
<td>2,120</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(2,831)</td>
<td>(2,231)</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>844</td>
<td>934</td>
</tr>
<tr>
<td>Amortization of prior service cost</td>
<td>362</td>
<td>55</td>
</tr>
<tr>
<td>Net periodic benefit cost</td>
<td>$1,621</td>
<td>$2,195</td>
</tr>
</tbody>
</table>

**Benefit Obligations**

The accumulated benefit obligation of the nonqualified pension plan was $4,589,645 and $3,916,779 as of December 31, 2011 and 2010, respectively. The accumulated benefit obligation of the qualified plan was $38,526,279 and $32,093,131 as of December 31, 2011 and 2010, 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></th>
<th>Pension Benefits</th>
<th></th>
<th>Postretirement Health–Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>4.50%</td>
<td>5.50%</td>
<td>4.40%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>5.50%</td>
<td>5.80%</td>
<td>5.50%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.00%</td>
<td>8.00%</td>
<td>N/A</td>
</tr>
<tr>
<td>Compensation increase (benefit obligation)</td>
<td>4.00%</td>
<td>5.00%</td>
<td>N/A</td>
</tr>
<tr>
<td>Compensation increase (net periodic cost)</td>
<td>5.00%</td>
<td>5.00%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 8.35 percent 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 percent by year 2017.

**ASSET 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, 2011, 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>47.1%</td>
<td>45.0%</td>
</tr>
<tr>
<td>International stock</td>
<td>15.2%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Real estate</td>
<td>9.7%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>28.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2011:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$</td>
<td>$ 23,746,971</td>
<td>$</td>
</tr>
<tr>
<td>Real estate</td>
<td>–</td>
<td>$ 3,719,567</td>
<td>–</td>
</tr>
<tr>
<td>Debt securities</td>
<td>–</td>
<td>$ 10,667,483</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$</strong></td>
<td><strong>$ 38,134,021</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>
A summary of Level 3 activity for the year is as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2010</td>
<td>$1,083,228</td>
</tr>
<tr>
<td>Reclassification to level 2</td>
<td>(1,083,228)</td>
</tr>
<tr>
<td>Balance, December 31, 2011</td>
<td>$ -</td>
</tr>
</tbody>
</table>

**EXPECTED CONTRIBUTIONS**

The Foundation expects to contribute $4,463,440 to its pension plans and $300,971 to its postretirement medical plan in 2012. 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:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Health–Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$2,473,440</td>
<td>$300,971</td>
</tr>
<tr>
<td>2013</td>
<td>2,593,440</td>
<td>355,963</td>
</tr>
<tr>
<td>2014</td>
<td>2,683,440</td>
<td>412,625</td>
</tr>
<tr>
<td>2015</td>
<td>2,813,440</td>
<td>432,988</td>
</tr>
<tr>
<td>2016</td>
<td>2,803,440</td>
<td>487,295</td>
</tr>
<tr>
<td>2017–2021</td>
<td>14,727,200</td>
<td>2,950,680</td>
</tr>
</tbody>
</table>

Effective 2012, the fully insured premium has been reduced for the Medicare reimbursement; therefore the Foundation no longer receives a Medicare D subsidy.

**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, 2011 and 2010, the Foundation contributed $215,433 and $225,406, respectively.

**H. Subsequent Events**

The Foundation evaluated its December 31, 2011, financial statements for subsequent events through June 22, 2012, 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 and Investment Expenses

<table>
<thead>
<tr>
<th></th>
<th>Administration Total</th>
<th></th>
<th>Investment Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2010</td>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td>Salaries</td>
<td>$ 7,656,072</td>
<td>$ 7,208,817</td>
<td>$ 2,028,044</td>
<td>$ 2,087,802</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>4,130,039</td>
<td>4,462,094</td>
<td>748,422</td>
<td>846,964</td>
</tr>
<tr>
<td>Operations</td>
<td>1,359,150</td>
<td>1,064,199</td>
<td>312,289</td>
<td>278,830</td>
</tr>
<tr>
<td>Professional fees</td>
<td>946,386</td>
<td>766,469</td>
<td>1,886,622</td>
<td>1,886,479</td>
</tr>
<tr>
<td>Travel and business expenses</td>
<td>934,754</td>
<td>721,624</td>
<td>54,258</td>
<td>62,320</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>217,666</td>
<td>214,655</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>$ 15,244,067</td>
<td>$ 14,437,858</td>
<td>$ 5,029,635</td>
<td>$ 5,162,395</td>
</tr>
</tbody>
</table>
TRUSTEES & STAFF
BOARD AND COMMITTEES

**BOARD OF TRUSTEES***

William S. White  
Chairman
Frederick S. Kirkpatrick +  
Vice Chairman
A. Marshall Acuff Jr.
Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard
John Morning
Maryanne Mott
Charlie Nelms
William H. Piper
Marise M.M. Stewart
Claire M. White
Douglas X. Patiño  
Trustee Emeritus

+ Serves as presiding/lead outside director.

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

**AUDIT COMMITTEE**

Webb F. Martin  
Chairman
Frederick S. Kirkpatrick
Olivia P. Maynard
John Morning
Charlie Nelms

**EXECUTIVE COMMITTEE**

William S. White  
Chairman
Frederick S. Kirkpatrick
Webb F. Martin
Maryanne Mott
William H. Piper

**INVESTMENT COMMITTEE**

William S. White  
Chairman
A. Marshall Acuff Jr.
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, Marise M.M. Stewart, Claire M. White and William S. White.

+ Serves as presiding/lead outside director.

Board and committees lists as of July 1, 2012
OFFICERS AND STAFF

EXECUTIVE OFFICE
William S. White  
President and Chief Executive Officer
Ridgway H. White  
Vice President – Special Projects
Jennifer Liversedge  
Assistant to the President and Program Officer
Lisa R. Maxwell  
Executive Assistant

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  
Patrick Turowicz  
Building Operations Assistants

GRANTS ADMINISTRATION
Mary A. Gailbreath  
Director; Grants Administration and Assistant Secretary/Treasurer
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. Johnson  
Administrative Assistant
Deborah K. Reid  
Secretary

HUMAN RESOURCES
Julie M. Flynn  
Human Resources Manager
Ona Kay Goza  
Administrative Secretary

INFORMATION SERVICES
Gavin T. Clabaugh  
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

COMMUNICATIONS
Carol D. Rugg  
Vice President – Communications
Ann F. Richards  
Senior Communications Officer
Duane M. Elling  
Maggie Jaruzel Potter  
Communications Officers
Macie Schriner  
Communications Officer – Online Strategies
Teri L. Chambry  
Administrative Secretary
J. Gay McArthur  
Secretary

INVESTMENTS
Michael J. Smith  
Vice President – Investments and Chief Investment Officer
Jay C. Flaherty  
Assistant Vice President – Investments and Investment Manager
Cheryl Garneau  
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
PROGRAMS

*Maureen H. Smyth  
Senior Vice President – Programs and Communications
Neal R. Hegarty  
Vice President – Programs
Ruth M. Woodruff  
Administrative Secretary

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

ENVIRONMENT

Samuel B. Passmore  
Program Director
Traci Romine  
Amy C. Shannon  
Sandra N. Smithhey  
Program Officers
Jumana Z. Vasi  
Associate Program Officer
Sandra J. Smith  
Judy L. Wallace  
Secretaries

FLINT AREA

Kimberly S. Roberson  
Program Director
Alicia E.M. Kitsuse  
Program Officer
Shannon E. Polk  
Associate Program Officer
Christine L. Anderson  
Secretary

PATHWAYS OUT OF POVERTY

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

LOANED STAFF

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

CONTRACT EMPLOYEES/CONSULTANTS

Vyacheslav Bakhmin  
Civil Society program (Russia)
Ellen Chien  
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  
Communications

*No longer with the Foundation

Staff list as of September 30, 2012. This list reflects everyone who worked at the Foundation since the 2010 Annual Report was published in the fall of 2011.

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