OUR FOUNDER: CHARLES STEWART MOTT

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

Charles Stewart Mott (1875-1973), who established this Foundation in 1926, was deeply concerned, from his earliest years in Flint, with the welfare of his adopted community. Soon after he had become one of the city’s leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served three terms as mayor (in 1912, 1913 and 1918) during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000.

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

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

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

“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 part, and the ideas, the means by which those individuals express their beliefs, their ideas and their systems for fellow men...

“...So broad and so deep are the objectives of the Mott Foundation that they reach 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 in which we live. In this sense, it may truly be called a Foundation for Living — with the ultimate aim of developing greater understanding among men.

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**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 two very specific program areas, the Foundation works to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all grantmaking, are certain values:

- Nurturing strong, self-reliant individuals with expanded capacity for accomplishment;
- Learning how people can work 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**

- Integrity in our actions; Responsibility for our decisions and their consequences.

- We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
- We are committed to avoid conflicts of interest and the appropriate handling of actual or apparent conflicts of interest in our relationships.
- We are committed to treat our grantee partners 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 act responsibly toward the communities in which we work and for the benefit of the communities we serve.
- We are committed to 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**

**VALUES**

Visions:
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—in which 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 through our work in Civil Society, Environment, Flint Area and Pathways Out of Poverty. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation works to strengthen, in people and their organizations, what Mr. Mott called for a “capacity for accomplishment.”

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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIVIL SOCIETY</strong></td>
<td>Missions: To support efforts to assist in democratic institution building, strengthen community cohesion, provide equitable access to resources, and ensure respect for diversity.</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>Missions: To support the efforts of engaged citizenry working to create accessible and affordable systems, sound public policies, and appropriate models of development that protect the diversity and integrity of vital local ecosystems in North America and around the world.</td>
</tr>
<tr>
<td><strong>FLINT AREA</strong></td>
<td>Missions: To foster a well-functioning, connected community that is capable of implementing the economic, social and local challenges ahead.</td>
</tr>
<tr>
<td><strong>PATHWAYS OUT OF POVERTY</strong></td>
<td>Missions: To identify and close with pathways out of poverty for low-income people and communities.</td>
</tr>
<tr>
<td><strong>EXPLORATORY &amp; SPECIAL PROJECTS</strong></td>
<td>Missions: To support unusual or unique approaches addressing significant national and international problems (Proposals are by invitation only; unsolicited and proposals are discouraged).</td>
</tr>
</tbody>
</table>

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</table>

**PRODUCTION CREDITS**
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I have been at many social functions where someone asks, “What is the Mott Foundation and what does it do?” Occasionally, I am able to tailor my response because I know what the person is interested in. Most of the time, however, I wish I had a headline or a seven-second sound bite that I could give to them. Frankly, there is no easy way to describe the Mott Foundation.

At times, we describe the foundation by size — grant budget, assets or number of employees. More frequently, we talk about our grantmaking, which covers four programs including building civil society in Central/Eastern Europe, Russia and South Africa; reducing poverty in the U.S.; protecting the environment; and working in our hometown of Flint, Michigan.

But these brief descriptions do not do justice to the range or complexity of our work.

While annual reports offer the opportunity to explain ourselves, I am finding this vehicle to be less than satisfactory. Fortunately, like many other foundations, we have a well-developed Web site, so I encourage you to go to Mott.org and search out those areas that are of interest for more in-depth and nuanced information.

One of the problems with an annual report like this one is that it can provide only a brief snapshot of an organization or an issue at a single point in time. But building community, developing capacities and organizations, and nurturing civil society are not one-year, one-time events. Rather, this work can take a long time. Two examples come to mind.

The first is our support to a growing number of afterschool networks, which bring together key decisionmakers within a state to develop comprehensive statewide policies and practices related to afterschool programs for children and youth. The idea for statewide afterschool networks came about in 2001 as it became apparent that responsibility for administering the 21st Century Community Learning Centers program would devolve from the federal government to the states. Today, there are 32 of these effective networks, as we have added about six new grantees each year. This cumulative progress is revealed only if one looks at a body of grantmaking spread over multiple years.

The second example is our work with the seven institutions that are located on the campus of the Flint Cultural Center. In 2006, we provided $2.975 million in grants to them. But our funding for these organizations — for capital improvements, program development and operations — has been ongoing for decades. The high quality of their educational and cultural offerings did not come about in a 12-month period.

And, just when you think everything has been accomplished related to a specific topic or organization, you realize it is yet again time for change. Just drive down a street in any major American city and you realize that what was working quite well several years ago may need to be refreshed and revitalized. So it is with our work.

During 2006, we made 545 grants totaling $107.3 million. Our grants went to nonprofit organizations scattered across the globe, and they reflect the variety of our funding interests. For example, the majority of our international grantmaking occurs under our Civil Society program in Central/Eastern Europe, Russia and South Africa. Three broad themes unite grantmaking in these diverse
areas: strengthening the nonprofit sector and philanthropy, promoting people’s rights and responsibilities, and addressing racial diversity and inclusion.

At the same time, we tailor our grantmaking objectives and strategies to the specific circumstances of each geographic region.

For example, in 2006 we made a series of grants to organizations to strengthen community philanthropy in Bulgaria, the Czech Republic, Romania, Russia and Ukraine. We also acted on opportunities to collaborate with other funders in efforts such as the Trust for Civil Society in Central and Eastern Europe. In South Africa, we continued to fund projects to train nonprofit leaders, promote citizen participation and encourage healing of past differences in a post-apartheid society.

In our Pathways Out of Poverty program, one of our focuses was on improving the quality of afterschool programs, with much of this work being done through state-level networks mentioned earlier. In addition, we supported organizations exploring innovative workforce training options that will help low-income people reach economic self-sufficiency and stability.

Earlier this year, our Board of Trustees approved a new Environment plan that will guide our grantmaking through 2012. Changes to the former plan are best described as evolutionary. We are continuing our previous work in freshwater conservation in the Great Lakes and southeastern U.S., as well as in sustainable development with a focus on international finance.

Two years have passed since hurricanes Katrina and Rita battered the Gulf Coast. For many, memories of the devastation are fading, but we continue to support targeted efforts focused on recovery and restoration. Since 2005, we have provided approximately $13 million in support to nonprofits working in the five-state Gulf region. Of that amount, approximately $5.4 million has been in direct response to the two hurricanes.

Several environmental grantees continue the immense task of providing leadership to restore the Gulf of Mexico’s damaged coastal wetlands. Another grantee with expertise in the field of micro-enterprise is helping entrepreneurs whose homes and other assets were destroyed get new businesses up and running.

And finally, Dillard University and Xavier University of Louisiana — two highly regarded historically black institutions — are using large Mott grants for scholarship assistance and for reconstruction of campus facilities.

These are just a sampling of our funding interests abroad and in the U.S. But, as already noted, during 2006 we continued our strong ties to Michigan and our even more enduring commitment to Flint.

Of the funds granted during the year, slightly more than one-third went to organizations in Michigan or to those whose...
work primarily benefited Michigan. While the details of all our grantmaking begin on page 5, I would like to spotlight a handful of projects in our home community.

We provided a $2.5-million grant to Bishop International Airport Authority in Flint to further develop the airport’s intermodal cargo hub facilities. This $33.7-million project is part of the region’s economic development strategy to diversify the local economy and create jobs. The Foundation could provide up to $10 million in funding for the hub, depending on how the development proceeds.

Another project even closer to the Foundation, both physically and philosophically, is the redevelopment of a portion of Flint’s downtown known as the Mott Block. Our headquarters building anchors one corner, and in the 1990s, we began acquiring the adjacent five properties fronting South Saginaw Street.

In September 2006, we transferred ownership of these structures and made a $3.5-million grant for their redevelopment to the Foundation for the Uptown Reinvestment Corporation (FURC), a nonprofit organization that is playing a major role in the efforts to redevelop Flint’s central business district.

We also provided grants to the Community Foundation of Greater Flint and the Crim Festival of Races to help both relocate their offices to renovated space nearby.

Our grant support is only a portion of the more than $22 million in private capital that has been, or is being, invested in downtown. Our funding has served as a catalyst for new development or as a final piece in the financial package that moved a rehabilitation or reconstruction project to reality.

On the investment side of our operation, we experienced growth in our assets, to $2.63 billion on December 31, 2006, compared with $2.48 billion a year ago. On page 3, a chart, “Total Assets at Market Value & Total Assets in 2006 Dollars,” tracks our asset performance since 1963.

Earlier this year, one of our long-time employees, Judith (Judy) M. Wright, retired. Judy worked as an administrative secretary in several departments during her 34 years with the Foundation. We wish her well in this new phase of her life.

IN MEMORIAM

Finally, I want to note that we at the Foundation were saddened by the untimely passing of Ray Murphy in March 2007 following a long illness. Ray had served for several years as director of our Civil Society program and most recently as senior adviser for the program.

He joined the Foundation on August 2000, with an extensive international background in the nonprofit field. From his base in Cork, Ireland, Ray managed our Civil Society staff in Mott’s home office in Flint as well as our international offices.

We remember him as an extraordinary person and colleague. His expertise and passion about philanthropy and the nonprofit sector — especially his international perspective — were invaluable in the development of our grantmaking in this arena. We also will remember Ray for his sense of humor, his fervor for sailing and rugby, and his exuberant love of life.

William S. White
President
**Mission:** To support efforts to assist in democratic institution building, strengthen communities, promote equitable access to resources, and ensure respect of rights and diversity.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central/Eastern Europe and Russia.</td>
<td>European Union (EU) New Member States and Accession Countries. Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities.</td>
</tr>
<tr>
<td></td>
<td>Western Balkans. Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities; and promote processes and initiatives to build stable and strong inter-communal relations and reduce the likelihood of violent ethnic conflict.</td>
</tr>
<tr>
<td></td>
<td>Western Former Soviet Union. Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities; and strengthen institutions and mechanisms that ensure people’s rights are respected, and that laws and policies to protect these rights are promulgated and implemented.</td>
</tr>
<tr>
<td></td>
<td>CEE/Russia Regional. Assist nonprofits from both accession and non-accession countries in maximizing the positive and mitigating the negative impacts of EU enlargement; and build the capacity of CEE/Russia nonprofits through international peer-to-peer learning and information exchange around issues relevant to the overall CEE/Russia program goal.</td>
</tr>
<tr>
<td>South Africa.</td>
<td>Nonprofit Sector and Philanthropy. Build a more effective and well-managed nonprofit sector that is engaged with issues of poverty and inequality and that is adequately resourced through public and private funding.</td>
</tr>
<tr>
<td></td>
<td>Rights, Responsibilities and Participation. Strengthen people’s engagement with local community structures and increase public participation in decisionmaking processes to ensure that people’s rights are upheld, advanced and fulfilled.</td>
</tr>
<tr>
<td></td>
<td>Race and Ethnic Relations. Enhance the ability of nonprofit organizations and local communities to better address racism and discrimination, and to promote justice and reconciliation.</td>
</tr>
<tr>
<td></td>
<td>Special Initiatives – International. To respond to unique opportunities related to the development of civil society internationally.</td>
</tr>
<tr>
<td></td>
<td>Nonprofit Sector and Philanthropy. Promote a vibrant and independent nonprofit and philanthropic sector in select countries and internationally.</td>
</tr>
<tr>
<td></td>
<td>Special Opportunities. To pursue unique and compelling opportunities that fall outside the scope of other areas under this program.</td>
</tr>
</tbody>
</table>
In 2006, the Civil Society program made 208 grants, totaling $22.9 million, to grantees working in Central/Eastern Europe and Russia, South Africa, the U.S., and other international locations. These grants fell into three broad categories: strengthening the nonprofit sector; promoting rights, responsibilities and participation; and improving race and ethnic relations. Some highlights:

- A four-year, $1-million grant to the Stefan Batory Foundation in Poland to support an endowment.
- A two-year, $100,000 grant to the NGO School to increase individual philanthropy in Russia.
- A 19-month, $100,000 grant to the Colonnades Theatre Lab to support the production of a play that tells the story of South Africa’s Truth and Reconciliation Commission.
- A two-year, $100,000 grant to the Forum of Regional Associations of Grantmakers to support a national membership association of regional grantmakers in the U.S.
- A 19-month, $230,000 grant to the Leadership Conference Education Fund to strengthen U.S. antiracism organizations by connecting them with funders.
- A three-year, $300,000 grant to the European Foundation Centre to strengthen community foundations throughout the world.

### Grant Activity $22,972,531 208 Grants

<table>
<thead>
<tr>
<th>Central/Eastern Europe &amp; Russia</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Union-New Member States &amp; Accession Countries</td>
<td>$3.113</td>
<td>22</td>
</tr>
<tr>
<td>Western Balkans</td>
<td>$2.221</td>
<td>37</td>
</tr>
<tr>
<td>Western Former Soviet Union</td>
<td>$3.228</td>
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<tr>
<td>CEE/Russia Regional</td>
<td>$2.972</td>
<td>11</td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonprofit Sector and Philanthropy</td>
<td>$1.590</td>
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<tr>
<td>Rights, Responsibilities and Participation</td>
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<tr>
<td>Race and Ethnic Relations</td>
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<tr>
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<tr>
<td>United States</td>
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</tr>
<tr>
<td>Nonprofit Sector and Philanthropy</td>
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<tr>
<td>Race and Ethnic Relations</td>
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<tr>
<td>Special Initiatives - International</td>
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<td></td>
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<tr>
<td>Nonprofit Sector and Philanthropy</td>
<td>$2.371</td>
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<tr>
<td>Special Opportunities</td>
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<tr>
<td>TOTALS</td>
<td>$22,973</td>
<td>208</td>
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<tr>
<td>Organization</td>
<td>Location</td>
<td>Amount</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Association for Community Relations</td>
<td>Cluj-Napoca, Romania</td>
<td>$100,000</td>
</tr>
<tr>
<td>Association of Community Foundations in Bulgaria</td>
<td>Sofia, Bulgaria</td>
<td>$60,000</td>
</tr>
<tr>
<td>Bulgarian Charities Aid Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$100,000</td>
</tr>
<tr>
<td>Bulgarian Environmental Partnership Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$80,000</td>
</tr>
<tr>
<td>Center for Community Organizing - Slovakia</td>
<td>Sofia, Bulgaria</td>
<td>$70,000</td>
</tr>
<tr>
<td>Center for Rural Assistance</td>
<td>Timisoara, Romania</td>
<td>$80,000</td>
</tr>
<tr>
<td>Chitalishte Development Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$80,000</td>
</tr>
<tr>
<td>Creating Effective Grassroots Alternatives</td>
<td>Sofia, Bulgaria</td>
<td>$130,000</td>
</tr>
<tr>
<td>Czech Donors Forum</td>
<td>Prague, Czech Republic</td>
<td>$90,000</td>
</tr>
<tr>
<td>Environmental Law Service</td>
<td>Brno, Czech Republic</td>
<td>$100,000</td>
</tr>
<tr>
<td>Information Centre</td>
<td>Samorin, Slovakia</td>
<td>$80,000</td>
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<tr>
<td>Inter Ethnic Initiative for Human Rights Foundation</td>
<td>Sofia, Bulgaria</td>
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<tr>
<td>Nova Skola</td>
<td>Prague, Czech Republic</td>
<td>$82,729</td>
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<tr>
<td>PACT - Partnership for Community Action and Transformation Foundation</td>
<td>Bucharest, Romania</td>
<td>$50,000</td>
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<tr>
<td>Princess Margarita of Romania Foundation - Romania</td>
<td>Bucharest, Romania</td>
<td>$130,000</td>
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<tr>
<td>Pro Vobis Volunteer Center</td>
<td>Cluj-Napoca, Romania</td>
<td>$80,000</td>
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<tr>
<td>Romanian Association for Community Development</td>
<td>Focsani, Romania</td>
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<td>Romanian Donors’ Forum</td>
<td>Bucharest, Romania</td>
<td>$50,000</td>
</tr>
<tr>
<td>Slovak Rural Parliament</td>
<td>Banska Bystrica, Slovakia</td>
<td>$60,000</td>
</tr>
<tr>
<td>Socia - Social Reform Foundation</td>
<td>Bratislava, Slovakia</td>
<td>$120,000</td>
</tr>
<tr>
<td>Stefan Batory Foundation</td>
<td>Warsaw, Poland</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Trust for Civil Society in Central and Eastern Europe</td>
<td>Washington, DC</td>
<td>$240,000</td>
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<tr>
<td>Workshop for Civic Initiatives Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$100,000</td>
</tr>
<tr>
<td>Subtotal:</td>
<td>€3,112,729</td>
<td></td>
</tr>
</tbody>
</table>

**Central/Eastern Europe and Russia**

**European Union-New Member States & Accession Countries**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Association for Community Relations</td>
<td>Bucharest, Romania</td>
<td>$50,000</td>
<td>15 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Bulgarian Charities Aid Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Bulgarian Environmental Partnership Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$80,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Center for Community Organizing - Slovakia</td>
<td>Sofia, Bulgaria</td>
<td>$70,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Center for Rural Assistance</td>
<td>Timisoara, Romania</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Chitalishte Development Foundation</td>
<td>Sofia, Bulgaria</td>
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<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
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</tr>
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<td>$90,000</td>
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<td>Environmental Law Service</td>
<td>Brno, Czech Republic</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Information Centre</td>
<td>Samorin, Slovakia</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Inter Ethnic Initiative for Human Rights Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$150,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Nova Skola</td>
<td>Prague, Czech Republic</td>
<td>$82,729</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>PACT - Partnership for Community Action and Transformation Foundation</td>
<td>Bucharest, Romania</td>
<td>$50,000</td>
<td>15 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Princess Margarita of Romania Foundation - Romania</td>
<td>Bucharest, Romania</td>
<td>$130,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Pro Vobis Volunteer Center</td>
<td>Cluj-Napoca, Romania</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Romanian Association for Community Development</td>
<td>Focsani, Romania</td>
<td>$-50,000</td>
<td>36 mos.</td>
<td>Adjustment to previous grant</td>
</tr>
<tr>
<td>Romanian Donors’ Forum</td>
<td>Bucharest, Romania</td>
<td>$50,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Slovak Rural Parliament</td>
<td>Banska Bystrica, Slovakia</td>
<td>$60,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Socia - Social Reform Foundation</td>
<td>Bratislava, Slovakia</td>
<td>$120,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Stefan Batory Foundation</td>
<td>Warsaw, Poland</td>
<td>$1,000,000</td>
<td>Endowment fund</td>
<td></td>
</tr>
<tr>
<td>Trust for Civil Society in Central and Eastern Europe</td>
<td>Washington, DC</td>
<td>$240,000</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td>Workshop for Civic Initiatives Foundation</td>
<td>Sofia, Bulgaria</td>
<td>$100,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Subtotal:</td>
<td>€3,112,729</td>
<td></td>
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<td>European Union-New Member States &amp; Accession Countries</td>
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**Western Balkans**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association for Civil Society Development - SMART</td>
<td>Rijeka, Croatia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Association for Psychosocial Help and Development of Voluntary Work</td>
<td>Gracanica, Bosnia and Herzegovina</td>
<td>$50,000</td>
<td>24 mos.</td>
<td>Centre for Development and Promotion of Voluntary Work</td>
</tr>
<tr>
<td>Association “Mi”</td>
<td>Split, Croatia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Balkan Investigative Reporting Network</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Center for Civic Cooperation</td>
<td>Belgrade, Serbia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Initiatives</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Colonnades Theatre Lab (South Africa)</td>
<td>Johannesburg, Gauteng, South Africa</td>
<td>$30,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Croatian Association for Development Support</td>
<td>Zagreb, Croatia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Forum of Tuzla Citizens</td>
<td>Tuzla, Bosnia and Herzegovina</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>German Marshall Fund of the United States</td>
<td>Washington, DC</td>
<td>$36,000</td>
<td>32 mos.</td>
<td>General purposes</td>
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<td>Freedom House</td>
<td>Washington, DC</td>
<td>$150,000</td>
<td>18 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Group 484</td>
<td>Belgrade, Serbia</td>
<td>$70,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Helsinki Committee for Human Rights in Republika Srpska</td>
<td>Belgrade, Serbia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Human Rights in Republika Srpska</td>
<td>Belgrade, Serbia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Initiative for Human Rights in Republika Srpska</td>
<td>Belgrade, Serbia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Initiative for Human Rights in Serbia</td>
<td>Belgrade, Serbia</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>
Humanitarian Law Center
$13,500 – 24 mos.
Belgrade, Serbia
Transitional justice program

Incredibly Good Institution - FADE IN
$60,000 – 24 mos.
Zagreb, Croatia
Promoting civil society in the Croatian media

International Center for Transitional Justice
$200,000 – 24 mos.
New York, NY
Justice and reconciliation in the Balkans

International Crisis Group
$150,000 – 24 mos.
Washington, DC
Crisis assessment program in the Balkans

International Research & Exchanges Board
$50,000 – 15 mos.
Washington, DC
War crimes trials coverage project

Interreligious Council in Bosnia and Herzegovina
$50,000 – 24 mos.
Sarajevo, Bosnia and Herzegovina
Interreligious dialogue and cooperation in Bosnia

MozaiK Community Development Foundation
$5,000 – 24 mos.
Sarajevo, Bosnia and Herzegovina
General purposes

National Foundation for Civil Society Development
$75,000 – 18 mos.
Zagreb, Croatia
Strengthening capacities for regional civil society development in Croatia

Network for the Affirmation of NGO Sector - MANS
$401,000 – 24 mos.
Podgorica, Montenegro
General purposes

Organization for Civil Initiatives
$60,000 – 24 mos.
Osojek, Croatia
General purposes

Religious Society of Friends in Britain (Quakers)
$75,000 – 24 mos.
London, England
Dealing with the past in Bosnia, Croatia, Montenegro and Serbia

Research and Documentation Center Sarajevo
$33,500 – 24 mos.
Sarajevo, Bosnia and Herzegovina
General purposes

Timok Club
$50,000 – 24 mos.
Knjazevac, Serbia
Timok Regional Development Center

United Nations Development Programme
$75,000 – 24 mos.
New York, NY
NGO capacity building and networking in Montenegro

Vojvodanka - Regional Women's Initiative
$50,000 – 24 mos.
Novi Sad, Serbia
General purposes

Youth Communication Center - Banja Luka
$60,000 – 24 mos.
Banja Luka, Bosnia and Herzegovina
General purposes

Youth Initiative for Human Rights
$25,000 – 24 mos.
Belgrade, Serbia
General purposes

Subtotal: $2,221,500
Western Balkans

Western Former Soviet Union

BORIS Association - Support Office for the Movement of Social Initiatives
$138,000 – 24 mos.
Warsaw, Poland
Polish-Russian cooperation for active communities development

Capital Community Foundation
$100,000 – 13 mos.
London, England
Internships for Eastern European community foundation managers

Carnegie Endowment for International Peace
$240,000 – 24 mos.
Washington, DC
Carnegie Moscow Center

Center for Philanthropy
$100,000 – 24 mos.
Kyiv, Ukraine
Developing private giving in Ukraine

Center for Strategic & International Studies
$50,000 – 36 mos.
Washington, DC
Next generation human rights activists in Russia

Center for the Development of Democracy and Human Rights
$100,000 – 24 mos.
Moscow, Russia
General purposes

Charities Aid Foundation
$380,000 – 24 mos.
Kent, England
Community foundation development in Russia

Dobrota Foundation
$100,000 – 36 mos.
Donetsk, Ukraine
Local Philanthropy Social Franchise program

Ednannia
$200,000 – 24 mos.
Kyiv, Ukraine
General purposes

Environment - People - Law
$90,000 – 36 mos.
Lviv, Ukraine
General purposes

Environmental Rights Center “Bellona”
$100,000 – 24 mos.
St. Petersburg, Russia
General purposes

Epstein & Fass Associates
$163,000 – 25 mos.
New York, NY
Community indicators and governance improvement

Foundation-Administered Project
$9,641 – 9 mos.
Russian community foundation assessment

GURT Resource Center for NGO Development
$10,000 – 36 mos.
Kyiv, Ukraine
General purposes

International Center for Not-for-Profit Law
$100,000 – 24 mos.
Washington, DC
Building an enabling legal environment for Ukraine’s nonprofit sector

ISAR
$150,000 – 24 mos.
Washington, DC
Development of Belarusian NGO capacity in the field of environmental protection

Kherson Regional Charity and Health Foundation
$100,000 – 36 mos.
Kherson, Ukraine
General purposes

Krasnoyarsk Center for Community Partnerships
$150,000 – 24 mos.
Krasnoyarsk, Russia
General purposes

Memorial Human Rights Center
$200,000 – 24 mos.
Moscow, Russia
Migration Rights Network

Moscow School of Political Studies
$200,000 – 24 mos.
Moscow, Russia
General purposes

National Association of Regional Development Agencies
$130,000 – 33 mos.
Kyiv, Ukraine
General purposes

NGO School
$100,000 – 24 mos.
Moscow, Russia
Increasing private donations to the Russian nonprofit sector

Pontis Foundation
$100,000 – 24 mos.
Bratislava, Slovakia
Building the capacity of Belarus’ analytical community

Regional Development Agency “Donbass”
$100,000 – 36 mos.
Donetsk, Ukraine
Citizen engagement in the Lugansk and Donetsk regions
**General purposes**

- **Budapest, Hungary**
  - **$40,000 – 12 mos.**
  - **Rural Workshop Foundation**
  - **Central Eurasia Leadership Academy**

- **Atlanta, GA**
  - **$200,000 – 10 mos.**
  - **Global Network Foundation**
  - **Center for Civil Society**

- **New York, NY**
  - **$27,401 – 12 mos.**
  - **Foundation-Administered Project**
  - **New York, NY**
  - **$200,000**
  - **Transfrontier cooperation program**

- **Prague, Czech Republic**
  - **$100,000 – 24 mos.**
  - **CEENERGI - Central and Eastern European Regional Programme**

- **New York, NY**
  - **$90,000 – 24 mos.**
  - **Community Law and Rural Development Centre**

**South Africa**

**Nonprofit Sector and Philanthropy**

- **Ashoka Innovators for the Public**
  - **Johannesburg, South Africa**
  - **$100,000 – 24 mos.**
  - **Training for leaders of nonprofit organizations**

- **Human Sciences Research Council**
  - **Pretoria, South Africa**
  - **$80,000 – 24 mos.**

- **Ikhala Trust**
  - **Port Elizabeth, South Africa**
  - **$100,000 – 24 mos.**

- **Kromhoek Development Trust**
  - **Durban, South Africa**
  - **$70,000 – 24 mos.**

- **Non Profit Consortium**
  - **Cape Town, South Africa**
  - **$150,000 – 24 mos.**

- **Synergos Institute**
  - **New York, NY**
  - **$100,000 – 12 mos.**
  - **Strengthen philanthropy**

**CEE/Russia Regional**

- **Carpathian Foundation International**
  - **$1,380,000 – 24 mos.**
  - **Eger, Hungary**
  - **General purposes**

- **Centre for Liberal Strategies Foundation**
  - **Sofia, Bulgaria**
  - **The Challenge of the New Populism international conference**

- **Columbia University**
  - **$90,000 – 24 mos.**
  - **New York, NY**
  - **Peer-to-peer information and training exchanges**

- **Czech Donors Forum**
  - **$100,000 – 24 mos.**
  - **Prague, Czech Republic**
  - **CEENERGI - Central and Eastern European Network for Responsible Giving**

- **EastWest Institute**
  - **$120,000 – 26 mos.**
  - **New York, NY**
  - **Transfrontier cooperation program**

- **Emergency Assistance Project**
  - **$40,000 – 12 mos.**
  - **Budapest, Hungary**
  - **General purposes**

**Swedish Federation of Rural Economy and Agricultural Societies**

- **Stockholm, Sweden**
  - **Pre-accession partnerships for rural Europe**

**Subtotal:**

- **$2,972,401 CEE/Russia Regional**

**Program Area Total:**

- **$11,534,271 Central/Eastern Europe and Russia**

**South Africa**

**Nonprofit Sector and Philanthropy**

- **Black Sash Trust**
  - **$150,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Support to the paralegal consultative process**

- **Centre for Public Participation**
  - **$75,000 – 18 mos.**
  - **Durban, South Africa**
  - **Adjustment to previous grant**

- **Community Law and Rural Development Centre**
  - **$120,000 – 24 mos.**
  - **Durban, South Africa**
  - **Nonprofit institution building project**

- **Community Organisation Urban Resource Centre**
  - **$50,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Building partnerships between organizations of the urban poor and local authorities**

- **Democracy Development Program**
  - **$100,000 – 24 mos.**
  - **Durban, South Africa**
  - **Training local government councillors and communities**

- **Development Programme**
  - **$150,000 – 24 mos.**
  - **Johannesburg, South Africa**
  - **Grantmaking capacity building project**

- **Gender Advocacy Programme**
  - **$70,000 – 18 mos.**
  - **Cape Town, South Africa**
  - **Women and local government**

**North America**

- **Global Network Foundation**
  - **Washington, DC**
  - **$200,000 – 12 mos.**
  - **Global Network Foundation**

**Subtotal:**

- **$1,590,000 Nonprofit Sector and Philanthropy**

**Rights, Responsibilities and Participation**

- **Black Sash Trust**
  - **$150,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Support to the paralegal consultative process**

- **Centre for Public Participation**
  - **$75,000 – 18 mos.**
  - **Durban, South Africa**
  - **Adjustment to previous grant**

- **Community Law and Rural Development Centre**
  - **$120,000 – 24 mos.**
  - **Durban, South Africa**
  - **Nonprofit institution building project**

- **Community Organisation Urban Resource Centre**
  - **$50,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Building partnerships between organizations of the urban poor and local authorities**

- **Democracy Development Program**
  - **$100,000 – 24 mos.**
  - **Durban, South Africa**
  - **Training local government councillors and communities**

- **Foundation for Contemporary Research**
  - **$220,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **General purposes**

- **Gender Advocacy Programme**
  - **$70,000 – 18 mos.**
  - **Cape Town, South Africa**
  - **Women and local government**

**North America**

- **Global Network Foundation**
  - **Atlanta, GA**
  - **$200,000 – 10 mos.**
  - **Global Network Foundation**

**Subtotal:**

- **$2,972,401 CEE/Russia Regional**

**Program Area Total:**

- **$11,534,271 Central/Eastern Europe and Russia**

**South Africa**

**Nonprofit Sector and Philanthropy**

- **Black Sash Trust**
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  - **Cape Town, South Africa**
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- **Centre for Public Participation**
  - **$75,000 – 18 mos.**
  - **Durban, South Africa**
  - **Adjustment to previous grant**

- **Community Law and Rural Development Centre**
  - **$120,000 – 24 mos.**
  - **Durban, South Africa**
  - **Nonprofit institution building project**

- **Community Organisation Urban Resource Centre**
  - **$50,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Building partnerships between organizations of the urban poor and local authorities**

- **Democracy Development Program**
  - **$100,000 – 24 mos.**
  - **Durban, South Africa**
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  - **$220,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **General purposes**

- **Gender Advocacy Programme**
  - **$70,000 – 18 mos.**
  - **Cape Town, South Africa**
  - **Women and local government**

**North America**

- **Global Network Foundation**
  - **Washington, DC**
  - **$200,000 – 12 mos.**
  - **Global Network Foundation**

**Subtotal:**

- **$2,972,401 CEE/Russia Regional**

**Program Area Total:**

- **$11,534,271 Central/Eastern Europe and Russia**

**South Africa**

**Nonprofit Sector and Philanthropy**

- **Black Sash Trust**
  - **$150,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Support to the paralegal consultative process**

- **Centre for Public Participation**
  - **$75,000 – 18 mos.**
  - **Durban, South Africa**
  - **Adjustment to previous grant**

- **Community Law and Rural Development Centre**
  - **$120,000 – 24 mos.**
  - **Durban, South Africa**
  - **Nonprofit institution building project**

- **Community Organisation Urban Resource Centre**
  - **$50,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **Building partnerships between organizations of the urban poor and local authorities**

- **Democracy Development Program**
  - **$100,000 – 24 mos.**
  - **Durban, South Africa**
  - **Training local government councillors and communities**

- **Foundation for Contemporary Research**
  - **$220,000 – 24 mos.**
  - **Cape Town, South Africa**
  - **General purposes**

- **Gender Advocacy Programme**
  - **$70,000 – 18 mos.**
  - **Cape Town, South Africa**
  - **Women and local government**
Gender Links
$60,000 – 24 mos.
Johannesburg, South Africa
Women and local government

Human Rights Institute of South Africa
$35,000
Johannesburg, South Africa
Adjustment to previous grant

Isandla Institute
$100,000 – 27 mos.
Cape Town, South Africa
General purposes

Karoo Centre for Human Rights
$100,000 – 24 mos.
Beaufort West, South Africa
General purposes

Mvula Trust
$80,000 – 24 mos.
Johannesburg, South Africa
Community-based organizations, gender and water provision

Odi Community Law Centre
$30,000
GaRankuwa, South Africa
Adjustment to previous grant

Rhodes University
$130,000 – 24 mos.
Grahamstown, South Africa
Rhodes University Legal Aid Clinic: Advice Office Project

Social Change Assistance Trust
$370,000
GaRanKuwa, South Africa
Adjustment to previous grant

Trust for Community Outreach and Education
$120,000 – 24 mos.
Cape Town, South Africa
Community engagement with local government

University of the Western Cape
$100,000 – 24 mos.
Cape Town, South Africa
Fair Share

Subtotal:
$1,635,000
Rights, Responsibilities and Participation

Race and Ethnic Relations

CARAS Trust
$100,000 – 24 mos.
Johannesburg, South Africa
General purposes

Colonnades Theatre Lab (South Africa)
$100,000 – 19 mos.
Johannesburg, South Africa
“Truth in Translation” project

Craddock Masizame Community Development Centre
$80,000 – 24 mos.
Craddock, South Africa
Community healing and development program

Diakonia Council of Churches
$100,000 – 24 mos.
Durban, South Africa
Social justice program

Institute for Healing of Memories
$70,000 – 24 mos.
Cape Town, South Africa
General purposes

Institute for Justice and Reconciliation
$150,000 – 24 mos.
Cape Town, South Africa
General purposes

Isandla Institute
$100,000 – 27 mos.
Cape Town, South Africa
General purposes

Isandla Institute
$100,000 – 27 mos.
Cape Town, South Africa
General purposes

Karoo Centre for Human Rights
$100,000 – 24 mos.
Beaufort West, South Africa
General purposes

Mvula Trust
$80,000 – 24 mos.
Johannesburg, South Africa
Community-based organizations, gender and water provision

Odi Community Law Centre
$30,000
GaRankuwa, South Africa
Adjustment to previous grant

Rhodes University
$130,000 – 24 mos.
Grahamstown, South Africa
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$370,000
GaRanKuwa, South Africa
Adjustment to previous grant

Trust for Community Outreach and Education
$120,000 – 24 mos.
Cape Town, South Africa
Community engagement with local government

University of the Western Cape
$100,000 – 24 mos.
Cape Town, South Africa
Fair Share

Subtotal:
$986,893
Race and Ethnic Relations

Special Opportunities

Mpilo Ministries Trust
$50,000 – 24 mos.
Cape Town, South Africa
General purposes

Nelson Mandela Children’s Fund
$50,000 – 6 mos.
Johannesburg, South Africa
Feasibility study for a children’s hospital in Gauteng

Subtotal:
$100,000
Special Opportunities

Program Area Total:
$4,311,893
South Africa

United States

Nonprofit Sector and Philanthropy

Alliance for Nonprofit Management
$75,000 – 12 mos.
Washington, DC
General purposes

Arab Community Center for Economic and Social Services (ACCESS)
$135,000 – 24 mos.
Dearborn, MI
Supporting Arab-American empowerment through strategic philanthropy

$15,558 – 9 mos.
Dearborn, MI
Technical assistance on collaboration for Arab-American philanthropy

Association of Small Foundations
$150,000 – 24 mos.
Washington, DC
General purposes

BBB Wise Giving Alliance
$50,000 – 19 mos.
Arlington, VA
General purposes

BoardSource
$200,000 – 12 mos.
Washington, DC
General purposes

Center for Effective Philanthropy
$100,000 – 20 mos.
Cambridge, MA
General purposes

City University of New York Graduate Center
$25,000 – 12 mos.
New York, NY
Philanthropy think tank

Cleveland Foundation
$100,000 – 18 mos.
Cleveland, OH
Evaluation of Neighborhoods Small Grants Program

Council of Michigan Foundations
$93,000 – 24 mos.
Grand Haven, MI
General purposes

Council on Foundations
$50,000 – 16 mos.
Washington, DC
Community foundations standards project

Executive Service Corps of Chicago
$36,500 – 12 mos.
Chicago, IL
Partnership to build capacity in small nonprofits

Focus Project, Inc.
$50,000 – 12 mos.
Washington, DC
Strengthening nonprofit fiscal sustainability, accountability and civic participation

Forum of Regional Associations of Grantmakers
$100,000 – 24 mos.
Washington, DC
General purposes

Diakonia Council of Churches
$100,000 – 24 mos.
Durban, South Africa
Social justice program

Institute for Justice and Reconciliation
$150,000 – 24 mos.
Cape Town, South Africa
General purposes

Satyagraha - In Pursuit of Truth
$80,000 – 24 mos.
Durban, South Africa
General purposes

South African Human Rights Commission
$10,750 – 30 mos.
Johannesburg, South Africa
Promoting popular understanding of the equality act

South End Museum Trust
$16,143 – 5 mos.
Port Elizabeth, South Africa
Capacity building assistance

Spirals Trust
$80,000 – 24 mos.
Grahamstown, South Africa
General purposes

Steve Biko Foundation
$100,000 – 24 mos.
Johannesburg, South Africa
General purposes

Umtapo Centre
$100,000 – 24 mos.
Durban, South Africa
General purposes

Subtotal:
$100,000
Special Opportunities

Subtotal:
$4,311,893
Race and Ethnic Relations

Subtotal:
$1,635,000
Rights, Responsibilities and Participation

South Africa

Arab Community Center for Economic and Social Services (ACCESS)
$135,000 – 24 mos.
Dearborn, MI
Supporting Arab-American empowerment through strategic philanthropy

$15,558 – 9 mos.
Dearborn, MI
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$50,000 – 19 mos.
Arlington, VA
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BoardSource
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Council on Foundations
$50,000 – 16 mos.
Washington, DC
Community foundations standards project

Executive Service Corps of Chicago
$36,500 – 12 mos.
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Forum of Regional Associations of Grantmakers
$100,000 – 24 mos.
Washington, DC
General purposes

Diakonia Council of Churches
$100,000 – 24 mos.
Durban, South Africa
Social justice program

Institute for Justice and Reconciliation
$150,000 – 24 mos.
Cape Town, South Africa
General purposes

Satyagraha - In Pursuit of Truth
$80,000 – 24 mos.
Durban, South Africa
General purposes

South African Human Rights Commission
$10,750 – 30 mos.
Johannesburg, South Africa
Promoting popular understanding of the equality act

South End Museum Trust
$16,143 – 5 mos.
Port Elizabeth, South Africa
Capacity building assistance

Spirals Trust
$80,000 – 24 mos.
Grahamstown, South Africa
General purposes

Steve Biko Foundation
$100,000 – 24 mos.
Johannesburg, South Africa
General purposes

Umtapo Centre
$100,000 – 24 mos.
Durban, South Africa
General purposes

Subtotal:
$100,000
Special Opportunities

Subtotal:
$4,311,893
Race and Ethnic Relations

Subtotal:
$1,635,000
Rights, Responsibilities and Participation

South Africa

Arab Community Center for Economic and Social Services (ACCESS)
$135,000 – 24 mos.
Dearborn, MI
Supporting Arab-American empowerment through strategic philanthropy

$15,558 – 9 mos.
Dearborn, MI
Technical assistance on collaboration for Arab-American philanthropy

Association of Small Foundations
$150,000 – 24 mos.
Washington, DC
General purposes

BBB Wise Giving Alliance
$50,000 – 19 mos.
Arlington, VA
General purposes

BoardSource
$200,000 – 12 mos.
Washington, DC
General purposes

Center for Effective Philanthropy
$100,000 – 20 mos.
Cambridge, MA
General purposes

City University of New York Graduate Center
$25,000 – 12 mos.
New York, NY
Philanthropy think tank

Cleveland Foundation
$100,000 – 18 mos.
Cleveland, OH
Evaluation of Neighborhoods Small Grants Program

Council of Michigan Foundations
$93,000 – 24 mos.
Grand Haven, MI
General purposes

Council on Foundations
$50,000 – 16 mos.
Washington, DC
Community foundations standards project

Executive Service Corps of Chicago
$36,500 – 12 mos.
Chicago, IL
Partnership to build capacity in small nonprofits

Focus Project, Inc.
$50,000 – 12 mos.
Washington, DC
Strengthening nonprofit fiscal sustainability, accountability and civic participation

Forum of Regional Associations of Grantmakers
$100,000 – 24 mos.
Washington, DC
General purposes
<table>
<thead>
<tr>
<th>Foundation Center</th>
<th>$250,000 – 18 mos.</th>
<th>New York, NY</th>
<th>Analysis of Expenses and Compensation in large and mid-size foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$120,000 – 24 mos.</td>
<td>New York, NY</td>
<td>General purposes</td>
<td></td>
</tr>
<tr>
<td><strong>Grantmakers for Effective Organizations</strong></td>
<td>$20,000 – 24 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Independent Sector</strong></td>
<td>$200,000 – 12 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Leadership Conference Education Fund</strong></td>
<td>$230,000 – 19 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Michigan Nonprofit Association</strong></td>
<td>$215,000 – 24 mos.</td>
<td>Lansing, MI</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Midwest Community Foundations’ Ventures</strong></td>
<td>$130,000 – 15 mos.</td>
<td>Grand Haven, MI</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Alliance for Choice in Giving</strong></td>
<td>$50,000 – 48 mos.</td>
<td>Portland, ME</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Black United Fund, Inc.</strong></td>
<td>$50,000 – 24 mos.</td>
<td>Newark, NJ</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Center for Black Philanthropy, Inc.</strong></td>
<td>$40,000 – 12 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Center for Family Philanthropy</strong></td>
<td>$100,000 – 24 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Committee for Responsive Philanthropy</strong></td>
<td>$107,000 – 24 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>National Council of Nonprofit Associations</strong></td>
<td>$125,000 – 12 mos.</td>
<td>Washington, DC</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Native Americans in Philanthropy</strong></td>
<td>$50,000 – 24 mos.</td>
<td>Minneapolis, MN</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>New World Foundation</strong></td>
<td>$70,000 – 12 mos.</td>
<td>New York, NY</td>
<td>Emerging Practitioners in Philanthropy project</td>
</tr>
<tr>
<td><strong>Nonprofit Information Networking Association</strong></td>
<td>$200,000 – 12 mos.</td>
<td>Boston, MA</td>
<td>“Nonprofit Quarterly”</td>
</tr>
<tr>
<td><strong>Nonprofit Technology Enterprise Network</strong></td>
<td>$25,000 – 24 mos.</td>
<td>San Francisco, CA</td>
<td>Nonprofit Technology Conference</td>
</tr>
<tr>
<td><strong>NPower</strong></td>
<td>$109,000 – 24 mos.</td>
<td>Seattle, WA</td>
<td>Field-level evaluation of technology services</td>
</tr>
<tr>
<td><strong>NPower Michigan</strong></td>
<td>$75,000 – 12 mos.</td>
<td>Detroit, MI</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Southern Education Foundation</strong></td>
<td>$70,000 – 12 mos.</td>
<td>Atlanta, GA</td>
<td>Education Summers Youth Leadership Initiative</td>
</tr>
<tr>
<td><strong>State of Michigan</strong></td>
<td>$101,008 – 12 mos.</td>
<td>Lansing, MI</td>
<td>Office of Foundation Liaison</td>
</tr>
<tr>
<td><strong>Support Center for Nonprofit Management</strong></td>
<td>$75,000 – 12 mos.</td>
<td>New York, NY</td>
<td>Coalition for New Philanthropy</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td>$3,687,156</td>
<td></td>
<td>Nonprofit Sector and Philanthropy Race and Ethnic Relations Program Area Total:</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td>$868,235</td>
<td></td>
<td>Race and Ethnic Relations Program Area Total:</td>
</tr>
<tr>
<td><strong>Paul J. Aicher Foundation</strong></td>
<td>$75,000 – 12 mos.</td>
<td>Pontfret, CT</td>
<td>Addressing race and race relations in a new century</td>
</tr>
<tr>
<td><strong>Public Interest Projects</strong></td>
<td>$200,000 – 12 mos.</td>
<td>New York, NY</td>
<td>Filling the Dream Fund</td>
</tr>
<tr>
<td><strong>Tides Center</strong></td>
<td>$50,000 – 12 mos.</td>
<td>San Francisco, CA</td>
<td>Diversity Advancement Project</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td>$868,235</td>
<td></td>
<td>Race and Ethnic Relations Program Area Total:</td>
</tr>
<tr>
<td><strong>Special Initiatives - International</strong></td>
<td><strong>Nonprofit Sector and Philanthropy</strong></td>
<td>Association of Charitable Foundations</td>
<td>$10,000 – 60 mos.</td>
</tr>
<tr>
<td><strong>Capital Community Foundation</strong></td>
<td>$200,000 – 24 mos.</td>
<td>London, England</td>
<td>Enhancing fund development for London communities</td>
</tr>
<tr>
<td><strong>Centro Mexicano para la Filantropia, A.C.</strong></td>
<td>$30,000 – 16 mos.</td>
<td>Mexico City, Mexico</td>
<td>Coordination of Mexico's community foundations group</td>
</tr>
<tr>
<td><strong>Charities Aid Foundation</strong></td>
<td>$135,000 – 12 mos.</td>
<td>Kent, England</td>
<td>New philanthropists: development of giving</td>
</tr>
<tr>
<td><strong>City University of New York Graduate Center</strong></td>
<td>$15,000 – 36 mos.</td>
<td>New York, NY</td>
<td>International Community Foundation Fellows Program</td>
</tr>
<tr>
<td><strong>CIVICUS: World Alliance for Citizen Participation</strong></td>
<td>$100,000 – 12 mos.</td>
<td>London, England</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Community Foundation Network</strong></td>
<td>$260,000 – 24 mos.</td>
<td>London, England</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
<td>$160,000 – 48 mos.</td>
<td>London, England</td>
<td>Worldwide Initiative for Grantmaker Support</td>
</tr>
</tbody>
</table>
European Foundation Centre
$425,000 – 12 mos.
Brussels, Belgium
General purposes
$300,000 – 36 mos.
Brussels, Belgium
Global fund for community foundations
$100,000 – 24 mos.
Brussels, Belgium
2006 WINGS Forum

Foundation-Administered Project
$25,976 – 12 mos.
Community foundation technical assistance

German Marshall Fund of the United States
$65,000 – 7 mos.
Washington, DC
Transatlantic community foundation fellowships

Independent Sector
$25,000 – 18 mos.
Washington, DC
International program

Johns Hopkins University
$25,000 – 24 mos.
Baltimore, MD
International Society for Third Sector Research

King Baudouin Foundation
United States
$10,000 – 60 mos.
New York, NY
Barry Gaberman Lecture Fund

Network of European Foundations for Innovative Cooperation
$260,000 – 12 mos.
Brussels, Belgium
General purposes

Synergos Institute
$200,000 – 24 mos.
New York, NY
Senior Fellows Program

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

Subtotal:
$2,370,976
Nonprofit Sector and Philanthropy

Special Opportunities
International Center for Transitional Justice
$200,000 – 24 mos.
New York, NY
General purposes

Subtotal:
$200,000
Special Opportunities

Program Area Total:
$2,570,976
Special Initiatives - International

Program Total:
$22,972,531
Civil Society
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.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservation of Freshwater Ecosystems in North America.</td>
<td>Strengthening the Environmental Community. Establishing a strong, effective and sustainable NGO community dedicated to the long-term conservation of freshwater ecosystems.</td>
</tr>
<tr>
<td></td>
<td>Public Policies. Securing well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.</td>
</tr>
<tr>
<td></td>
<td>Site-Based Conservation. Protecting and restoring selected freshwater ecosystems through place-based conservation activities.</td>
</tr>
<tr>
<td>International Finance for Sustainability.</td>
<td>Infrastructure and Energy for a Sustainable Future. Promoting infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.</td>
</tr>
<tr>
<td></td>
<td>Sustainable Regional Development and Integration. Shaping regional trade and investment strategies so that they contribute to local sustainable development.</td>
</tr>
<tr>
<td></td>
<td>Special Opportunities. Responding to unique opportunities to advance sustainable development goals.</td>
</tr>
<tr>
<td>Special Initiatives.</td>
<td>Special Opportunities. Supporting efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic, international or global concern.</td>
</tr>
<tr>
<td></td>
<td>Growth Management and Urban Revitalization in Michigan. Cultivating informed, committed and effective leaders and organizations at the local, regional and state levels who work for policies and programs that curb sprawl, promote urban reinvestment and improve community quality.</td>
</tr>
</tbody>
</table>

Note: This snapshot reflects changes to the program approved by Mott’s Board of Trustees in early 2007.
The Environment program made 82 grants, totaling $19.9 million, in 2006 in the areas of Conservation of Freshwater Ecosystems in North America, Reform of International Finance and Trade, and Special Initiatives. Some highlights:

- A two-year, $125,500 grant to the Minnesota Environmental Partnership to support statewide efforts to protect the Great Lakes.

- A two-year, $130,000 grant to NetCorps to provide technology assessment, planning and implementation services to environmental groups in the southeastern U.S.

- A two-year, $100,000 grant to the Center for Socio-Environmental Support (CASA) to provide support to a Brazilian grantmaking and capacity-building organization.

- A two-year, $270,000 grant to Mani Tese in Rome, Italy, to support efforts to ensure that global financial flows contribute to internationally adopted principles that support and promote sustainable development.

- A five-year, $800,000 grant to the Land Trust Alliance to support development of a national land trust accreditation program in the U.S.
Conservation of Freshwater Ecosystems in North America

**Strengthening the Environmental Community**

- **Alabama Rivers Alliance**
  - $50,000 – 36 mos.
  - Birmingham, AL
  - General purposes

- **Alliance for the Great Lakes**
  - $100,000 – 16 mos.
  - Chicago, IL
  - General purposes

- **Altamaha Riverkeeper**
  - $50,000 – 36 mos.
  - Darien, GA
  - General purposes

- **Cahaba River Society**
  - $75,000 – 24 mos.
  - Birmingham, AL
  - General purposes

- **Heart of the Lakes Center for Land Conservation Policy**
  - $105,000 – 36 mos.
  - Lansing, MI
  - General purposes

- **Institute for Conservation Leadership**
  - $150,000 – 12 mos.
  - Takoma Park, MD
  - Freshwater Leadership Initiative

- **Land Trust Alliance**
  - $517,000 – 36 mos.
  - St. Paul, MN
  - Northeast Minnesota program

- **Minnesota Environmental Partnership**
  - $125,500 – 24 mos.
  - St. Paul, MN
  - Northeast Minnesota program

- **NetCorps**
  - $130,000 – 24 mos.
  - Durham, NC
  - Building the capacity of environmental nonprofits in the South.

- **River Alliance of Wisconsin**
  - $150,000 – 24 mos.
  - Madison, WI
  - Great Lakes program

- **River Network**
  - $506,000 – 24 mos.
  - Portland, OR
  - Building citizen capacity for freshwater protection

- **Sustainability Network**
  - $80,000 – 21 mos.
  - Toronto, ON
  - Ontario freshwater learning network

- **World Wildlife Fund**
  - $125,000 – 36 mos.
  - Washington, DC
  - Southeastern rivers and streams support fund

**Subtotal:** $2,263,500

**Public Policy Work**

- **American Rivers**
  - $39,000 – 24 mos.
  - Washington, DC
  - Running rivers campaign

- **Catawba-Wateree Relicensing Coalition**
  - $60,000 – 24 mos.
  - Charlotte, NC
  - General purposes

- **Coastal Conservation League**
  - $150,000 – 24 mos.
  - Charleston, SC
  - Protecting freshwater ecosystems

- **Environmental Defence**
  - $150,000 – 24 mos.
  - Toronto, ON
  - Protecting the Great Lakes

- **Georgia Center for Law in the Public Interest**
  - $120,000 – 24 mos.
  - Atlanta, GA
  - Georgia clean water project

- **Georgia Wildlife Federation**
  - $152,000 – 24 mos.
  - Cavington, GA
  - Building support for the Georgia water plan

- **Louisiana Environmental Action Network**
  - $155,000 – 24 mos.
  - Baton Rouge, LA
  - Water quality project

- **Midwest Environmental Advocates**
  - $100,000 – 24 mos.
  - Madison, WI
  - Water quality protection and conservation project

- **National Wildlife Federation**
  - $329,000 – 24 mos.
  - Reston, VA
  - Great Lakes water quality project

- **Northern Great Lakes Forest Project**
  - $150,000 – 24 mos.
  - Traverse City, MI
  - Building support for the Georgia water plan

- **Nature Conservancy**
  - $150,000 – 24 mos.
  - Asheville, NC
  - Sustainable waters program

- **Natural Resources Defense Council**
  - $150,000 – 24 mos.
  - Atlanta, GA
  - Sustaining the Great Lakes project

- **National Wildlife Federation**
  - $150,000 – 24 mos.
  - Arlington, VA
  - Advancing freshwater conservation in the Great Lakes Region

- **Sierra Legal Defence Fund Society**
  - $2,000 – 24 mos.
  - Vancouver, BC
  - Great Lakes water protection program

- **Southern Environmental Law Center**
  - $262,000 – 24 mos.
  - Charleston, WV
  - Water quality protection

- **Tulane University**
  - $100,000 – 24 mos.
  - New Orleans, LA
  - Tulane Environmental Law Clinic water quality and wetlands project

- **Upper Chattahoochee Riverkeeper Fund**
  - $2,000 – 24 mos.
  - Atlanta, GA
  - Georgia water policy project

- **World Wildlife Fund**
  - $175,000 – 36 mos.
  - Washington, DC
  - FERC relicensing in the Mobile Bay basin

**Subtotal:** $2,201,000

**Site-Based Conservation Efforts**

- **Conservation Fund**
  - $352,000 – 72 mos.
  - Arlington, VA
  - Great Lakes Revolving Loan Fund

- **Grand Traverse Regional Land Conservancy**
  - $6,153,000 – 60 mos.
  - Traverse City, MI
  - Acquisition of Lake Michigan coastal preserve

- **Nature Conservancy**
  - $2,000,000 – 72 mos.
  - Arlington, VA
  - Northern Great Lakes Forest Project

- **Riverkeeper Fund**
  - $75,000 – 24 mos.
  - Arlington, VA
  - Advance freshwater conservation in the Great Lakes Region

**Subtotal:** $8,580,000

**Program Area Total:** $13,044,500

**Conservation of Freshwater Ecosystems in North America**

**Reform of International Finance and Trade**

- **Berne Declaration (Erklarung von Bern)**
  - $200,000 – 24 mos.
  - Zurich, Switzerland
  - Sustainable financial relations project

- **Both Ends Foundation**
  - $35,000 – 24 mos.
  - Amsterdam, Netherlands
  - Multilateral financial institutions program

- **Corner House**
  - $180,000 – 24 mos.
  - Dorset, England
  - General purposes

- **Earthjustice**
  - $200,000 – 24 mos.
  - Oakland, CA
  - International program

- **FERN**
  - $100,000 – 24 mos.
  - Moreton-in-Marsh, England
  - EU campaign to reform export credit agencies

- **Friends of the Earth**
  - $450,000 – 24 mos.
  - Washington, DC
  - Reforming the global economy for a sustainable future
Institute for Agriculture and Trade Policy
$300,000 – 24 mos.
Minneapolis, MN
Strengthening the voice of civil society in the global arena

Institute for Policy Studies
$300,000 – 24 mos.
Washington, DC
Sustainable energy and alternative global economic policies

International Institute for Sustainable Development
$50,000 – 24 mos.
Winning, MB
Investment treaty news

Peregrine Environmental Consulting
$105,000 – 12 mos.
Takoma Park, MD
Building stronger standards for global finance

PLATFORM
$100,000 – 24 mos.
London, England
Reforming energy investment

Urgewald
$160,000 – 24 mos.
Sassenberg, Germany
General purposes

World Economy, Ecology and Development Association
$80,000 – 12 mos.
Berlin, Germany
Promoting MDB reform from Europe

World Resources Institute
$80,000 – 24 mos.
Washington, DC
International Financial Flows and the Environment

Subtotal:
$2,560,000
Policy Reform and Implementation

Strengthening International Constituencies for Reform

ActionAid
$200,000 – 24 mos.
London, England
Bretton Woods project

Bank Information Center
$6,000 – 24 mos.
Washington, DC
General purposes

Canadian Environmental Law Association
$100,000 – 12 mos.
Toronto, ON
Environment, development and trade project

Center for Socio-Environmental Support
$100,000 – 24 mos.
Cunha, Brazil
General purposes

Earth Economics
$100,000 – 14 mos.
Seattle, WA
Reforming international finance and trade

Ecoa - Ecology and Action
$55,000 – 39 mos.
Campo Grande, Brazil
Rios Vivos coalition program

EURONATURA
$100,000 – 24 mos.
Lisbon, Portugal
ECA-Iberia campaign

FERN
$45,000 – 8 mos.
Moreton-in-Marsh, England
Developing a common NGO vision on bioenergy

Global Greengrants Fund
$170,000 – 24 mos.
Boulder, CO
South America small grants program

Heartland Alliance
$8,139 – 28 mos.
Chicago, IL
Enables America: building constituencies for a sustainable future

INESC
$40,000 – 24 mos.
Brasilia, Brazil
Rece Brasil: Brazilian Network on Multilateral Financial Institutions

Instituto del Tercer Mundo
$100,000 – 24 mos.
Montevideo, Uruguay
Monitor international financial institutions

International Rivers Network
$300,000 – 24 mos.
Berkeley, CA
General purposes

IPS/Inter Press Service - North America, Inc.
$200,000 – 24 mos.
New York, NY
Global financial correspondent

Les Amis de la Terre
$225,000 – 24 mos.
Montreuil, France
International financial institution reform and capacity building

Mani Tese
$270,000 – 24 mos.
Milan, Italy
MDB reform campaign

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

Oil Change International
$150,000 – 24 mos.
Washington, DC
International program

Pacific Environment
$50,000 – 24 mos.
San Francisco, CA
International finance institution reform program

Stichting Forest Peoples Programme
$220,000 – 24 mos.
Moreton-in-Marsh, England
Promoting forest peoples’ interests in international forest policymaking

Third World Network Berhad
$350,000 – 24 mos.
Pamung, Malaysia
Capacity building in the South on globalization

Subtotal:
$2,889,139
Strengthening International Constituencies for Reform

Special Opportunities

Environmental Leadership Program
$20,000 – 12 mos.
Washington, DC
Fellowship program

Land Trust Alliance
$800,000 – 60 mos.
Washington, DC
National land trust training and accreditation program

Rockefeller Family Fund
$40,000 – 12 mos.
New York, NY
Environmental Grantmakers Association

Subtotal:
$1,469,461
Special Initiatives

Strengthening the Environmental NGO Community

Environmental Support Center
$75,000 – 30 mos.
Washington, DC
General purposes

State Environmental Leadership Program
$75,000 – 36 mos.
Madison, WI
General purposes

Subtotal:
$150,000
Strengthening the Environmental NGO Community

Special Initiatives

Growth Management

Arab Community Center for Economic and Social Services (ACCESS)
$60,461 – 15 mos.
Dearborn, MI
Building capacity through diversity

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

Land Information Access Association
$55,000 – 12 mos.
Traverse City, MI
Communicating the costs of sprawl

Michigan Land Use Institute
$84,000 – 18 mos.
Burlington, MI
Smart growth policy reform in Michigan

MI*Voice
$110,000 – 24 mos.
Detroit, MI
Constituency building and outreach on land use and equitable development

University of Michigan
$100,000 – 16 mos.
Ann Arbor, MI
Downtown Detroit planning project

Subtotal:
$439,461
Growth Management

2006 Annual Report
**Mission:** To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts, Culture and Education.</strong> 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.</td>
<td>Arts and Culture. Strengthen the capacity and broaden the participation base of Flint area arts and cultural institutions.</td>
</tr>
<tr>
<td></td>
<td>Education. Improve the quality of education for Flint area students; and encourage Flint’s development as a regional center of higher education while broadening the user base.</td>
</tr>
<tr>
<td><strong>Community Revitalization and Economic Development.</strong> To support efforts that improve local governance, regional cooperation, community participation and the Flint area’s economic vitality.</td>
<td>Housing and Neighborhoods. Support community development activities that promote affordable housing and livable neighborhoods.</td>
</tr>
<tr>
<td></td>
<td>Expanding Economic Opportunity. Support innovative strategies that increase the employment of Flint area residents who face multiple barriers to good jobs in the regional labor market; and help Flint build a strong and vibrant regional economy.</td>
</tr>
<tr>
<td><strong>Special Initiatives.</strong> To respond to critical opportunities and/or issues that have the potential to improve significantly the quality of life in the Flint area.</td>
<td>Race Relations. Increase opportunities for dialogue, action and civic engagement around issues of race and ethnicity.</td>
</tr>
<tr>
<td></td>
<td>Children and Families. Respond to critical and timely opportunities to strengthen supports for local families and their children.</td>
</tr>
<tr>
<td></td>
<td>Philanthropy/Nonprofit Sector. Strengthen and support philanthropy and the nonprofit sector in Genesee County.</td>
</tr>
<tr>
<td></td>
<td>Civic Engagement. Support efforts to engage the broader Flint community around critical local issues and solutions.</td>
</tr>
<tr>
<td></td>
<td>Special Opportunities. Identify critical issues, seize special opportunities and incubate new program areas.</td>
</tr>
</tbody>
</table>
In 2006, 75 grants, totaling $23.6 million, were made in the Flint Area in support of Arts, Culture and Education; Community Revitalization and Economic Development; and Special Initiatives. Some highlights:

- A one-year, $2.5-million grant to the Bishop International Airport Authority for the development of an intermodal hub to move cargo from one form of transport to another.

- A multiyear, $2.9-million grant to the Foundation for the redevelopment of several properties in the Mott Block in downtown Flint.

- A one-year, $2.5-million grant to the United Way of Genesee County for continued support of the Bridges to the Future afterschool programs in all 21 Genesee County school districts, including Flint.

- A three-year, $275,000 grant increase to Legal Services of Eastern Michigan for the Genesee Area Investment Network (GAIN$) to help low-income families gain financial assets through individual development accounts.

- An eight-month, $50,000 grant to the Floyd McCree Theatre for the production of Graffiti Chronicles, a play created by local artists that addresses the circumstances and behaviors that contribute to neighborhood violence.
Arts, Culture and Education

**Arts and Culture**

- **Flint Cultural Center Corporation**
  - $1,825,000 – 12 mos.
  - Flint, MI
  - Operating support
- **Flint Institute of Arts**
  - $726,000 – 12 mos.
  - Flint, MI
  - Operating support
- **Flint Institute of Music**
  - $169,000 – 12 mos.
  - Flint, MI
  - Operating support
- **Flint Youth Theatre**
  - Operating support
- **Genesee Area Focus Council, Inc.**
  - $70,000 – 19 mos.
  - Flint, MI
  - Red Ink Studios
- **Genesee County Parks & Recreation Commission**
  - $5,392
  - Flint, MI
  - Adjustment to previous grant
- **Greater Flint Arts Council**
  - $126,000 – 12 mos.
  - Flint, MI
  - Parade of Festivals

**Subtotal:** $3,219,218

**Education**

- **Foundation for Mott Community College**
  - $75,000 – 6 mos.
  - Flint, MI
  - Pappas Scholarship Fund and Endowment Growth Initiative
- **Mott Community College**
  - $148,528 – 27 mos.
  - Flint, MI
  - GAP$ Success Connections
- **United Way of Genesee County**
  - $2,548,000 – 12 mos.
  - Flint, MI
  - Bridges to the Future before and afterschool program
- **University of Michigan**
  - $640,900 – 12 mos.
  - Ann Arbor, MI
  - Broadcasting operation project
  - $56,160 – 18 mos.
  - Ann Arbor, MI
  - Bridges to the Future technical assistance
  - $1,750,000 – 180 mos.
  - Flint, MI
  - Student housing operating costs
  - $82,414 – 17 mos.
  - Flint, MI
  - Future minority teachers initiative
  - $50,000 – 17 mos.
  - Flint, MI
  - Center for Service Learning and School Partnerships

**Subtotal:** $5,452,504

**Community Revitalization and Economic Development**

**Housing and Neighborhoods**

- **City of Flint**
  - $25,600 – 17 mos.
  - Flint, MI
  - Haskell Community Center
- **Genesee County Habitat for Humanity**
  - $60,000 – 12 mos.
  - Flint, MI
  - Westwood Heights Housing Initiative
- **Genesee County Historical Society**
  - $16,000 – 9 mos.
  - Flint, MI
  - Repairs to Durant-Dort Carriage Company office building
- **Genesee County Land Bank Authority**
  - $200,000 – 12 mos.
  - Flint, MI
  - Durant Hotel project
- **Genesee Institute**
  - $13,000 – 17 mos.
  - Flint, MI
  - Resident research fellow
- **Hurley Foundation**
  - $232,000 – 12 mos.
  - Flint, MI
  - Neighborhood redevelopment and greenbelt project
- **Legal Services of Eastern Michigan**
  - $125,000 – 18 mos.
  - Flint, MI
  - Fair Housing Center
- **Metro Housing Partnership**
  - $100,000 – 12 mos.
  - Flint, MI
  - General purposes
  - $100,000 – 60 mos.
  - Flint, MI
  - Home retention for seniors program
- **Salem Housing Community Development Corporation**
  - $100,000 – 12 mos.
  - Flint, MI
  - General purposes
- **University of Michigan-Flint**
  - $141,800
  - Flint, MI
  - Adjustment to previous grant

**Subtotal:** $829,800

**Expanding Economic Opportunity**

- **4C Child Care Unlimited**
  - $82,362 – 15 mos.
  - Flint, MI
  - Family Child Care Provider Network
- **American Institute for Social Justice**
  - $50,000 – 12 mos.
  - Washington, DC
  - Genesee County Prosperity Campaign
- **Bishop International Airport Authority**
  - $2,500,000 – 12 mos.
  - Flint, MI
  - Intermodal center
  - **Center for Automotive Research**
    - $900,000 – 36 mos.
    - Ann Arbor, MI
    - Program for automotive renaissance in Michigan
- **Crim Fitness Foundation**
  - $285,000 – 12 mos.
  - Flint, MI
  - Building acquisition
- **Flint Area Specialized Employment Services, Inc.**
  - $200,000 – 12 mos.
  - Flint, MI
  - Flint STRIVE replication program
  - **Foundation-Administered Project**
    - $69,362 – 12 mos.
    - Technical assistance for downtown Flint revitalization
- **Foundation for the Uptown Reinvestment Corporation**
  - $3,553,000 – 600 mos.
  - Flint, MI
  - Redevelopment of the Mott Block
  - $21,728 – 16 mos.
  - Flint, MI
  - Operating support
- **Genesee Chamber Foundation**
  - $250,000 – 14 mos.
  - Flint, MI
  - Capacity building
  - $210,000 – 12 mos.
  - Flint, MI
  - Education and economic development initiatives

**Subtotal:** $1,825,000 – 12 mos.

20 Charles Stewart Mott Foundation
Genesee Chamber Foundation  
$125,000 – 12 mos.  
Flint, MI  
Wireless Genesee  
$43,323 – 13 mos.  
Flint, MI  
Technical assistance for downtown Flint revitalization  
$10,000 – 14 mos.  
Flint, MI  
Foreign trade zone operations  

Genesee Institute  
$150,000 – 12 mos.  
Flint, MI  
Ecological design principles  

Greater Flint Health Coalition  
$150,000 – 12 mos.  
Flint, MI  
Flint healthcare employment opportunities project  

International Institute of Flint  
$75,941 – 42 mos.  
Flint, MI  
Repayable loan for facilities maintenance  

Kettering University  
$541,966 – 18 mos.  
Flint, MI  
Advanced technology and renewable energy research building  

Local Initiatives Support Corporation  
$125,000 – 12 mos.  
New York, NY  
Flint and Genesee County community development project  

National Employment Law Project  
$510,000 – 24 mos.  
New York, NY  
Technical assistance for trade adjustment assistance  

Subtotal:  
$9,652,682  
Expanding Economic Opportunity  

Program Area Total:  
$10,482,482  
Community Revitalization and Economic Development  

Special Initiatives  

Race Relations  
YWCA of Greater Flint  
$80,000 – 12 mos.  
Flint, MI  
Leadership Development in Interethic Relations replication  

Subtotal:  
$80,000  
Race Relations  

Children and Families  
Boys & Girls Club of Greater Flint  
$15,000 – 3 mos.  
Flint, MI  
Summer Fun program  

Flint Area Specialized Employment Services, Inc.  
$75,674 – 4 mos.  
Flint, MI  
Summer STRIVE Academy summer youth project  

Food Bank of Eastern Michigan  
$800,000 – 18 mos.  
Flint, MI  
Building expansion  

Genesee Chamber Foundation  
$550,000 – 12 mos.  
Flint, MI  
Summer youth program  

Subtotal:  
$1,553,874  
Children and Families  

Philanthropy/Nonprofit Sector  

Community Foundation of Greater Flint  
$1,288,824 – 12 mos.  
Flint, MI  
Operations endowment fund  

Special Olympics Michigan  
$15,000 – 12 mos.  
Mt. Pleasant, MI  
Area 13 Sponsor-A-Champ program  

Subtotal:  
$1,533,874  
Children and Families  

Civic Engagement  
Community Foundation of Greater Flint  
$100,000 – 19 mos.  
Flint, MI  
Community challenge  

Flint Area Congregations Together  
$100,000 – 12 mos.  
Flint, MI  
General purposes  

Flint Club  
$45,000 – 12 mos.  
Flint, MI  
General purposes  

Subtotal:  
$245,000  
Civic Engagement  

Special Opportunities  

City of Flint  
$921,556 – 24 mos.  
Flint, MI  
Beautification of city entrances  

Community Foundation of Greater Flint  
$75,000 – 16 mos.  
Flint, MI  
Frank Manley Endowment Fund for Flint Olympian/CANUSA Games  

Subtotal:  
$531,142  
Special Opportunities  

Program Area Total:  
$4,396,340  
Special Initiatives  

Program Total:  
$23,550,544  
Flint Area
**Mission:** To identify, test and help sustain pathways out of poverty for low-income people and communities.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improving Community Education.</strong>(^1) To ensure that community education serves as a pathway out of poverty for children in low-income communities.</td>
<td><strong>Community-Driven Reform.</strong> Develop effective community-driven reform strategies that increase student achievement across a school district and at the state or regional level.</td>
</tr>
<tr>
<td><strong>Expanding Economic Opportunity.</strong>(^2) To expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income security, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.</td>
<td><strong>Vulnerable Youth.</strong> Expand effective educational opportunities for vulnerable youth that prepare them for both college and careers. <strong>Learning Beyond the Classroom.</strong> Enable the 21st Century Community Learning Centers and other major national, statewide and regional initiatives to promote sustainable, community-driven, expanded learning opportunities that support both academic achievement and positive youth development, especially for traditionally underserved children and youth. <strong>Income Security.</strong> Improve income security for low-income Americans by advancing policies and programs designed to increase income and assets, promote more equitable fiscal policies affecting low-income families, and build public will for a work-based safety net to assist low-wage working families. <strong>Reducing Barriers to Employment.</strong> Reduce barriers to employment through support for research, dissemination and practice that leads to a greater understanding of the problems faced by low-income people in the labor market. <strong>Retention and Wage Progression.</strong> Help low-income workers stay in the labor market and increase their earnings over time.</td>
</tr>
<tr>
<td><strong>Building Organized Communities.</strong> To enhance the variety, geographic spread, power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in democratic processes of social engagement.</td>
<td><strong>Building Infrastructure.</strong> Improve the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks, which serve to produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally.</td>
</tr>
<tr>
<td><strong>Special Initiatives.</strong> To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.</td>
<td><strong>Transitions.</strong> Maintain a critical presence in the field of micro-enterprise. <strong>Exploratory and Special Projects.</strong> Identify critical issues, seize special opportunities, research issues to determine future program directions and promote cross-cutting projects.</td>
</tr>
</tbody>
</table>

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\(^1\) Source: Mott Foundation

\(^2\) Source: Charles Stewart Mott Foundation
The Pathways Out of Poverty program made 165 grants, totaling $36.7 million, during 2006 in the areas of Improving Community Education, Expanding Economic Opportunity, Building Organized Communities and Special Initiatives. Some highlights:

- A one-year, $1.5-million grant to Jobs for the Future for the Breaking Through initiative, which seeks to help low-skilled, low-income adults enter and succeed in community college programs and, consequently, the labor market.

- A two-year, $350,000 grant to the National League of Cities Institute for activities to engage the country’s mayors and other municipal leaders in expanding educational options for high school dropouts and other disconnected youth.

- A two-year, $252,000 grant to the Afterschool Alliance for the Roadmap to Afterschool for All project.

- A two-year, $400,000 grant to the New America Foundation for activities to help low- and moderate-income households build assets and economic stability.

- A one-year, $50,000 grant to the Center for Community Change for efforts to identify and train a new generation of leaders capable of building and managing effective nonprofit organizations.
Improving Community Education

Community-Driven Reform

Appleseed Foundation
$100,000 – 18 mos.
Washington, DC
Research and technical assistance on No Child Left Behind law

Austin Interfaith Sponsoring Committee
$200,000 – 24 mos.
Austin, TX
Study on education organizing and academic improvement

Brown University
$600,000 – 24 mos.
Providence, RI
Education organizing study

$80,000 – 10 mos.
Providence, RI
Community involvement program

Eastern Pennsylvania Organizing Project
$220,000 – 24 mos.
Philadelphia, PA
Study on education organizing and academic improvement

Interfaith Education Fund
$380,000 – 24 mos.
Austin, TX
General purposes

National Training and Information Center
$220,000 – 14 mos.
Chicago, IL
Supporting emerging education organizing

Parents for Public Schools
$20,000 – 24 mos.
Jackson, MS
General purposes

People Acting for Community Together
$200,000 – 24 mos.
Miami, FL
Study on education organizing and academic improvement

$180,000 – 24 mos.
Miami, FL
Florida education reform project

PICO National Network
$180,000 – 24 mos.
Oakland, CA
Louisiana Interfaith Together

Public Interest Projects
$200,000 – 12 mos.
New York, NY
Fund for education organizing

Women Make Movies
$50,000 – 31 mos.
New York, NY
Community organizing - education documentary

Subtotal:
$2,550,000
Community-Driven Reform

Educational Opportunities for Vulnerable Youth

American Youth Policy Forum
$30,000 – 24 mos.
Washington, DC
Reconnecting dropouts to mainstream activities

American Youth Work Center
$100,000 – 18 mos.
Washington, DC
Widening “Youth Today” Web presence

Coalition of Community Foundations for Youth
$500,000 – 12 mos.
Kansas City, MO
Addressing the dropout crisis

$30,000 – 12 mos.
Kansas City, MO
Youth Transition Funders Group

Editorial Projects in Education
$124,892 – 18 mos.
Bethesda, MD
Flint graduation and dropout research

Foundation-Administered Project
$29,501 – 4 mos.
Convening vulnerable youth grantees

Harvard University
$200,000 – 24 mos.
Cambridge, MA
Civil Rights Project: Education Initiative

National League of Cities Institute
$350,000 – 24 mos.
Washington, DC
Municipal leadership for disconnected youth

National Youth Employment Coalition
$350,000 – 24 mos.
Washington, DC
Strengthening policies and practices for out-of-school youth

Roca
$25,000 – 18 mos.
Chelsea, MA
Workforce development opportunities for vulnerable youth

Southern Education Foundation
$200,000 – 18 mos.
Atlanta, GA
Addressing the needs of high school dropouts in the South

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

Subtotal:
$2,139,393

Learning Beyond the Classroom

After-School All-Stars
$200,000 – 12 mos.
Los Angeles, CA
Building a comprehensive national afterschool initiative

After-School Corporation
$225,000 – 36 mos.
New York, NY
New York Statewide Afterschool Network

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

$252,000 – 24 mos.
Washington, DC
Roadmap to afterschool for all

American Youth Policy Forum
$200,000 – 24 mos.
Washington, DC
Integrating afterschool and school-community partnerships

Arizona School-Age Coalition
$225,000 – 36 mos.
Phoenix, AZ
Arizona Statewide Afterschool Network

Child Development for Kids, Inc.
$225,000 – 36 mos.
Malden, MA
Massachusetts Statewide Afterschool Network

Children’s Initiative
$100,000 – 36 mos.
San Diego, CA
Report card on San Diego children

Chrysallis Foundation
$225,000 – 36 mos.
Des Moines, IA
Iowa Statewide Afterschool Network

Citizen Schools
$200,000 – 18 mos.
Boston, MA
Masters in education for afterschool leaders

Collaborative Communications Group
$300,000 – 12 mos.
Washington, DC
Convening meetings of afterschool grantees and state education agencies

Connecticut State Department of Education
$225,000 – 36 mos.
Hartford, CT
Connecticut Statewide Afterschool Network

Council of Chief State School Officers
$440,000 – 24 mos.
Washington, DC
Supporting statewide afterschool networks

DC Children and Youth Investment Trust Corporation
$200,000 – 19 mos.
Washington, DC
City intermediaries: a systems theory of change

Family & Workplace Connection
$195,000 – 36 mos.
Wilmington, DE
Delaware Statewide Afterschool Network

Fight Crime: Invest in Kids
$200,000 – 24 mos.
Washington, DC
Increase afterschool awareness among state legislatures, law enforcement and business
Finance Project
$575,000 – 24 mos.
Washington, DC
Funding strategies for statewide afterschool networks

George Lucas Educational Foundation
$215,000 – 12 mos.
San Rafael, CA
Rethinking time and learning

Harvard University
$550,000 – 24 mos.
Cambridge, MA
Supporting afterschool evaluation and research

Institute for Educational Leadership
$200,000 – 12 mos.
Washington, DC
Coalition for community schools

Johns Hopkins University
$300,000 – 36 mos.
Baltimore, MD
Building support for summer learning

MENTOR/National Mentoring Partnership
$150,000 – 13 mos.
Alexandria, VA
Afterschool mentoring resources

National AfterSchool Association
$450,000 – 36 mos.
Charleston, WV
Afterschool trainer approval project

National Community Education Association
$150,000 – 16 mos.
Fairfax, VA
Future of community education

National Conference of State Legislatures
$500,000 – 24 mos.
Denver, CO
Informing state legislatures on statewide afterschool policy

National Council of La Raza
$200,000 – 12 mos.
Washington, DC
Latino family engagement and best practices in afterschool

National Governors Association Center for Best Practices
$350,000 – 36 mos.
Washington, DC
Maximizing gubernatorial support for extra learning opportunities

National League of Cities Institute
$450,000 – 24 mos.
Washington, DC
Making afterschool a city priority

New Mexico Community Foundation
$225,000 – 36 mos.
Santa Fe, NM
New Mexico Statewide Afterschool Network

Ohio Child Care Resource & Referral Association
$225,000 – 36 mos.
Columbus, OH
Ohio Statewide Afterschool Network

Policy Studies Associates, Inc.
$100,000 – 19 mos.
Washington, DC
Study of afterschool participants

Synergy Enterprises, Inc.
$250,000 – 12 mos.
Silver Spring, MD
21st Century Community Learning Centers Summer Institute

Tiger Woods Foundation
$500,000 – 25 mos.
Irvine, CA
Tiger Woods Learning Center evaluation

University of California - Davis
$260,000 – 6 mos.
Davis, CA
Proposition 49 regional orientations

University of California - Irvine
$800,000 – 36 mos.
Irvine, CA
Impact of afterschool programs on participants

Voices for Utah Children
$189,000 – 36 mos.
Salt Lake City, UT
Utah Statewide Afterschool Network

West Virginia University Research Corporation
$204,000 – 36 mos.
Morgantown, WV
West Virginia Statewide Afterschool Network

YWCA of Seattle-King County-Snohomish County
$225,000 – 36 mos.
Seattle, WA
Washington Statewide Afterschool Network

Subtotal:
$11,500,000
Learning Beyond the Classroom

Special Projects
State Educational Technology Directors Association
$200,000 – 12 mos.
Glen Burnie, MD
Mobile classrooms after Hurricane Katrina

Subtotal:
$200,000
Special Projects

Program Area Total:
$16,389,393
Improving Community Education

Expanding Economic Opportunity

Income Security

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

Brookings Institution
$200,000 – 24 mos.
Washington, DC
Policy Evaluation Project

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

Center for Law and Social Policy
$70,000 – 24 mos.
Washington, DC
Leading edge states project

Center on Budget and Policy Priorities
$200,000 – 12 mos.
Washington, DC
Federal budget advocacy

Subtotal:
$100,000 – 24 mos.

Demos: A Network for Ideas and Action
$100,000 – 12 mos.
New York, NY
Public works program

Earned Assets Resource Network
$110,000 – 24 mos.
San Francisco, CA
Asset Policy Initiative of California

Economic Policy Institute
$450,000 – 36 mos.
Washington, DC
Living standards of Americans

Subtotal:
$800,000

Enterprise Corporation of the Delta
$100,000 – 24 mos.
Jackson, MS
State Fiscal Analysis Initiative

Finance Project
$100,325 – 12 mos.
Latham, NY
State Fiscal Analysis Initiative

Foundation-Administered Project
$48,516 – 12 mos.
Sacramento, CA
Improving Community Education

Subtotal:
$24,467

General purposes

Hatcher Group
$165,000 – 24 mos.
Augusta, ME
State Fiscal Analysis Initiative

Program Area Total:
$20,989,393

Subtotal:
$23,467,136

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<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts Budget and Policy Center</td>
<td>Boston, MA</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>State Fiscal Analysis Initiative</td>
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<td>Michigan League for Human Services</td>
<td>Lansing, MI</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>State Fiscal Analysis Initiative</td>
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<td>New America Foundation</td>
<td>Washington, DC</td>
<td>$400,000</td>
<td>24 mos.</td>
<td>Asset-building program</td>
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<tr>
<td>New York Regional Association of Grantmakers</td>
<td>New York, NY</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Asset Funders Network</td>
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<tr>
<td>North Carolina Justice Center</td>
<td>Raleigh, NC</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>State Fiscal Analysis Initiative</td>
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<tr>
<td>University of Michigan</td>
<td>Ann Arbor, MI</td>
<td>$8,675</td>
<td>31 mos.</td>
<td>Detroit area study on financial services</td>
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<td>Urban Institute</td>
<td>Washington, DC</td>
<td>$135,000</td>
<td>10 mos.</td>
<td>New safety net directions</td>
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<td>Washington University</td>
<td>St. Louis, MO</td>
<td>$300,000</td>
<td>15 mos.</td>
<td>Children's savings accounts initiative</td>
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<tr>
<td>Workforce Alliance</td>
<td>Washington, DC</td>
<td>$121,000</td>
<td>12 mos.</td>
<td>Federal budget advocacy</td>
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<tr>
<td>Fifth Avenue Committee</td>
<td>Brooklyn, NY</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Alternative staffing demonstration</td>
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<tr>
<td>Goodwill Temporary Services</td>
<td>Austin, TX</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Alternative staffing demonstration</td>
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<td>ICA Group</td>
<td>Brookline, MA</td>
<td>$350,000</td>
<td>15 mos.</td>
<td>Alternative Staffing Association</td>
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<td>Legal Action Center</td>
<td>New York, NY</td>
<td>$54,228</td>
<td>12 mos.</td>
<td>H.I.R.E. Network study</td>
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<td>National Association of Workforce Boards</td>
<td>Arlington, VA</td>
<td>$180,000</td>
<td>16 mos.</td>
<td>Institute for Innovation in Workforce Policy and Practice</td>
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<tr>
<td>National Economic Development and Law Center</td>
<td>Oakland, CA</td>
<td>From unemployment to work project</td>
<td></td>
<td></td>
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<tr>
<td>Pillsbury United Communities</td>
<td>Minneapolis, MN</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Alternative staffing demonstration</td>
</tr>
<tr>
<td>Public/Private Ventures</td>
<td>Philadelphia, PA</td>
<td>$300,000</td>
<td>12 mos.</td>
<td>Alternative staffing technical assistance and evaluation</td>
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<tr>
<td>Springboard Forward</td>
<td>Atlanta, GA</td>
<td>$500,000</td>
<td>24 mos.</td>
<td>Creating career development through temporary employment</td>
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<tr>
<td>University of Massachusetts - Boston</td>
<td>Boston, MA</td>
<td>$245,772</td>
<td>12 mos.</td>
<td>Alternative staffing field study</td>
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<tr>
<td>Retention and Wage Progression</td>
<td>American Association of Community Colleges</td>
<td>$200,000</td>
<td>18 mos.</td>
<td>Center for Workforce and Economic Development</td>
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<tr>
<td>Aspen Institute</td>
<td>Washington, DC</td>
<td>$275,000</td>
<td>15 mos.</td>
<td>Sector Skills Academy</td>
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<tr>
<td>Center for Family Policy and Practice</td>
<td>Madison, WI</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Economic development project for low-income men</td>
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<tr>
<td>Chrysalis</td>
<td>Los Angeles, CA</td>
<td>$265,000</td>
<td>24 mos.</td>
<td>Expansion of transitional jobs program</td>
</tr>
<tr>
<td>Easter Seals-Goodwill Northern Rocky Mountain</td>
<td>Great Falls, MT</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Alternative staffing demonstration</td>
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<tr>
<td>Faith Access to Community Economic Development</td>
<td>Flint, MI</td>
<td>$25,000</td>
<td>11 mos.</td>
<td>Construction trades employment project</td>
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<tr>
<td>Brandon Roberts &amp; Associates</td>
<td>Chevy Chase, MD</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>Working Poor Families Project</td>
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<tr>
<td>Corporation for a Skilled Workforce</td>
<td>Ann Arbor, MI</td>
<td>$280,000</td>
<td>12 mos.</td>
<td>Building the capacity of Michigan’s workforce system</td>
</tr>
<tr>
<td>Focus: HOPE</td>
<td>Detroit, MI</td>
<td>$1,000,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Independence Care System</td>
<td>New York, NY</td>
<td>$450,000</td>
<td>12 mos.</td>
<td>Brooklyn expansion</td>
</tr>
<tr>
<td>Jobs for the Future</td>
<td>Boston, MA</td>
<td>$1,500,000</td>
<td>12 mos.</td>
<td>Study to increase success for low-income adults in community college</td>
</tr>
<tr>
<td>MDC</td>
<td>Chapel Hill, NC</td>
<td>$50,000</td>
<td>24 mos.</td>
<td>Latino pathways initiative</td>
</tr>
<tr>
<td>Michigan Future, Inc.</td>
<td>Ann Arbor, MI</td>
<td>$20,000</td>
<td>60 mos.</td>
<td>Auto career project</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>East Lansing, MI</td>
<td>$50,000</td>
<td>3 mos.</td>
<td>Prima Civitas</td>
</tr>
<tr>
<td>National Economic Development and Law Center</td>
<td>Oakland, CA</td>
<td>$600,000</td>
<td>26 mos.</td>
<td>Workforce training and technical assistance</td>
</tr>
<tr>
<td>National Governors Association Center for Best Practices</td>
<td>Washington, DC</td>
<td></td>
<td>Accelerating state adoption of sectoral strategies</td>
<td></td>
</tr>
<tr>
<td>Paraprofessional Healthcare Institute</td>
<td>Bronx, NY</td>
<td>$1,000,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Project QUEST, Inc.</td>
<td>San Antonio, TX</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Public/Private Ventures</td>
<td>Philadelphia, PA</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Project QUEST evaluation</td>
</tr>
<tr>
<td>Urban Institute</td>
<td>Washington, DC</td>
<td>$1,985,26</td>
<td>36 mos.</td>
<td>Evaluation of Workforce Investment Act</td>
</tr>
<tr>
<td>Vera Institute of Justice</td>
<td>New York, NY</td>
<td>$250,000</td>
<td>12 mos.</td>
<td>Center for Economic Mobility</td>
</tr>
<tr>
<td>Subtotal:</td>
<td>$7,239,526</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention and Wage Progression</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Program Area Total:** $13,307,509

**Expanding Economic Opportunity**

**Building Organized Communities**

**Building Infrastructure**

- **ACORN Institute**
  - $80,000 – 12 mos.
  - Washington, DC
  - Organizing after natural disasters

- **ActionAid International USA**
  - $100,000 – 12 mos.
  - Washington, DC
  - Build PICO-ACORN communications

- **Center for Community Change**
  - $370,000 – 24 mos.
  - Washington, DC
  - Building the field of community organizing

- **National Housing Institute**
  - $106,900 – 24 mos.
  - Montclair, NJ
  - Capacity building support

- **ACCIÓN USA**
  - $350,000 – 12 mos.
  - Boston, MA
  - Increasing self-sufficiency in micro-enterprise programs

- **Aspen Institute**
  - $300,000 – 12 mos.
  - Washington, DC
  - Advancing sustainability in micro-enterprise

- **Enterprise Corporation for the Delta**
  - $500,000 – 12 mos.
  - Jackson, MS
  - Micro-enterprise finance in areas affected by hurricanes Katrina and Rita

**Special Initiatives**

**Transitions**

- **Abilities Fund**
  - $50,000 – 12 mos.
  - Centerville, IA
  - Micro-enterprise and disability

- **ACCIÓN USA**
  - $350,000 – 12 mos.
  - Boston, MA
  - Increasing self-sufficiency in micro-enterprise programs

- **Aspen Institute**
  - $300,000 – 12 mos.
  - Washington, DC
  - Advancing sustainability in micro-enterprise

**Corporation for a Skilled Workforce**

- **Corporation for a Skilled Workforce**
  - $75,000 – 12 mos.
  - Ann Arbor, MI
  - Developing a state micro-enterprise delivery system

- **Enterprise Corporation for the Delta**
  - $244,000 – 12 mos.
  - Washington, DC
  - Federal micro-enterprise policy project

- **Detroit Entrepreneurship Institute, Inc.**
  - $100,000 – 5 mos.
  - Detroit, MI
  - General purposes

- **Enterprise Corporation of the Delta**
  - $500,000 – 12 mos.
  - Jackson, MS
  - Micro-enterprise finance in areas affected by hurricanes Katrina and Rita

- **Southwest Creations Collaborative**
  - $200,000 – 12 mos.
  - Albuquerque, NM
  - General purposes

**Subtotal:** $2,546,483

**Program Area Total:** $2,546,483

**Program Total:** $36,703,263

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

In 2006, the Exploratory and Special Projects program made 15 grants totaling $2.6 million. A large portion went to assist Louisiana’s ongoing efforts to recover from Hurricane Katrina. Some highlights:

- Dillard University and Xavier University of Louisiana, historically black universities, each received $500,000 for scholarship assistance and campus reconstruction.
- The Michigan AIDS Fund received $150,000 in three-year support for HIV/AIDS prevention activities targeted at the state’s most vulnerable populations. Mott has been the leading foundation donor to the fund since it began in 1989, providing almost $3 million in ongoing support.
- A one-year, $150,000 grant in ongoing support for 3iG International Interfaith Investment Group, a nonprofit, multifaith philanthropic foundation headquartered in the Netherlands, to promote and facilitate socially responsible investing by faith groups.
- A three-year, $300,000 grant to Vital Voices Global Partnership, created in 2001 to empower women by providing them with leadership skills, networks and resources to improve their societies.

**Grant Activity $2,625,000** 15 Grants

- $1.625 million 13 Grants
- $1.000 million 2 Grants

- Historically & Predominantly Black Colleges & Universities
- Special Projects
Historically and Predominantly Black Colleges and Universities

**Dillard University**
$500,000 – 12 mos.
New Orleans, LA
Scholarship program for Hurricane Katrina recovery

**Xavier University of Louisiana**
$500,000 – 12 mos.
New Orleans, LA
Campus reconstruction and student assistance for Hurricane Katrina recovery

Program Area Total: $1,000,000
Historically and Predominantly Black Colleges and Universities

Special Projects

**3iG International Interfaith Investment Group**
$150,000 – 12 mos.
Amsterdam, Netherlands
Development of products and services

**Aga Khan Foundation U.S.A.**
$100,000 – 12 mos.
Washington, DC
Pakistan earthquake reconstruction operation

Aspen Institute
$100,000 – 12 mos.
Washington, DC
Congressional program

**Committee for Economic Development**
$50,000 – 12 mos.
Washington, DC
Making Washington Work

**Community Foundation for the National Capital Region**
$50,000 – 12 mos.
Washington, DC
Laura Bush Foundation's Gulf Coast School Library Recovery Initiative

**CompuMentor**
$100,000 – 12 mos.
San Francisco, CA
PATRIOT Act compliance project for Mott grantees

**Fundação Oriente**
$25,000 – 12 mos.
Lisbon, Portugal
Arrábida meetings

**Louisiana Disaster Recovery Foundation**
$100,000 – 18 mos.
Baton Rouge, LA
Operating support

**Michigan AIDS Fund**
$150,000 – 36 mos.
Southfield, MI
General purposes

**National Organization on Disability**
$150,000 – 36 mos.
Washington, DC
CEO Council

**National Public Radio**
$150,000 – 36 mos.
Washington, DC
News and information programs

**Phelps-Stokes Fund**
$200,000 – 12 mos.
Washington, DC
Smart Teachers As Role Models (STAR) initiative

**Vital Voices Global Partnership**
$300,000 – 36 mos.
Washington, DC
General purposes

Program Area Total: $1,625,000
Special Projects

Program Total: $2,625,000
Exploratory and Special Projects
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.
GRANTMAKING ACTIVITIES

Total: 545 Grants
(not including Employee/Trustee Matching & Trustee-Initiated Grants)

Exploratory & Special Projects
15 Grants
2.7%

Civil Society
208 Grants
38.2%

Pathways Out of Poverty
165 Grants
30.3%

Flint Area
75 Grants
13.8%

Environment
82 Grants
15.0%

Exploratory & Special Projects
15 Grants
2.7%

Civil Society
208 Grants
38.2%

Pathways Out of Poverty
165 Grants
30.3%

Flint Area
75 Grants
13.8%

Environment
82 Grants
15.0%

Total: $107,322,587

Employee/Trustee Matching & Trustee-Initiated Grants
$1.5
1.4%

Exploratory & Special Projects
$2.6
2.5%

Civil Society
$23.0
21.4%

Pathways Out of Poverty
$36.7
34.2%

Flint Area
$23.6
21.9%

Environment
$20.0
18.6%

ASSET ALLOCATION 12.31.06

Total: $2,626,119,334

United States Equities
$1,641.0
62.5%

Fixed Income
$322.9 / 12.3%

International Equities
$313.1 / 11.9%

Limited Partnerships
$153.6 / 5.8%

Cash & Equivalents
$177.5 / 6.8%

Other Assets
$18.0 / 0.7%

Limited Partnerships
$153.6 / 5.8%

International Equities
$313.1 / 11.9%

Fixed Income
$322.9 / 12.3%

United States Equities
$1,641.0
62.5%
PROFILE: 10-YEAR STATISTICS

1997-2006 Selected Financial Information (in millions)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets - Market Value</td>
<td>$1,962.4</td>
<td>$2,346.5</td>
<td>$3,227.7</td>
<td>$2,880.3</td>
<td>$2,458.0</td>
<td>$2,011.4</td>
<td>$2,373.2</td>
<td>$2,524.7</td>
<td>$2,477.3</td>
<td>$2,626.1</td>
</tr>
<tr>
<td>Total Assets - 2006 Dollars</td>
<td>2,455.1</td>
<td>2,889.1</td>
<td>3,870.1</td>
<td>3,340.5</td>
<td>2,807.2</td>
<td>2,243.8</td>
<td>2,598.6</td>
<td>2,677.3</td>
<td>2,540.3</td>
<td>2,626.1</td>
</tr>
<tr>
<td>12-Month Rolling Average Assets</td>
<td>1,823.3</td>
<td>2,104.5</td>
<td>2,649.5</td>
<td>3,243.5</td>
<td>2,542.3</td>
<td>2,153.0</td>
<td>2,133.6</td>
<td>2,361.9</td>
<td>2,407.0</td>
<td>2,507.0</td>
</tr>
<tr>
<td>Total Dividends &amp; Interest</td>
<td>54.2</td>
<td>56.1</td>
<td>63.7</td>
<td>72.5</td>
<td>69.3</td>
<td>64.0</td>
<td>56.8</td>
<td>58.4</td>
<td>53.2</td>
<td>64.6</td>
</tr>
<tr>
<td>Dividends &amp; Interest - 2006 Dollars</td>
<td>67.8</td>
<td>69.1</td>
<td>76.4</td>
<td>84.0</td>
<td>79.1</td>
<td>71.3</td>
<td>62.2</td>
<td>61.9</td>
<td>54.5</td>
<td>64.6</td>
</tr>
<tr>
<td>Total Grants Awarded</td>
<td>72.0</td>
<td>88.2</td>
<td>113.9</td>
<td>153.0</td>
<td>129.7</td>
<td>109.8</td>
<td>100.0</td>
<td>98.7</td>
<td>123.2</td>
<td>107.3</td>
</tr>
<tr>
<td>Total Expenditures*</td>
<td>91.2</td>
<td>102.5</td>
<td>137.0</td>
<td>162.9</td>
<td>131.1</td>
<td>128.0</td>
<td>124.8</td>
<td>136.3</td>
<td>132.1</td>
<td>142.7</td>
</tr>
</tbody>
</table>

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

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

1997-2006 Grants Awarded by Program (in millions)

[Bar chart showing grants awarded by program from 1997 to 2006]
INDEPENDENT AUDITORS’ REPORT

To the Board of Trustees
of the Charles Stewart Mott Foundation
Flint, Michigan

We have audited the accompanying statement of position of the Charles Stewart Mott Foundation (the “Foundation”) as of December 31, 2006, and the related statements of activity and cash flows for the year 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 audit. The financial statements of the Foundation for the year ended December 31, 2005, were audited by other auditors whose report, dated May 15, 2006, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. 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 examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, such 2006 financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2006, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As discussed in Note B, the financial statements include investments and limited partnerships valued at $212,386,174 (approximately 8% of net assets) whose fair values have been estimated by management in the absence of readily determinable fair values. Management estimates are based on the information provided by the fund managers of the general partners.

May 23, 2007
## Statements of Financial Position

Charles Stewart Mott Foundation

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments, at market value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equities</td>
<td>$1,954,146,583</td>
<td>$1,880,639,499</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>312,133,517</td>
<td>240,488,975</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>10,803,866</td>
<td>27,314,908</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>174,431,527</td>
<td>180,531,006</td>
</tr>
<tr>
<td></td>
<td>2,451,515,493</td>
<td>2,328,974,388</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>153,619,865</td>
<td>120,690,114</td>
</tr>
<tr>
<td>Cash</td>
<td>3,019,517</td>
<td>1,884,139</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>6,627,094</td>
<td>6,697,864</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>4,139,206</td>
<td>4,062,215</td>
</tr>
<tr>
<td>Other assets</td>
<td>7,198,159</td>
<td>14,999,311</td>
</tr>
<tr>
<td></td>
<td>$2,626,119,334</td>
<td>$2,477,308,031</td>
</tr>
<tr>
<td><strong>Liabilities and Unrestricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants payable, net</td>
<td>$46,181,467</td>
<td>$58,540,975</td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>11,339,876</td>
<td>12,999,109</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>13,112,986</td>
<td>13,322,633</td>
</tr>
<tr>
<td></td>
<td>70,634,329</td>
<td>84,862,717</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td>2,555,485,005</td>
<td>2,392,445,314</td>
</tr>
<tr>
<td></td>
<td>$2,626,119,334</td>
<td>$2,477,308,031</td>
</tr>
</tbody>
</table>

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

**Charles Stewart Mott Foundation**

## Years Ended December 31,

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>$ 39,296,698</td>
<td>$ 28,267,167</td>
</tr>
<tr>
<td>Interest</td>
<td>25,317,792</td>
<td>24,887,745</td>
</tr>
<tr>
<td>Partnerships</td>
<td>8,002,509</td>
<td>3,492,572</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>72,616,999</td>
<td>56,647,484</td>
</tr>
<tr>
<td><strong>Less:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment expenses</td>
<td>(2,880,418)</td>
<td>(2,984,745)</td>
</tr>
<tr>
<td>Provision for excise tax</td>
<td>(689,831)</td>
<td>(523,975)</td>
</tr>
<tr>
<td>Other expense</td>
<td>(369,117)</td>
<td>(35,150)</td>
</tr>
<tr>
<td><strong>Net Investment Income</strong></td>
<td>68,677,633</td>
<td>53,103,614</td>
</tr>
<tr>
<td><strong>Grants and expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, net</td>
<td>108,502,128</td>
<td>117,874,580</td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>586,178</td>
<td>626,258</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>14,784,229</td>
<td>14,382,174</td>
</tr>
<tr>
<td><strong>Total Grants and expenses</strong></td>
<td>123,872,535</td>
<td>132,883,012</td>
</tr>
<tr>
<td>Grants and expenses in excess of income</td>
<td>(55,194,902)</td>
<td>(79,779,398)</td>
</tr>
<tr>
<td><strong>Change in Market Value of Investments</strong>, net of change in deferred excise tax (credit) of ($712,960) in 2006, and ($1,180,017) in 2005</td>
<td>(35,098,450)</td>
<td>(63,649,164)</td>
</tr>
<tr>
<td><strong>Change in Market Value of Limited Partnerships</strong>, net of change in deferred excise tax of $503,313 in 2006, and $47,712 in 2005</td>
<td>24,417,434</td>
<td>6,252,098</td>
</tr>
<tr>
<td><strong>Other Changes</strong> - change in minimum pension liability</td>
<td>355,407</td>
<td>(356,535)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>163,039,691</td>
<td>(52,384,268)</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>2,392,445,314</td>
<td>2,444,829,582</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$ 2,555,485,005</strong></td>
<td><strong>$ 2,392,445,314</strong></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
### STATEMENTS OF CASH FLOWS

Charles Stewart Mott Foundation

<table>
<thead>
<tr>
<th>Years Ended December 31,</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$163,039,691</td>
<td>$(52,384,268)</td>
</tr>
<tr>
<td>Adjustments to reconcile grants and expenses in excess of income to net cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>$(230,856,157)</td>
<td>$(86,008,819)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>$(8,002,509)</td>
<td>$(3,492,572)</td>
</tr>
<tr>
<td>(Increase) decrease in market value of investments</td>
<td>$10,890,663</td>
<td>$58,529,371</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>$1,260,627</td>
<td>$0</td>
</tr>
<tr>
<td>Loss on asset retirement</td>
<td>$15,888</td>
<td>$0</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$363,698</td>
<td>$369,531</td>
</tr>
<tr>
<td>Decrease in accrued interest and dividends</td>
<td>$70,770</td>
<td>$772,981</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>$7,801,152</td>
<td>$(109,857)</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable, net</td>
<td>$(12,359,508)</td>
<td>$5,944,697</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and other liabilities</td>
<td>$(1,659,233)</td>
<td>$140,418</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise taxes</td>
<td>$(209,647)</td>
<td>$(1,132,305)</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>$(232,684,256)</td>
<td>$(24,986,555)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>$(69,644,565)</td>
<td>$(77,370,823)</td>
</tr>
</tbody>
</table>

**Cash flows from investing activities:**

| Proceeds from sales or redemptions of investments | $5,139,985,670 | $2,474,368,462 |
| Purchases of investments | $(5,068,749,150) | $(2,396,393,654) |
| Acquisition of building improvements | $(456,577) | $(272,518) |
| Net cash provided by investing activities | $70,779,943 | $77,702,290 |

**Net increase (decrease) in cash**

| Cash, beginning of year | $1,884,139 | $1,552,672 |
| Cash, end of year | $3,019,517 | $1,884,139 |

**Supplemental schedule of noncash investing activities:**

| Investment trades payable | $214,826 | $0 |

The accompanying notes are an integral part of the financial statements.
NOTES TO FINANCIAL STATEMENTS

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

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

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

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.

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.

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

Limited Partnerships
The Foundation invests in limited partnerships that have no readily determinable fair value. Amounts recorded in the Foundation’s financial statements represent the Foundation’s pro rata share in the net assets of each limited partnership as of December 31, 2006 and 2005, as provided by the fund managers based on audited information as available. The Foundation believes the amounts recorded related to the partnerships approximate fair value.

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, 2006, the Foundation has $147.3 million in outstanding limited partnership commitments, including both domestic and international partnerships.
Other Assets
Included in other assets are land and buildings that were purchased by the Foundation 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 from the respective accounts, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 6 to 50 years. Assets with a cost basis of $409,966 and $45,627, along with the related accumulated depreciation, were retired during 2006 and 2005, respectively.

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>8,329,157</td>
<td>8,282,546</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(4,587,803)</td>
<td>(4,618,183)</td>
</tr>
<tr>
<td></td>
<td>$4,139,206</td>
<td>$4,062,215</td>
</tr>
</tbody>
</table>

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.

Operating Leases
The Foundation has non-cancelable operating leases for certain office equipment. These leases are for terms of one to five years. Aggregate minimum future rental payments under non-cancelable operating leases having remaining terms in excess of one year as of December 31, 2006, total $82,078. Lease expense for the years 2006 and 2005 amounted to $50,537 and $56,921, respectively.

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.

Recent Accounting Pronouncements
Statement No. 157, Fair Value Measurements — In September 2006, the Financial Accounting Standards Board (“FASB”) issued Statement No. 157. In order to address the diversity in practice that exists due to the different definitions of fair value and the limited guidance for applying those definitions, this statement defines fair value, establishes a framework for measuring fair value and expands disclosures about fair value measurements. SFAS 157 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. SFAS 157 is effective for years beginning after November 15, 2007, although early adoption is permitted. The Foundation is assessing the impact the application of SFAS 157 will have on its financial statements, although, since most assets are already stated at fair value, it is not expected to have a significant impact.

Statement No. 159, The Fair Value Option for Financial Assets and Financial Liabilities — Including an amendment of FASB Statement No. 115 — In February 2007, the FASB issued Statement No. 159. SFAS 159 permits entities that elect the fair value provisions of SFAS 157 to choose to measure many financial instruments and certain other items at fair value. It also provides the opportunity to mitigate volatility, in reported earnings caused by measuring related assets and liabilities differently, without having to apply complex hedge accounting provisions. Accordingly, unrealized gains and losses on items for which the fair
value option has been elected will be reported in earnings. SFAS 159 is effective for years beginning after November 15, 2007. However, for the Foundation, early adoption is permitted as of January 1, 2007, provided the Foundation also elects to apply the provisions of SFAS 157. The Foundation is assessing the impact the application of SFAS 159 will have on its financial statements, although, since most assets are already stated at fair value, it is not expected to have a significant impact.

**Statement No. 158, Employer’s Accounting for Defined Benefit Pension and Other Postretirement Plans** — In September 2006, the FASB issued Statement No. 158. SFAS 158 requires an employer to fully recognize the over- or under-funded status of a defined benefit postretirement plan as an asset or liability in its statements of financial position and to recognize changes in that funded status in the year in which the changes occur through changes in unrestricted net assets. This statement also improves financial reporting by requiring an employer to measure the funded status of a plan as of the date of its year-end statements of financial position. For the Foundation, SFAS 158 will require the funded status of the defined benefit and other postretirement plans in the statements of financial position for the year ending December 31, 2007.

Based on the funded status of the Foundation’s defined benefit and other postretirement plans as of December 31, 2006, the Foundation would be required to increase its net liabilities for pension and postretirement healthcare plans, which would result in a decrease in unrestricted net assets of approximately $7.0 million. The actual impact of implementing this standard will vary from the estimated impact, as the ultimate amounts recorded will depend on a number of assumptions, including, but not limited to, the discount rates in effect at the measurement date, the actual rate of return on plan assets for the year then ended, and the impact of expected pension contributions during the year. Changes in these assumptions would increase or decrease the impact of adopting SFAS 158.

**FASB Interpretation No. 48, Accounting for Uncertainty in Income Taxes — An interpretation of FASB Statement No. 109** — In June 2006, the FASB issued Interpretation No. 48. This interpretation clarifies the accounting for uncertainty in income taxes recognized in an organization’s financial statements in accordance with FASB Statement 109, Accounting for Income Taxes. This interpretation prescribes a recognition threshold and measurement attributes for the financial statement recognition and measurement of a tax position taken or expected to be taken in an income tax return. FIN 48 is effective for the Foundation’s year ending December 31, 2007. The Foundation does not expect this impact to be significant.

**Reclassifications**

Certain amounts in the 2005 statements have been reclassified to conform to the 2006 statements. Investment holdings in the amount of $17.8 million have been reclassified from investments in equities to investments in partnerships, consistent with their classification in 2006 on the statements of financial position. Further, on the statements of activity, the change in market value of investments has decreased by $4.8 million, with a corresponding increase to the change in market value of limited partnerships in the amount of $4.0 million and in partnership income of $0.8 million for 2005 in regards to this same investment reclassification. The statements of cash flows and investment-related footnote were also reclassified as applicable. Total investments, total assets, unrestricted net assets and the change in net assets for 2005 remained the same as originally reported.

**C. Investments**

Investments held at December 31, 2006 and 2005, were as follows (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Market Value</td>
<td>Cost Basis</td>
</tr>
<tr>
<td>Equities</td>
<td>$ 1,954,146</td>
<td>$ 1,305,558</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>312,133</td>
<td>321,545</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>10,804</td>
<td>10,615</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>174,432</td>
<td>174,432</td>
</tr>
<tr>
<td></td>
<td>$ 2,451,515</td>
<td>$ 1,812,150</td>
</tr>
</tbody>
</table>
D. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code ("IRC"), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2006 and 2005. The deferred excise tax provision is calculated assuming a 2% rate and is based on the projected gains that assume complete liquidation of all assets.

The liability for excise tax is comprised of the following:

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax receivable</td>
<td>(441,038)</td>
<td>(179,260)</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>13,112,986</td>
<td>13,322,633</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,671,948</strong></td>
<td><strong>13,143,373</strong></td>
</tr>
</tbody>
</table>

The deferred excise tax represents the tax on unrealized marketable security and partnership gains and losses. Excise tax payments of $3,420,000 and $1,557,000 were paid in 2006 and 2005, 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, 2006, the Foundation made qualifying distributions in excess of the required minimum distribution of approximately $17 million. Combined with the accumulated under-distribution of $2.4 million as of December 31, 2005, the Foundation will have approximately $14.6 million that can be carried forward and applied to the minimum distribution requirement over the next five years.

E. Grants Payable

Grants payable at December 31, 2006, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010-12</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$8,422,443</td>
<td>$2,231,729</td>
<td>$182,000</td>
<td>$2,000</td>
<td>$10,838,172</td>
</tr>
<tr>
<td>Environment</td>
<td>4,090,507</td>
<td>661,200</td>
<td>209,600</td>
<td>160,000</td>
<td>5,121,307</td>
</tr>
<tr>
<td>Flint Area</td>
<td>1,213,828</td>
<td>208,507</td>
<td>49,795</td>
<td>0</td>
<td>1,472,130</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>12,558,859</td>
<td>2,379,498</td>
<td>0</td>
<td>0</td>
<td>14,938,357</td>
</tr>
<tr>
<td>Other*</td>
<td>250,000</td>
<td>2,200,000</td>
<td>3,000,000</td>
<td>13,000,000</td>
<td>18,450,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>26,535,637</td>
<td>7,680,934</td>
<td>3,441,395</td>
<td>13,162,000</td>
<td>50,819,966</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>250,000</td>
<td>585,383</td>
<td>504,566</td>
<td>3,548,550</td>
<td>4,638,499</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26,535,637</strong></td>
<td><strong>7,095,551</strong></td>
<td><strong>2,936,292</strong></td>
<td><strong>9,613,450</strong></td>
<td><strong>46,181,467</strong></td>
</tr>
</tbody>
</table>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $1,787,000 and $2,884,738 as of December 31, 2006 and 2005, respectively.

*Includes Exploratory and Special Projects.
Grant activity, including the Matching Gift Program, for the years ended December 31, 2006 and 2005, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants payable, January 1</td>
<td>$64,460,218</td>
<td>$53,163,021</td>
</tr>
<tr>
<td>Grants approved</td>
<td>$108,420,325</td>
<td>$124,631,578</td>
</tr>
<tr>
<td></td>
<td>$172,880,543</td>
<td>177,794,599</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>$26,950,762</td>
<td>$27,737,877</td>
</tr>
<tr>
<td>Environment</td>
<td>$21,175,856</td>
<td>$16,815,680</td>
</tr>
<tr>
<td>Flint Area</td>
<td>$24,331,887</td>
<td>$23,327,247</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>$39,088,821</td>
<td>$41,460,571</td>
</tr>
<tr>
<td>Other*</td>
<td>$10,513,251</td>
<td>$3,993,006</td>
</tr>
<tr>
<td></td>
<td>$122,060,577</td>
<td>113,334,381</td>
</tr>
<tr>
<td>Undiscounted Grants payable, December 31</td>
<td>$50,819,966</td>
<td>$64,460,218</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts in ($000)</td>
<td>2006</td>
<td>2005</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$27,829</td>
<td>$25,215</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>$23,079</td>
<td>$16,022</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(4,750)</td>
<td>$(9,193)</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>$1,930</td>
<td>$0</td>
</tr>
<tr>
<td>Intangible asset included with other assets</td>
<td>0</td>
<td>1,183</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(2,347)</td>
<td>$(4,996)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(417)</td>
<td>$(3,813)</td>
</tr>
<tr>
<td>Net periodic benefit cost</td>
<td>$1,760</td>
<td>$1,651</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>4,799</td>
<td>3,318</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>(280)</td>
<td>(169)</td>
</tr>
</tbody>
</table>

Benefit Obligations
The accumulated benefit obligation of the nonqualified pension plan was $1,864,373 and $1,725,728 as of December 31, 2006 and 2005, respectively. The accumulated benefit obligation of the qualified plan was $21,511,298 and $18,782,692 as of December 31, 2006 and 2005, respectively.
Asset Holdings
A summary of asset holdings in the pension plan as of December 31, 2006, is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percentage of Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>55.1%</td>
</tr>
<tr>
<td>International stock</td>
<td>14.1%</td>
</tr>
<tr>
<td>Real estate</td>
<td>9.0%</td>
</tr>
<tr>
<td>Bonds</td>
<td>21.8%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The assumptions used in the measurement of the Foundation's benefit obligations are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2006</td>
<td>2005</td>
</tr>
<tr>
<td>Discount rate</td>
<td>5.90%</td>
<td>5.50%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.00%</td>
<td>8.50%</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>5.00%</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 9% in the per capita cost of healthcare was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5.00% by year 2014.

Expected Contributions
The Foundation expects to contribute $4,403,440 to its pension plans and $244,581 to its postretirement medical plan in 2007. For the unfunded plans, contributions are deemed equal to expected benefit payments.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Healthcare</th>
<th>Postretirement Medicare Part D Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$1,223,440</td>
<td>$244,581</td>
<td>$22,221</td>
</tr>
<tr>
<td>2008</td>
<td>$1,033,440</td>
<td>$263,846</td>
<td>$23,305</td>
</tr>
<tr>
<td>2009</td>
<td>$1,033,440</td>
<td>$303,363</td>
<td>$26,429</td>
</tr>
<tr>
<td>2010</td>
<td>$1,073,440</td>
<td>$325,768</td>
<td>$28,179</td>
</tr>
<tr>
<td>2011</td>
<td>$1,263,440</td>
<td>$368,248</td>
<td>$30,638</td>
</tr>
<tr>
<td>2012-2016</td>
<td>$10,497,200</td>
<td>$2,562,566</td>
<td>$232,956</td>
</tr>
</tbody>
</table>

Defined Contribution 401(k) Plan
In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2006 and 2005, the Foundation contributed $231,355 and $240,875 to the plan, respectively.
## Administration & Investment Expenses

<table>
<thead>
<tr>
<th></th>
<th>Administration Total</th>
<th></th>
<th>Investment Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 7,119,007</td>
<td>$ 7,048,711</td>
<td>$ 1,209,522</td>
<td>$ 1,827,395</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>4,170,753</td>
<td>4,120,912</td>
<td>639,354</td>
<td>626,003</td>
</tr>
<tr>
<td>Operations</td>
<td>1,444,467</td>
<td>1,148,803</td>
<td>545,264</td>
<td>302,983</td>
</tr>
<tr>
<td>Professional fees</td>
<td>921,359</td>
<td>872,490</td>
<td>462,648</td>
<td>217,769</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>811,288</td>
<td>840,457</td>
<td>23,630</td>
<td>10,595</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>317,355</td>
<td>350,801</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>$ 14,784,229</td>
<td>$ 14,382,174</td>
<td>$ 2,880,418</td>
<td>$ 2,984,745</td>
</tr>
</tbody>
</table>
BOARD AND COMMITTEES

BOARD OF TRUSTEES
William S. White
   Chairman
William H. Piper
   Vice Chairman
A. Marshall Acuff Jr.
Rushworth M. Kidder
Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard
John Morning
Maryanne Mott
Douglas X. Patiño
John W. Porter
Marise M.M. Stewart
Claire M. White

AUDIT COMMITTEE
John W. Porter
   Chairman
Rushworth M. Kidder
John Morning
Douglas X. Patiño

EXECUTIVE COMMITTEE
William S. White
   Chairman
Webb F. Martin
Maryanne Mott
William H. Piper
John W. Porter

INVESTMENT COMMITTEE
William S. White
   Chairman
A. Marshall Acuff Jr.
Webb F. Martin
Maryanne Mott
William H. Piper

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

Board list as of September 30, 2007
OFFICERS AND STAFF

EXECUTIVE OFFICE

William S. White
President and
Chief Executive Officer

Jean Simi
Executive Assistant and
Corporate Assistant Secretary

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

Lisa R. Maxwell
Senior Administrative Secretary

ADMINISTRATIVE GROUP

Phillip H. Peters
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.M. Chamberlain
Administrative Secretary

Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

Gilbert Medrano
Larry M. Stein
Building Operations Assistants

Grants Administration

Jimmy L. Krause
Director, Grants Administration
and Assistant Treasurer

Mary A. Gailbreath
Manager, Grants Administration

Cindy S. Compeau
S. Renee Jackson
Grants Accountants

Mary Beth Smith
Administrative Secretary,
Program Review Committee

Jean M. Bamberg
Administrative Assistant

Deborah K. Reid
Secretary

Human Resources

Julie M. Flynn
Human Resources Manager

Ona Kay Goza
Administrative Secretary

Jill A. Powell
Word Processing Supervisor

Kim R. McDonald
Word Processor

Teresa A. Littlejohn
Receptionist

Information Services

Gavin T. Clabaugh
Vice President - Information Services

Ryburn L. (John) Brown
Manager, Information Services

Michael L. Wright
Senior Systems Engineer

Linda L. Davidson
User Coordinator

Eve C. Brown
Librarian

Glen A. Birdsall
Associate Librarian

Julie A. Scapelliti
Secretary/Help Desk Coordinator

INVESTMENTS

Michael J. Smith
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Paul H. McVey
Stephen W. Vessells
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and IS Coordinator

Margaret H. Hubble
Senior Administrative Assistant

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Assistant Investment Administrator

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Laura Franco
Administrative Assistant

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Diane E. M. Gildner
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Rebecca S. Fedewa
Associate Program Officer

Sandra J. Smith
Judy L. Wallace
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continued
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Foundation Liaison, Office of Gov. Jennifer M. Granholm, State of Michigan (formerly Program Director, Flint Area program)

Carol D. Rugg  
Director of Communications, Fund for Innovation, Effectiveness, Learning and Dissemination, part of The Aspen Institute (formerly Senior Communications Officer)

* No longer with the Foundation
1 Shared with Programs
2 Shared with Pathways Out of Poverty program
3 Shared with Civil Society and Flint Area programs
4 Shared with South Africa office
5 Shared with Flint Area and Pathways Out of Poverty programs
6 Shared with Grants Administration
7 Shared with Civil Society, Flint Area and Pathways Out of Poverty programs

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Civil Society program (Belarus, Moldova, Ukraine)

Darlene F. Wood  
Administration

Staff list as of September 30, 2007
Our Values
Charles Stewart Mott's central belief in the partnerships 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 two very specific program areas, the Foundation works to fulfill its mission of supporting efforts that promote a just, equitable, and sustainable society.

Inherent in all grantmaking are certain values:
- Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights;
- Developing leaders and to build upon the needs and values of people and to inspire the aspirations and potential of others;
- Treating the diversity of life to maintain a sustainable and physical environment.

Our Code of Ethics

For the common good we serve with selfless action. Integrity in our actions, responsibility for our decisions and their consequences.

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

Program Snapshot

Vision: The Charles Stewart Mott Foundation affirms its 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 through the entire ambit of the Foundation's portfolios.

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

Goal | Objective
--- | ---
Civil Society | Mission: To support efforts to in democratic instruction building, strengthen 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 broader its grantmaking over time to reflect changing national and world conditions.
- 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 broadening its grantmaking over time to reflect changing national and world conditions.

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 vital local ecosystems in North America and around the world.
- Conservation of freshwater ecosystems in North America.
- International finance for sustainability.

Flint Area | Mission: To foster a well-functioning community that is capable of shaping the economic, social and local challenges ahead.
- Arts, Culture and Education.
- Community revitalization and economic development.

Pathways Out of Poverty | Mission: To support unusual and unique approaches addressing significant national and international problems.
- Expanding Economic Opportunity.
- Building Organized Communities.

Exploratory & Special Projects | Mission: To support unusual and unique approaches addressing significant national and international problems.
- Bicentennial and Predator Control.
- Special Initiatives.

Values: Respect for the communities we work with and serve; Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights; We are committed to act responsibly toward the communities in which we work and for the benefit of the communities we serve.

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Charles Stewart Mott’s central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of its grantmaking, the Foundation has refined and broadened its grantmaking over time to reflect changing national and world conditions. Through its programs of Civil Society, Environment, Flint Area and Pathways Out of Poverty, and four more specific program areas, the Foundation works to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all 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;
- Respecting the diversity of life to maintain a sustainable human and physical environment.

O U R C O D E O F E T H I C S

Our code of Ethics is an integral part of our culture and is a reflection of our values, mission, and goals. We believe that our organization’s success is dependent on the ethical conduct of all our employees. Our Code of Ethics is intended to provide guidance regarding ethical conduct and to promote a culture of integrity and accountability.

- Respect for the communities we work with and serve;
- Integrity in our actions; Responsibility for our decisions and their consequences.

We are committed to:
- Assess conflicts of interest and the appropriate handling of actual or apparent conflicts of interest in our relationships.
- Treat our grantees fairly and to treat every individual with dignity and respect.
- Avoid conflicts of interest and the appropriate handling of actual or apparent conflicts of interest in our relationships.
- Maintain confidentiality for the personal and professional information of others.
- Respect the diversity of life to maintain a sustainable human and physical environment.
- Be responsible, transparent, and accountable for all of our actions.
- Promote the accountability, transparency, ethical conduct, and effectiveness of the nonprofit field.

P R O G R A M S N A P S H O T

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

Goal: Improve the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIVIL SOCIETY</td>
<td>Missions: To support efforts in the United States to strengthen, in people and their organizations, what is in partnership with the rest of the human race — which is in partnership with the rest of the human race — promoting the social and economic empowerment of all individuals and communities to preserve fundamental democratic principles and rights.</td>
</tr>
<tr>
<td>ENVIRONMENT</td>
<td>Missions: To support the efforts of its mission of supporting efforts that promote a just, equitable and sustainable society.</td>
</tr>
<tr>
<td>FLINT AREA</td>
<td>Missions: To support the efforts of its mission of supporting efforts that promote a just, equitable and sustainable society.</td>
</tr>
<tr>
<td>PATHWAYS OUT OF POVERTY</td>
<td>Missions: To support the efforts of its mission of supporting efforts that promote a just, equitable and sustainable society.</td>
</tr>
<tr>
<td>EXPLORATORY &amp; SPECIAL PROJECTS</td>
<td>Missions: To support unusual or unique approaches to addressing significant national and international problems (proposals are by invitation only; unsolicited proposals are discouraged).</td>
</tr>
</tbody>
</table>

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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.”

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

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

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

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

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