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 those individuals express their faith, their ideals and their concern for fellow men ....

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

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

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

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

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

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

From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond its home city.
**Vision:** The Charles Stewart Mott Foundation affirms its founder’s vision of a world in which each of us is in partnership with the rest of the human race — where each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

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

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<tr>
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<td><strong>CIVIL SOCIETY</strong></td>
<td>- Central/Eastern Europe and Russia</td>
</tr>
<tr>
<td><strong>Mission:</strong> To support efforts to assist in democratic institution building, strengthen communities, promote equitable access to resources, and ensure respect of rights and diversity.</td>
<td>- South Africa</td>
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<td></td>
<td>- United States</td>
</tr>
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<td>- Special Initiatives – International</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>- Conservation of Freshwater Ecosystems</td>
</tr>
<tr>
<td><strong>Mission:</strong> To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.</td>
<td>- International Finance for Sustainability</td>
</tr>
<tr>
<td></td>
<td>- Special Initiatives</td>
</tr>
<tr>
<td><strong>FLINT AREA</strong></td>
<td>- Arts, Culture and Education</td>
</tr>
<tr>
<td><strong>Mission:</strong> To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.</td>
<td>- Community Revitalization and Economic Development</td>
</tr>
<tr>
<td></td>
<td>- Special Initiatives</td>
</tr>
<tr>
<td><strong>PATHWAYS OUT OF POVERTY</strong></td>
<td>- Improving Community Education</td>
</tr>
<tr>
<td><strong>Mission:</strong> To identify, test and help sustain pathways out of poverty for low-income people and communities.</td>
<td>- Expanding Economic Opportunity</td>
</tr>
<tr>
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<td>- Building Organized Communities</td>
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<td><strong>EXPLORATORY &amp; SPECIAL PROJECTS</strong></td>
<td>- Historically and Predominantly Black Colleges and Universities</td>
</tr>
<tr>
<td><strong>Mission:</strong> To support unusual or unique opportunities addressing significant national and international problems.</td>
<td>- Special Projects</td>
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<td>(Proposals are by invitation only; unsolicited proposals are discouraged.)</td>
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Since we were established in 1926, and for many years thereafter, the Foundation focused on funding issues that our founder, Charles Stewart Mott, cared deeply about in his adopted hometown of Flint, Michigan. These included community education, the well-being of children and the quality of life.

Today, eight decades later, we remain based in this mid-size, often-struggling Midwest community. Over the years we have found additional ways to express our concern for children, families and communities, starting first in Flint and then expanding throughout Michigan and the U.S.

We also have been able to be responsive to opportunities arising from world events.

Our historic interest and practical expertise in fostering citizen participation and community engagement led us to fund projects in South Africa, Central/Eastern Europe and Russia beginning in the late 1980s.

There are common conceptual threads and core values that run through our grantmaking. When joined together, they create a whole cloth.

The most basic of these is our belief in the importance of individuals. We always have placed our grantmaking investments on the passionate and experienced people who guide the day-to-day work of organizations that we support.

At the same time, people create communities of all sorts — geographic, intellectual and spiritual, to name three — and each of those has the potential to improve lives, to address an issue and to engage citizens from different walks of life in a shared cause across a community or even the globe.

Whether we are discussing our grantmaking efforts to promote community philanthropy in Poland, protect endangered watersheds in the Great Lakes, encourage sustainable development in Latin America, or help create jobs and economic opportunity in our hometown and home state, you will find investments in individuals and their communities.

There are also clear, evolutionary lines that bind our contemporary grantmaking to previous eras and generations of the Foundation’s work. For example, you still can find elements of community education and community schools in many of today’s programs, not only in our home community but also across the nation and even internationally.

And we have been willing to stay the course with a program or idea for a lengthy period, which could be either...
years or decades, and we don’t apologize for this approach.

Scattered throughout this annual report is a collection of brief features that reflect this commitment to staying with a program or idea for the long term.

One of the strongest links can be found in our current support of afterschool programs in Genesee County (where Flint is located) and the U.S., and community schools in Central/Eastern Europe. Both echo our earliest efforts to create community schools in the 1930s in Flint, and then to spread this concept throughout Michigan, the U.S. and selected parts of the world.

OUR INTEREST IN PROTECTING AND SUSTAINING THE HEALTH OF THE GREAT LAKES follows naturally from our location in Michigan and our recognition of the important roles the Lakes play as a vital economic, natural and recreational resource. Grantmaking in support of water-quality issues was inaugurated in 1976, with a special focus on supporting U.S.-Canadian initiatives to improve and protect the Lakes. In addition, we have supported projects designed to manage and preserve fragile land areas, including shorelines and wetlands; and to strengthen citizen awareness and involvement in Great Lakes environmental issues. Since January 1998, we have made grants totaling $82.7 million to benefit the Lakes.

Helping families — including those from low-income, low-skilled households — succeed in the labor market is rooted in our early grantmaking, including support in the early 1940s for job-training programs in our home community. Today, we are funding efforts to retrain Michigan workers displaced by the continuing decline in the state’s manufacturing-based economy.

Workforce development was adopted as a formal grantmaking strategy in 1978, and more than $171 million in related grants have been made since. The strategy remains one cornerstone of our anti-poverty grantmaking.

Our support for community engagement has totaled $117 million since the 1970s, when we first provided a grant to the University of Missouri-St. Louis to create the Independence Plan for Neighborhood Councils in Independence, Missouri. This program was the forerunner to two Flint-based programs, Project USE and Project SNAP, which were both community school-based efforts to engage citizens.

These projects were the predecessors to the Intermediary Support Organization (ISO) program, which started in 1980. Through small grants and technical...
support, this program helps build and strengthen emerging community-organizing initiatives around the country. Overall, this grantmaking has sought to develop leadership and engage residents — particularly those in low-income and underserved neighborhoods — in the public decisionmaking processes that shape their lives.

As you continue through this report covering our 2007 activities, you will find information on our grantmaking programs beginning on page 7. Within each program are features and links to additional Web-based material, organized around 12 cross-cutting issues: afterschool, citizen participation, community organizing, freshwater ecosystems, income security, philanthropy and the nonprofit sector, race and reconciliation, sustainable development, transitional justice, vulnerable youth, and workforce development.

We hope you can take the time to explore this content and to visit us online at Mott.org for richer detail.

In addition to program information, you will find data on the Foundation’s finances and investments, both online and in the section beginning on page 41. In 2007, our assets experienced modest growth, reaching $2.71 billion on December 31, 2007, compared with $2.63 billion a year earlier. On this page, a chart, “Total Assets at Market Value & Total Assets in 2007 Dollars,” tracks our asset performance since 1963.

Governance
On January 1, 2008, we expanded both our Board of Trustees and the Foundation’s Investment Committee.

Charlie Nelms, chancellor of North Carolina Central University in Durham and former chancellor of the University of Michigan-Flint, was elected to the Board of Trustees. His expertise in higher education, his familiarity with our hometown, and his deep interest in children and youth are much appreciated.

Elizabeth T. Frank, who has almost four decades of experience in investment management and finance, was appointed to the Investment Committee. She also serves on the investment committees of several nonprofits, educational institutions, foundations and retirement funds on the
East Coast. Her extensive expertise has been, and will continue to be, invaluable in helping advise the Foundation’s investment operations.

Also this year, two veteran, mid-level managers left for exciting new opportunities.

Kevin F. Walker, Associate Vice President for Programs (Flint Area and Pathways Out of Poverty), was appointed president and chief executive officer of the Northwest Area Foundation in St. Paul, Minnesota.

Lois R. DeBacker, Associate Vice President for Programs (Civil Society and Environment), joined the Kresge Foundation in Troy, Michigan, as program director where she is guiding the development and implementation of Kresge’s new environment program.

We wish them every success in these new ventures.

Since late 2007 three key employees, one in communications and two in the investment office, have retired.

In September 2007, Margaret (Marge) H. Hubble, Senior Administrative Assistant and a 32-year veteran of the investment office, retired at the ripe young age of 89. Marge helped set up the Foundation’s first investment office in 1975, and only reluctantly decided to retire. We miss her impeccable skills, dependability and good humor.

Donald F. Dahlstrom, Senior Communications Officer, left the staff in late May after 17 years with Mott. During this time, he was responsible for the creation of a long list of award-winning publications and reports.

Investment Manager Paul H. McVey retired in late July. During his 26 years of service, Paul was responsible for public equities, and was instrumental in diversification into international equities markets. He also managed equities in various industries as well as the Foundation’s proxy voting.

We thank Marge, Don and Paul for their contributions, and wish them many fulfilling and enjoyable years of retirement.

William S. White
President
"The difference between a community school and a traditional school lies in the fruitful cooperation of a school and its community. Only in cooperation with all the institutions of a community is it possible for that community to solve its own problems."

– NATALYA KLOKAR

Volunteers plant a tree at Rozkishna Community School in Rozkishna, Ukraine.
As a high school principal in Ukraine, Natalya Klokar noticed that few parents, business owners or local authorities ever visited the schools in her homeland. Yet, she knew there had to be a way to attract interest in something as valuable as education.

The solution came in 2005, when Klokar was introduced to the community school concept.

Community schools can serve as centers of local activities — before, during and after school hours — drawing residents and resources together to improve and strengthen their communities.

“The difference between a community school and a traditional school lies in the fruitful cooperation of a school and its community,” she said.

“Only in cooperation with all the institutions of a community is it possible for that community to solve its own problems.”

Klokar is now rector (director) of the Kyiv Regional In-Service Teacher Training Institute and a contract teacher trainer for Ukrainian Step by Step Foundation (USSF), which is located in the nation’s capital of Kyiv.

Through her association with USSF, Klokar exchanges ideas and experiences with principals, vice-principals and teachers who are implementing the community school concept throughout the Kyiv region.

Established as an independent nonprofit foundation in 1999, USSF has received five Mott Foundation grants totaling $707,000 through its Civil Society program to promote community school development and encourage citizen participation. Mott’s community education grantmaking began in the 1930s in its hometown of Flint, Michigan.

USSF provides guidance, training and technical assistance to about 170 Ukrainian community schools that operate in 14 of the nation’s 27 regions.

Community schools could easily top the 200 mark in a few years, says USSF’s director, Natalia Sofiy.

For her, the reason why community schools are well received and successful in Ukraine — and in Russia and many other countries in Central/Eastern Europe — is because they make so much sense.

“Traditional schools already have interaction between school directors [principals] and teachers, but they don’t have input from community members or student representatives,” Sofiy said.

“That’s what makes community schools different. There is a sense of ownership about what happens in their schools and their communities. It is done by the community and for the community.”

Typically, people from the public, private and nonprofit sectors sit alongside other local citizens, school personnel, parents and students to make decisions about matters related to their community’s future. Together they design and then implement a variety of community programs and projects.

Sofiy points to the Borivka elementary school as a good example. Through that school, local residents have revived folk traditions — such as dance, music and crafts — and also developed programs that promote healthy lifestyles.

The school is open seven days a week and used by people ranging in age from 5 to 85.

Borivka is only one of many community schools in the Kyiv region and the number continues to climb, Sofiy says, her voice rising with excitement.

“Schools have an abundance of human resources,” she said, “so they can act as the leaders, the promoters, the catalysts for community development.”
Central/Eastern Europe and Russia

**EU New Member States**

Academy for the Development of Philanthropy in Poland
Warsaw, Poland
$600,000 - 36 mos.
Community foundation development fund

Association of Slovak Community Foundations
Bratislava, Slovakia
$50,000 - 24 mos.
Institutional development

**Bulgarian Donors’ Forum**
Sofia, Bulgaria
$75,000 - 36 mos.
General purposes

**Bulgarian Environmental Partnership Foundation**
Sofia, Bulgaria
$93,950 - 28 mos.
Endowment building

**Children of Slovakia Foundation**
Bratislava, Slovakia
$240,000 - 36 mos.
General purposes

**Community Foundation Sibiu**
Sibiu, Romania
$100,000 - 24 mos.
“Dialog” program

**Ekopols Foundation**
Banská Bystrica, Slovakia
$1,030,000
Environmental Partnership for Central Europe endowment

Environmental Partnership Foundation
Budapest, Hungary
$600,000 - 36 mos.
Environmental Partnership for Central Europe

Eroforras Foundation (United Way Hungary)
Budapest, Hungary
$100,000 - 24 mos.
General purposes

**Foundation for Local Government Reform**
Sofia, Bulgaria
$150,000 - 24 mos.
Institutional development

**Hungarian Donors Forum**
Sofia, Bulgaria
$75,000 - 36 mos.
General purposes

**Local Activity Support Center - CAL Association**
Warsaw, Poland
$180,000 - 36 mos.
General purposes

**National Alliance for Volunteer Action**
Plovdiv, Bulgaria
$90,000 - 24 mos.
Rebirth of volunteerism in Bulgaria

**National Association of Citizens Advice Bureaux**
Bucharest, Romania
$100,000 - 24 mos.
General purposes

Open Society Foundation
Bratislava, Slovakia
$150,000 - 24 mos.
Institutional development

PACT - Partnership for Community Action and Transformation Foundation
Bucharest, Romania
$120,000 - 24 mos.
General purposes

**Polish Donors Forum**
Warsaw, Poland
$80,000 - 30 mos.
General purposes

**Society for the Study of the Nonprofit Sector**
Brno, Czech Republic
$110,000 - 36 mos.
Center for Nonprofit Sector Research

**United Way Romania**
Bucharest, Romania
$100,000 - 24 mos.
General purposes

Subtotal: $4,043,950
EU New Member States

**South Africa**

**Nonprofit Sector and Philanthropy**
$1,900 - 20 mos.

**Rights, Responsibilities and Participation**
$1,650 - 18 mos.

**Race and Ethnic Relations**
$548 - 5 mos.

**Special Opportunities**
$680 - 2 mos.

**United States**

**Nonprofit Sector Effectiveness and Accountability**
$2,374 - 17 mos.

**Racial/Ethnic Diversity in Philanthropy**
$1,235 - 16 mos.

**Nonprofit Sector Research**
$1,360 - 7 mos.

**Race and Ethnic Relations**
$109 - 2 mos.

**Special Opportunities**
$345 - 2 mos.

**Special Initiatives - International**

**Nonprofit Sector and Philanthropy**
$2,505 - 14 mos.

**Special Opportunities**
$300 - 2 mos.

**TOTALS**
$25,983 - 186 mos.
Belgrade Fund for Political Excellence
Belgrade, Serbia
$200,000 - 24 mos.
General purposes

CARE USA
Atlanta, GA
$100,000 - 12 mos.
Strengthening civil society in Bosnia and Herzegovina and Croatia

Center for Regionalism
Novi Sad, Serbia
$55,000 - 24 mos.
General purposes

Centers for Civic Initiatives - Tuzla
Tuzla, Bosnia and Herzegovina
$100,000 - 24 mos.
General purposes

Centre for Peace, Nonviolence and Human Rights Osijek
Osijek, Croatia
$60,000 - 24 mos.
General purposes

Coalition for Promotion and Protection of Human Rights
Osijek, Croatia
$60,000 - 24 mos.
General purposes

Documenta
Zagreb, Croatia
$100,000 - 24 mos.
General purposes

East-West Management Institute
New York, NY
$80,000 - 12 mos.
Kosovo Task Force
$50,000 - 7 mos.
Developing a strategy for Kosovo’s first 120 days

Foundation for Democratic Initiatives
Gjokova, Kosovo
$200,000 - 24 mos.
General purposes

GONG
Zagreb, Croatia
$50,000 - 24 mos.
General purposes

Humanitarian Law Center
Belgrade, Serbia
$150,000 - 24 mos.
General purposes

International Commission on Missing Persons
Sarajevo, Bosnia and Herzegovina
$150,000 - 24 mos.
Capacity building for associations of families of missing persons

International Research & Exchanges Board
Washington, DC
$50,000 - 19 mos.
War crimes trials coverage project

Kosova Women’s Network
Pristina, Kosovo
$50,000 - 24 mos.
General purposes

Kosovo Community Development Foundation
Sarajevo, Bosnia and Herzegovina
$205,000 - 24 mos.
General purposes

Multimedia Institute
Zagreb, Croatia
$50,000 - 18 mos.
Sustainable public space management in Croatia

Reconstruction Women’s Fund
Belgrade, Serbia
$40,000 - 24 mos.
Institutional and programmatic development support

Research and Documentation Center
Sarajevo
Sarajevo, Bosnia and Herzegovina
$100,000 - 24 mos.
General purposes

Transfuse Association
Berlin, Germany
$50,000 - 24 mos.
General purposes

Women in Black
Belgrade, Serbia
$50,000 - 24 mos.
Confronting the past in Serbia

Youth Initiative for Human Rights
Belgrade, Serbia
$100,000 - 24 mos.
General purposes

Subtotal: $2,250,000

Belgrade, Serbia
$200,000 - 24 mos.
General purposes

Atlanta, GA
$100,000 - 12 mos.
Strengthening civil society in Bosnia and Herzegovina and Croatia

Belgrade, Serbia
$55,000 - 24 mos.
General purposes

Belgrade, Serbia
$100,000 - 24 mos.
General purposes

Osijek, Croatia
$60,000 - 24 mos.
General purposes

Osijek, Croatia
$60,000 - 24 mos.
General purposes

Zagreb, Croatia
$100,000 - 24 mos.
General purposes

New York, NY
$80,000 - 12 mos.
Kosovo Task Force
$50,000 - 7 mos.
Developing a strategy for Kosovo’s first 120 days

Belgrade, Serbia
$200,000 - 24 mos.
General purposes

Zagreb, Croatia
$50,000 - 24 mos.
Sustainable public space management in Croatia

Sarajevo, Bosnia and Herzegovina
$100,000 - 24 mos.
General purposes

Sarajevo, Bosnia and Herzegovina
$150,000 - 24 mos.
General purposes

Sarajevo, Bosnia and Herzegovina
$150,000 - 24 mos.
Capacity building for associations of families of missing persons

Washington, DC
$50,000 - 19 mos.
War crimes trials coverage project

Pristina, Kosovo
$50,000 - 24 mos.
General purposes

Sarajevo, Bosnia and Herzegovina
$205,000 - 24 mos.
General purposes

Sarajevo, Bosnia and Herzegovina
$100,000 - 24 mos.
General purposes

Belgrade, Serbia
$40,000 - 24 mos.
Institutional and programmatic development support

Sarajevo, Bosnia and Herzegovina
$100,000 - 24 mos.
General purposes

Kosovo, Serbia
$50,000 - 24 mos.
General purposes

Belgrade, Serbia
$100,000 - 24 mos.
General purposes

Western Balkans

Dortmund, Germany
$155,000 - 36 mos.
Encouraging development of non-governmental organizations in Belarus

Moscow, Russia
$150,000 - 36 mos.
Training ethnic communities to protect their rights

Academy for the Development of Philanthropy in Poland

Issues: Citizen Participation & Philanthropy/Nonprofit Sector

“In socialism — what Westerners call ‘communism’ — the state is large and overprotective of its citizens and restrains space for civic engagement, but community foundations welcome citizen involvement. We want community foundations to develop and grow their human, social and financial assets. We want their growth to be solid and long-term.”

— PAWEL LUKASIAK, director, Academy for the Development of Philanthropy

Read how the academy in Warsaw has helped develop community foundations throughout Poland, and has started a regional fund to help grow and mature community foundations in Czech Republic, Hungary and Slovakia.

Academy for the Development of Philanthropy in Poland
Issues: Citizen Participation & Philanthropy/Nonprofit Sector

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<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for the Support of Democratic Youth Initiatives</td>
<td>Perm, Russia</td>
<td>$125,000</td>
<td>24 mos.</td>
<td>Volunteerism development in the Primorsky Federal District</td>
</tr>
<tr>
<td>Citizens’ Watch</td>
<td>St. Petersburg, Russia</td>
<td>$150,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Network OPORA</td>
<td>Kyiv, Ukraine</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Space</td>
<td>Kyiv, Ukraine</td>
<td>$100,000</td>
<td>36 mos.</td>
<td>Institutional development</td>
</tr>
<tr>
<td>Civil Society Institute</td>
<td>Kyiv, Ukraine</td>
<td>$150,000</td>
<td>36 mos.</td>
<td>General purposes</td>
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<tr>
<td>Committee of Voters of Ukraine</td>
<td>Kyiv, Ukraine</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Community Foundation Partnership</td>
<td>Tagliatell, Russia</td>
<td>$150,000</td>
<td>36 mos.</td>
<td>Institutional development</td>
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<tr>
<td>Constructive Approach Foundation</td>
<td>Moscow, Russia</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Democratic Initiatives Charitable Foundation</td>
<td>Kyiv, Ukraine</td>
<td>$90,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Eurasia Foundation</td>
<td>Washington, DC</td>
<td>$50,000</td>
<td>5 mos.</td>
<td>Support for monitoring of parliamentary elections in Ukraine</td>
</tr>
<tr>
<td>Foundation for Independent Radio Broadcasting</td>
<td>Moscow, Russia</td>
<td>$300,000</td>
<td>36 mos.</td>
<td>Participatory radio to help community development in Russia</td>
</tr>
<tr>
<td>Krasnoyarsk Center for Community Partnerships</td>
<td>Krasnoyarsk, Russia</td>
<td>$220,000</td>
<td>36 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>New Eurasia Foundation</td>
<td>Moscow, Russia</td>
<td>$250,000</td>
<td>24 mos.</td>
<td>Community schools in Russia</td>
</tr>
<tr>
<td>Open Society Foundation - Ukraine</td>
<td>Kyiv, Ukraine</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Pacific Environment</td>
<td>San Francisco, CA</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Stimulating civil society to protect environment in Russian Far East and Siberia</td>
</tr>
<tr>
<td>Perm Civic Chamber</td>
<td>Perm, Russia</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>Promote civic awareness</td>
</tr>
<tr>
<td>Princes-Benefactors Ostroiskiy Foundation</td>
<td>Rivne, Ukraine</td>
<td>$100,000</td>
<td>36 mos.</td>
<td>Developing corporate social responsibility in Ukraine</td>
</tr>
<tr>
<td>Russia Donors Forum</td>
<td>Moscow, Russia</td>
<td>$105,000</td>
<td>34 mos.</td>
<td>Institutional development</td>
</tr>
<tr>
<td>Saint-Petersburg NGO Development Centre</td>
<td>St. Petersburg, Russia</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Step by Step Moldova</td>
<td>Chisinau, Moldova</td>
<td>$240,000</td>
<td>36 mos.</td>
<td>Community school development in Moldova</td>
</tr>
<tr>
<td>Ukrainian Grantmakers Forum</td>
<td>Kyiv, Ukraine</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>Institutional development</td>
</tr>
<tr>
<td>Working Community of Associations of Social Organizations</td>
<td>Warsaw, Poland</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>Belarusian social information bureaus</td>
</tr>
<tr>
<td>CEE/Russia Regional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEE Bankwatch Network</td>
<td>Prague, Czech Republic</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Development School</td>
<td>London, England</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>European Citizen Action Service</td>
<td>Brussels, Belgium</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Information and training program</td>
</tr>
<tr>
<td>European Foundation Centre</td>
<td>Brussels, Belgium</td>
<td>$45,000</td>
<td>36 mos.</td>
<td>Grantmakers East Group</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td></td>
<td>$27,997</td>
<td>12 mos.</td>
<td>Community education development in Central/Eastern Europe and former Soviet Union</td>
</tr>
<tr>
<td>German Marshall Fund of the United States</td>
<td>Washington, DC</td>
<td>$1,000,000</td>
<td>120 mos.</td>
<td>Black Sea Trust for Regional Cooperation</td>
</tr>
<tr>
<td>Global Network Foundation</td>
<td>Atlanta, GA</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>Central Eurasia Leadership Academy</td>
</tr>
<tr>
<td>London School of Economics and Political Science</td>
<td>London, England</td>
<td>$40,220</td>
<td>24 mos.</td>
<td>Global civil society and transitional justice - Western Balkans case study</td>
</tr>
<tr>
<td>Minority Rights Group International</td>
<td>London, England</td>
<td>$150,000</td>
<td>36 mos.</td>
<td>Diversity and democracy in Southeast Europe</td>
</tr>
<tr>
<td>National Society of Conservationists</td>
<td>Budapest, Hungary</td>
<td>$175,000</td>
<td>24 mos.</td>
<td>Partnership for sustainable development in Central Europe</td>
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<tr>
<td>Project on Ethnic Relations</td>
<td>Princeton, NJ</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Public Interest Law Institute</td>
<td>Budapest, Hungary</td>
<td>$90,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Social Platform</td>
<td>Brussels, Belgium</td>
<td>$20,000</td>
<td>increase</td>
<td>act4Europe Campaign - EU accession countries</td>
</tr>
<tr>
<td>Trust for Civil Society in Central and Eastern Europe</td>
<td>Washington, DC</td>
<td>$60,000</td>
<td>24 mos.</td>
<td>Central/Eastern Europe NGO fellowship program</td>
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<tr>
<td>Ukrainian Step by Step Foundation</td>
<td>Kyiv, Ukraine</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Community schools quality partnership</td>
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<tr>
<td>CEE/Russia Regional</td>
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<tr>
<td>Program Area Total</td>
<td></td>
<td>$13,397,167</td>
<td></td>
<td>Central/Eastern Europe and Russia</td>
</tr>
</tbody>
</table>

**South Africa**

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability Institute South Africa</td>
<td>Johannesburg, South Africa</td>
<td>$70,000</td>
<td>24 mos.</td>
<td>Building accountability capacity in not-for-profit sector to enhance corporate governance</td>
</tr>
<tr>
<td>Charities Aid Foundation-Southern Africa</td>
<td>Johannesburg, South Africa</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>City Year South Africa</td>
<td>Johannesburg, South Africa</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Community Chest of the Western Cape</td>
<td>Cape Town, South Africa</td>
<td>$80,000</td>
<td>24 mos.</td>
<td>Capacity building</td>
</tr>
</tbody>
</table>
Community Development Resource Association  
Cape Town, South Africa  
$100,000 - 24 mos.  
General purposes

DOCKDA Rural Development Agency  
Cape Town, South Africa  
$80,000 - 24 mos.  
General purposes

Foundation for Human Rights  
Pretoria, South Africa  
$150,000 - 24 mos.  
General purposes

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

Harold Wolpe Memorial Trust  
Cape Town, South Africa  
$50,000 - 24 mos.  
General purposes

Nelson Mandela Metropolitan University  
Port Elizabeth, South Africa  
$80,000 - 24 mos.  
Capacity building for Eastern Cape

Pitseng Trust  
Braamfontein, South Africa  
$70,000 - 17 mos.  
General purposes

South African Institute for Advancement  
Cape Town, South Africa  
$100,000 - 24 mos.  
General purposes

Southern African NGO Network  
Braamfontein, South Africa  
$150,000 - 24 mos.  
Technology expansion in nonprofit sector

Sustainability Institute  
Stellenbosch, South Africa  
$80,000 - 24 mos.  
Capacity building for development

Synergos Institute (Southern Africa)  
Cape Town, South Africa  
$150,000 - 24 mos.  
General purposes

Tides Center  
San Francisco, CA  
$10,000 increase  
Africa Grantmakers Affinity Group

Uthungulu Community Foundation  
Richards Bay, South Africa  
$100,000 - 24 mos.  
General purposes

West Coast Community Foundation  
Cape Town, South Africa  
$100,000 - 24 mos.  
General purposes

Women's Hope, Education and Training (WHEAT) Trust  
Cape Town, South Africa  
$100,000 - 24 mos.  
General purposes

Women’sNet  
Johannesburg, South Africa  
$80,000 - 24 mos.  
General purposes

Subtotal: $1,900,000

Nonprofit Sector and Philanthropy

Rights, Responsibilities and Participation

Afesis-corplan  
East London, South Africa  
$100,000 - 24 mos.  
Local government transformation project

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

Black Sash Trust  
Cape Town, South Africa  
$50,000 increase  
Support to paralegal consultative process

Centre for Rural Legal Studies  
Stellenbosch, South Africa  
$100,000 - 24 mos.  
Practical skills training for paralegals

Community Law and Rural Development Centre  
Durban, South Africa  
$40,000 increase  
General purposes

Community Organisation Urban Resource Centre  
Cape Town, South Africa  
$80,000 - 24 mos.  
Building partnerships between organizations of urban poor and local authorities

Education and Training Unit  
Johannesburg, South Africa  
$100,000 - 24 mos.  
Building effective local government and community interface

Electoral Institute of South Africa  
Johannesburg, South Africa  
$120,000 - 24 mos.  
Strengthening democracy at local level

Foundation for Contemporary Research  
Cape Town, South Africa  
$150,000 - 36 mos.  
Good Governance Learning Network

Human Rights Media Trust  
Braamfontein, South Africa  
$30,000 - 9 mos.  
MegaCity project

Impumelelo Innovations Award Trust  
Cape Town, South Africa  
$100,000 - 24 mos.  
Research, training and case studies

Ithembalabantu Community Resource Centres  
Durban, South Africa  
$60,000 - 18 mos.  
General purposes

Participative Development Initiative  
Durban, South Africa  
$50,000 - 12 mos.  
General purposes

Women’s Hope, Educating and Training (WHEAT) Trust  
Issue: Citizen Participation

“We’ve worked with women who don’t even have high school diplomas. Some can’t even read or write, but they are creative enough to make things to sell so they can generate income for their families, and they are passionate about securing the livelihoods of others in their local communities.”

— NOMVUYO DAYILE, director, WHEAT Trust

On Mott’s Web site, WHEAT Trust’s director discusses how the organization’s small grants make a big difference in the lives of South African women and their families.
Planact
Braamfontein, South Africa
$100,000 - 24 mos.
Participatory local governance program

Project for Conflict Resolution and Development
Port Elizabeth, South Africa
$120,000 - 24 mos.
Community transformation and capacity-building program

Trust for Community Outreach and Education
Cape Town, South Africa
$100,000 - 24 mos.
Local government and institution building

University of the Western Cape
Cape Town, South Africa
$100,000 - 24 mos.
Community Law Centre local government project

Upper Karoo Advice and Development Agency
Hopetown, South Africa
$50,000 - 18 mos.
General purposes

North End Museum Trust
Port Elizabeth, South Africa
$98,000 - 24 mos.
General purposes

Subtotal: $1,650,000
Rights, Responsibilities and Participation

Race and Ethnic Relations

Africa Genome Education Institute
Cape Town, South Africa
$50,000 - 24 mos.
Understanding race and skin color

Apartheid Museum
Johannesburg, South Africa
$150,000 - 24 mos.
General purposes

Centre for the Study of Violence and Reconciliation
Johannesburg, South Africa
$100,000 - 24 mos.
Race, violence and citizenship

District Six Museum Foundation
Cape Town, South Africa
$150,000 - 24 mos.
General purposes

South End Museum Trust
Port Elizabeth, South Africa
$98,000 - 24 mos.
General purposes

Subtotal: $548,000
Race and Ethnic Relations

Special Opportunities

Umtapo Centre
Durban, South Africa
$50,000 - 12 mos.
Stini Moodley Leadership Fund

Women Make Movies
New York, NY
$10,000 - 12 mos.
“Life in Grade 12” film documentary

Subtotal: $60,000
Special Opportunities

Program Area Total: $4,158,000
South Africa

United States

Nonprofit Sector Effectiveness and Accountability

Alaska Community Foundation
Anchorage, AK
$40,000 - 12 mos.
Building capacity of philanthropy in Alaska

Blueprint Research & Design Inc.
San Francisco, CA
$80,000 - 15 mos.
Community foundation futures

BoardSource
Washington, DC
$300,000 - 24 mos.
General purposes
$300,000 - 18 mos.
Building Nonprofit Leadership Initiative

Center for Effective Philanthropy
Cambridge, MA
$200,000 - 24 mos.
General purposes

CFLeads
Kansas City, MO
$100,000 - 12 mos.
General purposes

Cleveland Foundation
Cleveland, OH
$5,000 increase
Evaluation of Neighborhoods Small Grants Program

Columbia University in the City of New York
New York, NY
$100,000 - 24 mos.
Oversight and regulation of charitable organizations

Council of Michigan Foundations
Grand Haven, MI
$198,500 - 24 mos.
General purposes

Council on Foundations
Arlington, VA
$265,000 - 12 mos.
General purposes

FSG Social Impact Advisors
Boston, MA
$150,000 - 24 mos.
Community Foundation Insights

Independent Sector
Washington, DC
$400,000 - 12 mos.
General purposes
$100,000 - 8 mos.
National Panel to Strengthen the Nonprofit Sector

National Council of Nonprofit Associations
Washington, DC
$75,000 - 12 mos.
General purposes

Philanthropy Roundtable
Washington, DC
$60,000 - 24 mos.
General purposes

Subtotal: $2,373,500
Nonprofit Sector Effectiveness and Accountability

Urban Institute

Issue: Philanthropy/Nonprofit Sector

“[990 Online] is easier, it’s secure, it’s more cost-effective and it yields better-quality data. It’s a win-win situation for charities and for the IRS.”

— THOMAS POLLAK, program director, Urban Institute's National Center for Charitable Statistics

Visit Mott’s Web site to read how 990 Online, an easy-to-use, Web-based software system, is changing the way nonprofit organizations of all sizes are preparing their Form 990s and 990-EZs tax returns.
Racial/Ethnic Diversity in Philanthropy

Arab Community Center for Economic and Social Services (ACCESS)
Dearborn, MI
$80,000 - 21 mos.
Collaborative for Arab-American Philanthropy
$38,921 - 12 mos.
Technical assistance on collaboration for Arab-American philanthropy

Asian Americans/Pacific Islanders in Philanthropy
San Francisco, CA
$90,000 - 36 mos.

Associated Black Charities
Baltimore, MD
$50,000 - 24 mos.
African American Philanthropy Initiative

Association of Black Foundation Executives
New York, NY
$80,000 - 24 mos.
General purposes

CIF of The San Francisco Foundation
San Francisco, CA
$75,000 - 12 mos.
Diversity in Philanthropy Project

First Nations Development Institute
Longmont, CO
$50,000 - 24 mos.
Strengthening Native American philanthropy

Hispanics in Philanthropy
San Francisco, CA
$120,000 - 36 mos.
General purposes

National Black United Fund Inc.
Newark, NJ
$50,000 - 24 mos.
General purposes

National Center for Black Philanthropy Inc.
Washington, DC
$40,000 - 12 mos.
National Conference on Black Philanthropy

New World Foundation
New York, NY
$70,000 - 12 mos.
Emerging Practitioners in Philanthropy Project

Rockefeller Philanthropy Advisors
New York, NY
$112,250 - 22 mos.
Diversity in Philanthropy Field Scan

Southern Education Foundation
Atlanta, GA
$70,000 - 12 mos.
2007 Education Summers Youth Leadership Initiative

Support Center for Nonprofit Management
New York, NY
$75,000 - 12 mos.
Coalition for new philanthropy

Tides Center
San Francisco, CA
$163,440 - 20 mos.
Philanthropic Initiative for Racial Equity

Twenty-First Century Foundation
New York, NY
$70,000 - 12 mos.
Engaging black donors in philanthropy

Subtotal: $1,234,611

Racial/Ethnic Diversity in Philanthropy Nonprofit Sector Research

Association for Research on Nonprofit Organizations & Voluntary Action
Indianapolis, IN
$30,000 - 36 mos.
General purposes

Foundation Center
New York, NY
$500,000 - 48 mos.
50th anniversary capital campaign
$80,000 - 15 mos.
Publication of “America’s Nonprofit Sector: A Primer”

GuideStar
Williamsburg, VA
$300,000 - 36 mos.
Electronic filing of Forms 990

Subtotal: $1,360,000

Race and Ethnic Relations

Aspen Institute
Washington, DC
$60,000 - 6 mos.
Project on Race and Community Revitalization

Michigan Roundtable for Diversity and Inclusion
Detroit, MI
$49,310 - 6 mos.
Research and education on equal opportunity in Michigan

Subtotal: $109,310

Nonprofit Sector Research

BoardSource
Issue: Philanthropy/Nonprofit Sector

“Too many board members are afraid of taking a risk. They’re afraid of failure. So they never accomplish anything, never experience the success that helps recharge you and keeps you coming back.”

— EARL PROCTOR, board vice president, Salem Housing Community Development Corporation

A partnership among Mott Foundation grantees is building the capacity of local boards in Flint, Michigan, while informing a national audience about the research and training needs of small- and medium-sized nonprofits. Visit Mott’s Web site to read about this collaborative effort.
### Special Opportunities

**Georgetown University**  
Washington, DC  
$400,000 - 42 mos.  
Pablo Eisenberg Public Interest Fellowship

**Michigan Nonprofit Association**  
Lansing, MI  
$50,000 - 12 mos.  
NPower Michigan

**State of Michigan**  
Lansing, MI  
$95,296 - 12 mos.  
Office of Foundation Liaison

**Subtotal:** $545,296  
Special Opportunities

**Program Area Total:** $5,622,717  
United States

### Special Initiatives - International

**Nonprofit Sector and Philanthropy**

**Allavida**  
Surrey, England  
-$20,000  
Adjustment to previous grant

**Alliance Publishing Trust**  
London, England  
$120,000 - 24 mos.  
General purposes

**Asia Pacific Philanthropy Consortium**  
Quezon City, Philippines  
$400,000 - 24 mos.  
Worldwide Initiatives for Grantmaker Support

**Centro Mexicano para la Filantropia, A.C.**  
Mexico City, Mexico  
$80,000 - 12 mos.  
Coordination of Mexico’s community foundations group

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### Charities Aid Foundation

- **Kent, England**  
  $135,000 - 12 mos.  
  New philanthropists: development of giving

### CIVICUS: World Alliance for Citizen Participation

- **Washington, DC**  
  $125,000 - 12 mos.  
  General purposes

### Community Foundations of Canada

- **Ottawa, Canada**  
  $190,000 - 24 mos.  
  General purposes

**European Foundation Centre**  
Brussels, Belgium  
$465,000 - 12 mos.  
General purposes

**Foundation-Administered Project**  
$29,755 - 12 mos.  
Community foundation technical assistance

### International Association for Volunteer Effort

- **Washington, DC**  
  $90,000 - 36 mos.  
  General purposes

### Johns Hopkins University

- **Baltimore, MD**  
  $50,000 - 24 mos.  
  International Society for Third Sector Research

### Network of European Foundations for Innovative Cooperation

- **Brussels, Belgium**  
  $260,000 - 12 mos.  
  General purposes

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### Organisation for Economic Cooperation and Development

- **Paris, France**  
  $48,940 - 12 mos.  
  Youth Empowerment Partnership Programme evaluation

### Philanthropy Ireland

- **Dublin, Ireland**  
  $100,000 - 120 mos.  
  Ray Murphy Memorial Lecture Series

### Research Foundation of the City University of New York

- **New York, NY**  
  $330,000 - 36 mos.  
  International Community Foundation Fellows Program

### World Affairs Council of Northern California

- **San Francisco, CA**  
  $50,000 - 24 mos.  
  Global Philanthropy Forum

**Subtotal:** $2,504,892  
Nonprofit Sector and Philanthropy

### Special Initiatives

- **Centre for the Study of Violence and Reconciliation**  
  Johannesburg, South Africa  
  $50,000 - 24 mos.  
  International Journal of Transitional Justice

### EastWest Institute

- **New York, NY**  
  $250,000 - 12 mos.  
  Global Leadership Consortium

**Subtotal:** $300,000  
Special Opportunities

**Program Area Total:** $2,804,892  
Special Initiatives - International

**Program Total:** $25,982,776  
Civil Society
PROGRAM SNAPSHOT: CIVIL SOCIETY

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>PROGRAM AREAS/GOALS</th>
<th>OBJECTIVES</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>To foster societies in Central/Eastern Europe (CEE) and Russia in which people and communities respect each other’s rights and engage effectively in decisionmaking to influence policies and processes that shape their lives at the local, national and/or international levels.</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 area 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>To support a vibrant, diverse and inclusive civil society in which nonprofit organizations work to deepen democracy, increase participation in decisionmaking, advance socioeconomic and racial equality, and promote justice and reconciliation.</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>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>
<td>United States. To support a strong enabling environment for philanthropy and the nonprofit sector in the U.S., emphasizing accountability, effectiveness and inclusiveness.</td>
</tr>
<tr>
<td>Nonprofit Sector Effectiveness and Accountability. Support access by philanthropic and other nonprofit-sector practitioners to learning opportunities, capacity-building assistance, and policy advocacy services that enhance effectiveness and accountability.</td>
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</tr>
<tr>
<td>To respond to unique opportunities related to the development of civil society internationally.</td>
<td>Special Opportunities. Pursue unique and compelling opportunities that fall outside the scope of other areas under this program.</td>
</tr>
</tbody>
</table>
Acquiring the Crystal River property became the National Park Service's number one priority for the Midwest. I think most of our visitors thought the river was already part of the park.

– Dusty Shultz
Borrowing more than $4.5 million in bridge funding to purchase and protect environmentally rare dune and swale property along Michigan’s Crystal River caused more than one night’s lost sleep for Brian Price, longtime director of the Leelanau Conservancy in Leland.

But the complicated land deal was made easier thanks to the Great Lakes Revolving Loan Fund.

Price spent more than two years helping negotiate a deal with representatives of a local resort to buy and transfer 104 acres, including 6,300 feet of river frontage, to the Sleeping Bear Dunes National Lakeshore. The National Park Service took possession of the property in the autumn of 2005, closing a land-use dispute that had played out over 19 years.

The Crystal River is beloved by many, perhaps most fervently by the 700-member “friends” group that materialized in 1986 when development threatened to compromise one of its most scenic and publicly accessible stretches. The river winds its way from Little Fisher Lake to Lake Michigan, where it empties into Sleeping Bear Bay.

“Acquiring the Crystal River property became the National Park Service’s number one priority for the Midwest,” said Dusty Shultz, superintendent of the Sleeping Bear Dunes National Lakeshore. “I think most of our visitors thought the river was already part of the park.”

She worked with Price and the Michigan congressional delegation to access more than $8.5 million in federal appropriations to purchase the Crystal River property. Shultz still marvels at how quickly and smoothly the transfer took place once the land was in the conservancy’s possession.

“Our role was to act as trusted intermediary,” Price said of the conservancy.

“One of the most important lessons I took away from this experience is that conservancies must strive to be professional. We couldn’t afford to be emotional, to take sides or react to factions that disagreed with us.

“I also learned that conservancies can’t be risk-averse — or important projects like this will never be completed.”

Although the conservancy has built good relationships with local banks, it was the Great Lakes Revolving Loan Fund that ultimately provided the bulk of the financing needed to buy and hold the Crystal River property until federal dollars were available.

“It’s a great advantage to have a fund like this dedicated solely to the Great Lakes region,” Price said. “There’s less competition when funds aren’t spread too widely.”

The fund was capitalized by the Mott Foundation beginning in 2001 to help nonprofit land trusts such as the Leelanau Conservancy access the financing they need to protect areas of important ecological and recreational value.

Since then, $17.5 million in loans by the fund have protected more than 20,000 acres of land valued at nearly $56 million throughout the Great Lakes basin, according to Mike Kelly, who manages the $7.5-million fund for The Conservation Fund.

In 2007, Mott provided a final grant of $200,000 to The Conservation Fund, bringing its total support for the revolving loan fund to $7.727 million through its Environment program objective of conserving freshwater ecosystems. Grantmaking in support of Great Lakes water quality issues was inaugurated in 1976.

Price said The Conservation Fund, headquartered in Arlington, Virginia, has done an exceptional job of informing land conservancies and trusts in the Great Lakes region about the availability of loan funds and how they can be accessed and used.

“They’re in the business for the same reasons we are — to conserve coastal and freshwater sites of exceptional significance,” Price said of The Conservation Fund, which operates several revolving loan funds across the country.

“Like banks, they won’t take unreasonable risks, but they will work and work with you to mitigate risk and help you qualify for the money you need.”
Grant Activity  $14,401,843  74 Grants

Conservation of Freshwater Ecosystems

Strengthening the Environmental Community
Alliance for the Great Lakes
Chicago, IL
$14,900 - 16 mos.
General purposes

Coalition to Restore Coastal Louisiana
Baton Rouge, LA
$150,000 - 24 mos.
General purposes

Environmental Support Center
Washington, DC
$302,000 - 24 mos.
Strengthening capacity of freshwater groups in Southeast and Great Lakes

Georgia River Network
Athens, GA
$120,000 - 24 mos.
General purposes

Gulf Restoration Network
New Orleans, LA
$150,000 - 24 mos.
General purposes

Institute for Conservation Leadership
Takoma Park, MD
$300,000 - 24 mos.
Freshwater Leadership Initiative

Land Trust Alliance
Washington, DC
$320,000 - 24 mos.
Southeast land trust capacity-building program

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

Tennessee Clean Water Network
Knoxville, TN
$100,000 - 24 mos.
General purposes

Tip of the Mitt Watershed Council
Petoskey, MI
$325,000 - 12 mos.
Great Lakes Aquatic Habitat Network and Fund

Subtotal: $1,951,900
Strengthening the Environmental Community

Public Policies
American Rivers
Washington, DC
$542,000 - 24 mos.
Running rivers campaign

Clean Wisconsin
Madison, WI
$120,000 - 24 mos.
Managing water resources for today and tomorrow

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

Environmental Advocates of New York
Albany, NY
$120,000 - 24 mos.
Securing New York’s water future

Michigan Environmental Council
Lansing, MI
$250,000 - 24 mos.
Making Michigan the Great Lakes Compact leader

Minnesota Environmental Partnership
St. Paul, MN
$200,000 - 24 mos.
Minnesota Great Lakes Agenda

National Wildlife Federation
Reston, VA
$302,000 - 24 mos.
Sustaining the Great Lakes project

Natural Heritage Institute
San Francisco, CA
$135,000 - 24 mos.
Program to establish and enforce performance standards for hydropower dams to restore aquatic diversity

Natural Resources Defense Council
New York, NY
$100,000 - 12 mos.
Clean Water Network

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservation of Freshwater Ecosystems</td>
<td>$1,951,900</td>
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<tr>
<td>Strengthening the Environmental Community</td>
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<tr>
<td>Strengthening International Constituencies for Reform</td>
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<td>Growth Management and Urban Revitalization in Michigan</td>
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<tr>
<td>Strengthening the Environmental NGO Community</td>
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<tr>
<td>Special Opportunities</td>
<td>$.040</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$14,402</td>
</tr>
</tbody>
</table>
Financial institutions

Promoting reforms in international financial institutions

$300,000 - 24 mos.
New York, NY
Environmental Defense Fund
Multilateral financial institutions program

$250,870 - 24 mos.
Amsterdam, Netherlands
Both Ends Foundation
General purposes

$150,000 - 24 mos.
Utrecht, Netherlands
BankTrack
General purposes

$385,000 - 24 mos.
Washington, DC
Bank Information Center
Sustainable Future
Infrastructure and Energy for a Sustainable Future

Site-Based Conservation

Conservation Fund
Arlington, VA
$200,000 - 75 mos.
Great Lakes Revolving Loan Fund

Grand Traverse Regional Land Conservancy
 Traverse City, MI
$847,000 - 60 mos.
Acquisition of Lake Michigan coastal preserve

Nature Conservancy
Arlington, VA
$1,750,000 - 72 mos.
Northern Great Lakes Forest Project

$250,000 - 24 mos.
Advancing cross-watershed strategies for freshwater conservation in southern U.S.

Subtotal: $3,047,000
Site-Based Conservation

Program Area Total: $7,567,900
Conservation of Freshwater Ecosystems

International Finance for Sustainability

Infrastructure and Energy for a Sustainable Future

Bank Information Center
Washington, DC
$385,000 - 24 mos.
General purposes

BankTrack
Utrecht, Netherlands
$150,000 - 24 mos.
General purposes

Both Ends Foundation
Amsterdam, Netherlands
$250,870 - 24 mos.
Multilateral financial institutions program

Environmental Defense Fund
New York, NY
$300,000 - 24 mos.
Promoting reforms in international financial institutions

Environmental Law Alliance Worldwide
Eugene, OR
$30,000 - 24 mos.
General purposes

Friends of the Earth - Japan
Tokyo, Japan
$200,000 - 24 mos.
Reform of Japanese export credit agencies

Friends of the Earth International
Amsterdam, Netherlands
$250,000 - 24 mos.
International financial institutions program

Global Greengrants Fund
Boulder, CO
$2,600 increase
International financial institutions small grants fund

Japan Center for a Sustainable Environment and Society (JACSES)
Tokyo, Japan
$125,000 - 24 mos.
Reform of multilateral development banks and Japanese export credit agencies/overseas development assistance

Mekong Watch
Tokyo, Japan
$145,000 - 24 mos.
Accountability and transparency of Japan Bank for International Cooperation

Pacific Environment
San Francisco, CA
$260,400 - 24 mos.
Responsible Finance Campaign

Sage Centre
Vancouver, Canada
$170,000 - 24 mos.
Halifax Initiative

Sakhalin Environment Watch
Yuzhno-Sakhalinsk, Russia
$250,000 - 60 mos.
Public monitoring of oil and gas projects on Sakhalin

Subtotal: $2,618,870
Infrastructure and Energy for a Sustainable Future

Sustainable Regional Development and Integration

Amazon Watch Inc.
San Francisco, CA
$128,333 - 28 mos.
International Finance and the Amazon Program

Center for International Policy
Washington, DC
$200,000 - 24 mos.
Americas Program

Eco - Ecology and Action
Campo Grande, Brazil
$350,000 - 24 mos.
Monitoring environmental impacts of financial flows for infrastructure and energy in South America

Friends of the Earth - Amazon Program
Sao Paulo, Brazil
$150,000 - 18 mos.
Holding Amazon megaprojects to account

Global Greengrants Fund
Boulder, CO
$140,000 - 27 mos.
South America Small Grants Program

INESC
Brasilia, Brazil
$210,000 - 24 mos.
Rede Brasil - Brazilian Network on Multilateral Financial Institutions

$100,000 increase
International financial flows and the environment

World Resources Institute
Washington, DC
$100,000 increase
World Resources Institute

Uruguayan Study Center of Appropriate Technologies

Issue: Sustainable Development

“As you walk along the river here with the Amazonian forest on one side, suddenly you see a bridge. It’s not a small bridge, but a very large structure — quite modern and strong enough to support big trucks. Standing there, you realize this is one of the few locations on the (South American) continent where you can actually feel that nature is caught in the middle of the global economy.”

— EDUARDO GUDYNAS, director, Uruguayan Study Center of Appropriate Technologies

Read how the study center shares information and seeks input from remote Amazonian and Andean villages who could be adversely affected by proposed infrastructure projects funded by multinational development banks.
Sobrevivencia
Issue: Sustainable Development

"The Pantanal wetlands system is the world's largest tropical wetland. It contains one of the most important sources of drinking water on the planet. It's not that the people here don't want water, road or hydroelectric projects. They do want these things, but they don't want them on the scale that is proposed."

— OSCAR RIVAS, director, Sobrevivencia

*Sobrevivencia* staff members discuss how they work with many audiences — community members, policymakers and international financial institutions — to protect the Pantanal wetlands and the well-being of the people who depend upon that ecosystem.

---

**Indian Law Resource Center**

Helen, MT

$100,000 - 12 mos.

Indigenous peoples and environment

---

**Tufts University**

Medford, MA

$100,000 - 12 mos.

New models for global economic governance

---

**World Economy, Ecology and Development Association**

Berlin, Germany

$80,000 - 12 mos.

Promoting multilateral development bank reform from Europe

---

**Special Initiatives**

---

**Growth and Revitalization in Michigan**

---

**Ameregis**

Minneapolis, MN

$25,000 - 12 mos.

Technical assistance on land use and growth management

---

**Foundation-Administered Project**

$2,948 - 3 mos.

Grantee convening

---

**Genesee County Land Bank Authority**

Flint, MI

$51,200 - 5 mos.

Clean and Green program

---

**Michigan Association of Planning**

Ann Arbor, MI

$80,000 - 24 mos.

Model development impact study

---

**Michigan Environmental Council**

Lansing, MI

$100,000 - 24 mos.

Land Stewardship Initiative

---

**Michigan Land Use Institute**

Traverse City, MI

$300,000 - 24 mos.

Getting ahead of sprawl

---

**Michigan Suburbs Alliance**

Ferndale, MI

$150,000 - 24 mos.

General purposes

---

**University of Michigan-Flint**

Flint, MI

$42,936 - 12 mos.

Flint River Corridor Alliance administrative management

---

**New Initiatives**

---

**Environmental Grantmakers Association**

Washington, DC

$15,000 increase

General purposes

---

**Special Initiatives**

---

**Rockefeller Family Fund**

New York, NY

$39,730 - 12 mos.

Environmental Grantmakers Association and Funders Network on Trade and Globalization

---

**Program Area Total**: $1,180,000

Reform of International Finance and Trade
**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>PROGRAM AREAS/GOALS</th>
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<tr>
<td><strong>Conservation of Freshwater Ecosystems.</strong> To advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and southeastern U.S.</td>
<td><strong>Strengthening the Environmental Community.</strong> Establish a strong, effective and sustainable non-governmental organization community dedicated to the long-term conservation of freshwater ecosystems.</td>
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<td></td>
<td><strong>Public Policies.</strong> Secure well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.</td>
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<td><strong>Site-Based Conservation.</strong> Protect and restore selected freshwater ecosystems through place-based conservation activities.</td>
</tr>
<tr>
<td><strong>International Finance for Sustainability.</strong> To shape international investment and trade to support sustainable development and reduce environmental degradation.</td>
<td><strong>Infrastructure and Energy for a Sustainable Future.</strong> Promote infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.</td>
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<td></td>
<td><strong>Sustainable Regional Development and Integration.</strong> Shape regional trade and investment strategies so that they contribute to local sustainable development.</td>
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<td></td>
<td><strong>Special Opportunities.</strong> Respond to unique opportunities to advance sustainable development goals.</td>
</tr>
<tr>
<td><strong>Special Initiatives.</strong> To respond to unique opportunities to advance environmental protection in the U.S. and internationally.</td>
<td><strong>Special Opportunities.</strong> Support efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic, international or global concern.</td>
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<td></td>
<td><strong>Growth Management and Urban Revitalization in Michigan.</strong> Cultivate 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>
“When I couldn’t see a light at the end of the tunnel, these people helped me realize that I had potential, that I could do whatever I wanted to do. And believing in yourself is one of the most important lessons you can learn.”

—Jaime Walker
Jaime Walker has worked several jobs — including construction and security — since graduating from high school in 1994. But none led the 32-year-old Flint, Michigan, resident to a stable career.

Individuals throughout the U.S. have discovered that earning a high school diploma no longer guarantees a living-wage job. Industries have downsized, often trimming entry-level positions, while an increasingly competitive and technology-oriented global economy has employers seeking workers who have advanced training and skills.

That reality prompted Walker’s decision to return to the classroom. However, enrolling in a traditional four-year university wasn’t the right fit.

“I’d been out of school for a while and wasn’t feeling very ‘book smart,’ so the big college campuses were intimidating. And I couldn’t afford to spend four years working on a bachelor degree before starting a new career.”

So he contacted local Mott Community College (MCC), which — like similar two-year colleges around the country — helps families and employers bridge education and labor market gaps via specialized job training and certification, and associate degree programs.

And MCC, via the Michigan Breaking Through Initiative, is helping community college students — including those who, like Walker, might otherwise struggle academically — prepare for success in college-level work.

The initiative, launched in 2007, is an outgrowth of the national Breaking Through demonstration, started in 2005 by the Boston-based Jobs For the Future (JFF).

Specifically, the model includes helping students build basic skills in reading and writing; linking various educational programs to create multiple pathways for learning; finding ways to help students complete programs more quickly; and addressing barriers — academic, as well as personal — that might cause them to drop out.

MCC is one of 26 schools participating in the national demonstration. It also is leading the Michigan initiative by sharing the Breaking Through model with other colleges in the state.

The Mott Foundation, via its Flint Area program, helped launch the state initiative with a two-year, $348,866 grant to MCC in 2007. Through its Pathways Out of Poverty program, Mott also supported the national demonstration with more than $4 million since 2004, including a one-year, $1.5-million grant in 2007 to JFF. All the grantmaking reflects Mott’s longstanding certainty that effective employment and workforce development strategies are vital to combating poverty.

Grantmaking in this arena began in the 1940s.

To date, the Michigan initiative has helped 55 students at MCC pursue studies in four career areas: health care, manufacturing, human services and business management. The college plans to expand the Breaking Through approach to other curriculums.

Robert Matthews, director of workforce development at MCC, believes the initiative will demonstrate that all students, regardless of past academic performance, can benefit from targeted education, support and training.

“The fortunes of the U.S. depend on creating a skilled, educated and energized workforce,” Matthews said. “Breaking Through will help us reach that goal.”

Walker is an example of the model in action. He enrolled in January 2008 in MCC’s automotive technology program and, with the help of a Breaking Through-based curriculum and support system, is excelling in nearly all his classes.

He is working toward his certification and is following up on possible jobs in automotive repair. He also is pursuing additional studies in business administration and automotive engineering.

“When I couldn’t see a light at the end of the tunnel, these people helped me realize that I had potential, that I could do whatever I wanted to do. And believing in yourself is one of the most important lessons you can learn.”
Arts, Culture and Education

Arts and Culture

Flint Cultural Center Corporation
Flint, MI
$1,710,000 - 12 mos.
Operating Support
$200,000 - 21 mos.
Sloan Facility Assessment and Planning

Flint Cultural Center Foundation
Flint, MI
$224,175 - 12 mos.
Flint Cultural Center Capital improvements

Flint Institute of Arts
Flint, MI
$800,000 - 12 mos.
Operating support

Flint Institute of Music
Flint, MI
$95,000 - 12 mos.
$68,748 - 6 mos.
Fourth of July Riverbank Park Concert
$50,000 - 6 mos.
Tapology Dance Festival for Youth
$45,000 - 24 mos.
Symphony history book and “Peter and the Wolf” Performance
$10,000 - 8 mos.
Diversity training

Genesee Chamber Foundation
Flint, MI
$200,000 - 12 mos.

Greater Flint Arts Council
Flint, MI
$200,000 - 36 mos.
Red Ink Studios

Subtotal: $4,022,923
Arts and Culture

Education

Flint Area Science Fair
Flint, MI
$15,000 - 36 mos.
General purposes

Genesee Intermediate School District
Flint, MI
$70,000 - 12 mos.
Genesee Early College

Mott Community College
Flint, MI
$106,782 - 12 mos.
Smart Teachers As Role Models (STAR) Initiative

United Way of Genesee County
Flint, MI
-$572,000
Adjustment to previous grant
$2,500,000 - 12 mos.
Bridges to the Future Before and Afterschool Program

Subtotal: $2,119,782
Education

Program Area Total: $6,142,705
Arts, Culture and Education

Community Revitalization and Economic Development

Housing and Neighborhoods

City of Flint
Flint, MI
$208,644 - 12 mos.
Third Avenue enhancement program

Genesee County Land Bank Authority
Flint, MI
$100,000 - 12 mos.
General purposes

Metropolitan Housing Partnership
Flint, MI
$100,000 - 12 mos.
Ambassador City Summit

Subtotal: $863,031
Housing and Neighborhoods

Workforce Development

4C Child Care Unlimited
Flint, MI
$100,000 - 10 mos.
Family child care provider network

Career Alliance Inc.
Flint, MI
$65,000 - 7 mos.
Management technical assistance

Flint Area Specialized Employment Services Inc.
Flint, MI
$150,000 - 12 mos.
Flint STRIVE replication program
$100,000 - 12 mos.
Michigan alternative staffing partnership

Subtotal: $19,075,852
72 Grants

Grant Activity

Arts, Culture & Education $6,422 28 Grants
Community Revitalization & Economic Development $7,511 27 Grants
Special Initiatives $6,143 17 Grants

In millions

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
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<td>Arts and Culture</td>
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<td>Housing and Neighborhoods</td>
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<td>Philanthropy/Nonprofit Sector</td>
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<td>Race Relations</td>
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<td>Children and Families</td>
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<td>Special Opportunities</td>
<td>$.592</td>
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<tr>
<td>TOTALS</td>
<td>$19,076</td>
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Kettering University
Flint, MI
$204,387 - 20 mos.
Property acquisition/demolition

Local Initiatives Support Corporation
New York, NY
$100,000 - 10 mos.
Flint and Genesee County community development project

Metro Housing Partnership
Flint, MI
$25,000 - 12 mos.
Ambassador City Summit

SALEM HOUSING COMMUNITY DEVELOPMENT CORPORATION
Flint, MI
$100,000 - 12 mos.
General purposes

FLINT AREA

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Flint Cultural Center Corporation

Issues: Race & Reconciliation/Transitional Justice

“The Truth and Reconciliation Commission wasn’t 100 percent perfect. A lot of people are not satisfied with the outcome, especially when it comes to reparations. But I bring the discussion back to this: I can vote. Thirteen years ago, that would not have been possible.”

— QUANITA ADAMS, actress

As part of an international tour, the South African play “Truth in Translation” had a one-week residency in Flint in 2007. Cast members discuss how the tour has influenced audiences, and themselves.
YWCA of Greater Flint
Flint, MI
$22,000
Adjustment to previous grant
$33,500 - 6 mos.
Leadership Development in Interethnic Relations replication
Subtotal: $287,320
Race Relations

Children and Families
Boy Scouts of America - Tall Pine Council
Flint, MI
$388,725 - 24 mos.
Debt reduction
Boys & Girls Club of Greater Flint
Flint, MI
$15,000 - 4 mos.
Summer Fun Program
Flint Area Specialized Employment Services Inc.
Flint, MI
$81,450 - 12 mos.
Flint STRIVE Academy Summer Youth Project

Genesee Area Focus Fund
Flint, MI
$765,802 - 12 mos.
Summer Youth Program
Health Management Associates
Lansing, MI
$60,000 increase
Evaluation of Genesee Health Plan
Jewish Community Services
Flint, MI
$45,000 - 12 mos.
Older adult services
Mott Community College
Flint, MI
$32,829 - 7 mos.
Teen CEO initiative
Priority Children
Flint, MI
$100,000 - 12 mos.
General purposes
Resource Center
Flint, MI
$30,000 - 12 mos.
General purposes

Special Opportunities
American Institute for Social Justice
Washington, DC
$150,000 - 24 mos.
Genesee County prosperity campaign
Flint Club
Flint, MI
$70,000 - 12 mos.
General purposes
Flint Jewish Federation
Flint, MI
$18,000 - 36 mos.
General purposes
Foundation-Administered Project
$28,408 - 12 mos.
211 cost analysis and action plan
Genesee Area Focus Fund
Flint, MI
$75,000 - 18 mos.
Regional Leadership Council
Legal Services of Eastern Michigan
Flint, MI
$200,000 - 36 mos.
Flint individual development account collaborative
Mott Community College
Flint, MI
$50,000 - 5 mos.
Labor Day weekend celebration
Subtotal: $591,408
Special Opportunities
Program Area Total: $5,421,780
Special Initiatives
Program Total: $19,075,852
Flint Area

Shelter of Flint Inc.
Flint, MI
$150,000 - 36 mos.
General purposes
Whaley Children’s Center
Flint, MI
$73,566 - 12 mos.
Capacity building
Subtotal: $1,742,372
Children and Families

FACT is helping residents in the Mott Foundation’s hometown use community-organizing strategies to create meaningful, sustainable change. Visit Mott’s Web site to learn more.

Flint Area Congregations Together
Issue: Community Organizing
“As a person of spiritual faith, I have to look beyond what I see with the naked eye and imagine what’s possible. If Flint as a community can do the same, then we’ll find the power and the ability to move the city forward.” — ERIC ROBINSON, member, Flint Area Congregations Together (FACT)

Visit Mott’s Web site to learn more.
mott.org
**PROGRAM SNAPSHOT: FLINT AREA**

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

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<thead>
<tr>
<th>PROGRAM AREAS/GOALS</th>
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<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><strong>Arts and Culture.</strong> Strengthen the capacity and broaden the participation base of Flint area arts and cultural institutions.</td>
</tr>
<tr>
<td><strong>Education.</strong> 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>
<td></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><strong>Housing and Neighborhoods.</strong> Support community development activities that promote affordable housing and livable neighborhoods.</td>
</tr>
<tr>
<td><strong>Workforce Development.</strong> Support innovative strategies that increase the employment of Flint area residents who face multiple barriers to good jobs in the regional labor market.</td>
<td><strong>Economic Development.</strong> 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><strong>Philanthropy/Nonprofit Sector.</strong> Strengthen and support philanthropy and the nonprofit sector in Genesee County.</td>
</tr>
<tr>
<td><strong>Race Relations.</strong> Increase opportunities for dialogue, action and civic engagement around issues of race and ethnicity.</td>
<td></td>
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<tr>
<td><strong>Children and Families.</strong> Respond to critical and timely opportunities to strengthen supports for local families and their children.</td>
<td><strong>Special Opportunities.</strong> Identify critical issues, seize special opportunities and incubate new program areas.</td>
</tr>
</tbody>
</table>

2007 ANNUAL REPORT
“Parents and neighbors, by talking with — and engaging — teachers, principals, pastors, business owners and other community members in dialogue and action, have the power to actually change our schools and help our children to get the best learning opportunities possible.”

– Minerva Camarena Skeith
Minerva Camarena Skeith grew up during the 1970s in a neighborhood of low-income working families in Laredo, Texas. She remembers her parents instructing her on the importance of education as “a ticket to a better life.”

The 38-year-old, now living with her husband and two children in Austin, has since learned that families have the ability — beyond making sure that their kids go to class and do their homework — to shape that education and the public systems behind it.

“Parents and neighbors, by talking with — and engaging — teachers, principals, pastors, business owners and other community members in dialogue and action, have the power to actually change our schools and help our children to get the best learning opportunities possible,” Skeith said.

Exploring the importance and impacts of that process for change has been the focus of a six-year, national study by the Community Involvement Program (CIP) of the Annenberg Institute for School Reform at Brown University.

Specifically, the study, launched in 2001, has investigated the effects of community organizing on educational systems and outcomes in Austin and six other cities: Bronx, New York; Chicago; Los Angeles; Miami; Oakland, California; and Philadelphia.

Mott Foundation support, via its Pathways Out of Poverty program, for the CIP study has totaled almost $2.19 million since 2002, including a $40,000 grant in 2007. That grantmaking illustrates Mott’s belief that, through community organizing, people can participate in the problem-solving and decisionmaking processes that affect their lives and their communities. The Foundation has been active in this field since 1976.

The study’s findings, released this summer, suggest that organizing strategies for education reform can:

• help strengthen youth outcomes, including improved attendance, test-score performance and high school completion rates, and increase aspirations to attend college;

• improve relationships within — and between — schools and communities, including greater parental involvement and trust in educational systems, and participation in the community; and

• stimulate changes in education-related policies, practices and resource allocation, especially in historically underserved communities.

Skeith has witnessed such transformations in her local schools. She became active with Austin Interfaith (AI), a community action group that participated in the CIP study, in 1994.

AI, in partnership with the Austin Independent School District, created the Alliance School Initiative in 1991. The initiative’s focus is to develop strong, community-based constituencies of parents, teachers and local leaders around issues of increasing student achievement in low-income areas throughout Texas.

To date, the group has worked on such concerns as neighborhood safety, access to medical care for students, and class testing and placement. The initiative also has sparked the creation of afterschool and summer employment programs for area youth.

And with each success, says Doug Greco, members have gained confidence in their ability to effect meaningful change in schools.

Greco is the lead organizer at AI. As a former teacher, he knows the challenges — and the importance — of engaging both parents and educators in the process of education reform.

“We have to be relational and willing to communicate with one another, but also passionate and determined. That approach has allowed us to impact the school culture, improve student achievement and bring resources to high-need schools.”

Skeith agrees. She says community organizing can provide audiences from seemingly different backgrounds and viewpoints “a safe, supportive place to discover and explore their common concerns.”

“People are seeing this work — the resources coming into schools and the doors opening up to parents.”

Read a news article about the national, Mott-funded study on education organizing and how organizing is helping to shape and strengthen academic and life outcomes for the nation’s young people.
## Improving Community Education

### Community-Driven Reform

**American Institute for Social Justice**
Washington, DC
$200,000 - 24 mos.
Study on education organizing and academic improvement

**Appleseed Foundation**
Washington, DC
$100,000 - 12 mos.
Research and technical assistance on No Child Left Behind

**Brown University**
Providence, RI
$40,000 increase
Education organizing study

**Center for Community Change**
Washington, DC
$300,000 - 24 mos.
Education Project

**Citizen Action of Wisconsin Education Fund**
Milwaukee, WI
$140,000 - 24 mos.
Building statewide coalition for education improvement in Wisconsin

**Community Coalition for Substance Abuse Prevention and Treatment**
Los Angeles, CA
$200,000 - 24 mos.
Study on education organizing and academic improvement

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## Educational Opportunities for Vulnerable Youth

**American Youth Policy Forum**
Washington, DC
$200,000 - 24 mos.
Reconnecting dropouts to mainstream activities

**Boston Private Industry Council**
Boston, MA
$250,000 - 24 mos.
Supporting city partnerships to address dropout crisis

**Center for Law and Social Policy**
Washington, DC
$150,000 - 24 mos.
Building systems to reconnect youth to education and jobs

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## Grant Activity

**Grant Activity** **$39,750,780** 178 Grants

- **$4.691** (15 Grants)
  - Improving Community Education
- **$4.823** (33 Grants)
  - Expanding Economic Opportunity
- **$15.896** (74 Grants)
  - Building Organized Communities
- **$14.341** (56 Grants)
  - Special Initiatives

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## Grant Dollars

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
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<tbody>
<tr>
<td><strong>Improving Community Education</strong></td>
<td></td>
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<tr>
<td>Community-Driven Reform</td>
<td>$2,347</td>
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<tr>
<td>Educational Opportunities for Vulnerable Youth</td>
<td>$2,069</td>
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<tr>
<td>Learning Beyond the Classroom</td>
<td>$11,480</td>
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<td><strong>Expanding Economic Opportunity</strong></td>
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<td>Income Security</td>
<td>$3,959</td>
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<tr>
<td>Reducing Barriers to Employment</td>
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<tr>
<td>Retention and Wage Progression</td>
<td>$8,436</td>
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<tr>
<td><strong>Building Organized Communities</strong></td>
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<tr>
<td>Building Community Organizing Infrastructure</td>
<td>$4,823</td>
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<tr>
<td><strong>Special Initiatives</strong></td>
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<tr>
<td>Transitions</td>
<td>$2,206</td>
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<tr>
<td>Exploratory and Special Projects</td>
<td>$2,485</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
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</table>
City Connect Detroit
Detroit, MI
$100,000 - 24 mos.
Improving Outcomes for Out-of-School Youth in Michigan

Commonwealth Corporation
Boston, MA
$10,000 increase
Diploma Plus

Foundation-Administered Project
$21,402 - 5 mos.
Improving Outcomes for Out-of-School Youth in Michigan meeting

Grand Rapids Community Foundation
Grand Rapids, MI
$100,000 - 24 mos.
Improving Outcomes for Out-of-School Youth in Michigan

Greater Kansas City Community Foundation
Kansas City, MO
$300,000 - 12 mos.
Youth Transition Funders Group

Harvard University
Cambridge, MA
-$88,054
Adjustment to previous grant

Intercultural Development Research Association
San Antonio, TX
$200,000 - 24 mos.
Expand pathways to graduation for African-American and Latino students

Kalamazoo Community Foundation
Kalamazoo, MI
$100,000 - 24 mos.
Improving Outcomes for Out-of-School Youth in Michigan

Lansing Community College
Lansing, MI
$150,000 - 18 mos.
High School Diploma Completion Initiative

MDRC
New York, NY
$75,000 - 7 mos.
Evaluation of vulnerable youth strategies

National Youth Employment Coalition
Washington, DC
$30,000 increase
Strengthening policies and practices for out-of-school youth

Northeastern University
Boston, MA
$35,000 - 6 mos.
Economic and fiscal consequences of dropping out of high school in Michigan

Philadelphia Youth Network
Philadelphia, PA
$300,000 - 24 mos.
Philadelphia Youth Transitions Supporting city partnerships to address dropout crisis

University of California - Los Angeles
Los Angeles, CA
$115,554 - 12 mos.
Civil Rights Project: Education Initiative

YouthBuild USA
Somerville, MA
$300,000 - 12 mos.
Opening Career Pathways

Subtotal: $2,068,902
Educational Opportunities for Vulnerable Youth

Learning Beyond the Classroom

Academy for Educational Development
Washington, DC
$165,000 - 36 mos.
Promising practices in after-school programs

After-School All-Stars
Los Angeles, CA
$175,000 - 16 mos.
General purposes

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

American Association of School Administrators
Arlington, VA
$300,000 - 12 mos.
National Superintendent of the Year Forum

Asia Society
New York, NY
$200,000 - 18 mos.
Promising practices in after-school and global literacy

Baltimore’s Safe & Sound Campaign
Baltimore, MD
$225,000 - 36 mos.
Maryland Statewide Afterschool Network

Central Susquehanna Intermediate Unit
Milton, PA
$225,000 - 36 mos.
Pennsylvania Statewide Afterschool Network

Collaborative Communications Group
Washington, DC
$1,500,000 - 24 mos.
Supporting National Network of Statewide Afterschool Networks

Collaborative Communications Group
Washington, DC
$400,000 - 16 mos.
Support for Time, Learning, and Afterschool Task Force

PlusTime NH

Issue: Afterschool

“They’re really good at bringing the partners together to steer the boat while at the same time making sure that the boat continues to go forward. Their hard work and dedication reminds us that we’re creating a better tomorrow for New Hampshire’s children.”
— SUZANNE BIRDSALL, New Hampshire Department of Education

@ mott.org

PlusTime NH, coordinating organization for the New Hampshire Statewide Afterschool Network, is helping state-level partners create support for high quality learning opportunities that extend beyond the school day. Details about that work are available on Mott’s Web site.

Subtotal: $2,068,902
Educational Opportunities for Vulnerable Youth

Learning Beyond the Classroom

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Washington, DC
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Promising practices in after-school programs

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General purposes

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Maryland Statewide Afterschool Network

Central Susquehanna Intermediate Unit
Milton, PA
$225,000 - 36 mos.
Pennsylvania Statewide Afterschool Network

Collaborative Communications Group
Washington, DC
$1,500,000 - 24 mos.
Supporting National Network of Statewide Afterschool Networks

Collaborative Communications Group
Washington, DC
$400,000 - 16 mos.
Support for Time, Learning, and Afterschool Task Force

Collaborative Communications Group
Washington, DC
$50,000 increase
Afterschool professional development national clearinghouse

College of Charleston Foundation
Charleston, SC
$450,000 - 48 mos.
Afterschool and Community Learning Network

Colorado Foundation for Families and Children
Denver, CO
$225,000 - 36 mos.
Colorado Statewide Afterschool Network

Corporate Voices for Working Families
Washington, DC
$250,000 - 18 mos.
Expand business sector support for afterschool

Council of Chief State School Officers
Washington, DC
$225,000 - 12 mos.
Meeting of state education agencies

Cross & Joftus, LLC
Bethesda, MD
$100,000 - 12 mos.
Improved financing to support “A New Day for Learning”

Education Sector
Washington, DC
$100,000 - 12 mos.
Next generation of accountability for out-of-school education

Food Research and Action Center
Washington, DC
$300,000 - 24 mos.
Improving nutrition in afterschool programs

George Lucas Educational Foundation
San Rafael, CA
$225,000 - 12 mos.
Dissemination of “A New Day for Learning”

2007 ANNUAL REPORT
New Visions for Public Schools
New York, NY
$500,000 - 24 mos.
Effective school-community partnerships

Save the Children
Westport, CT
$300,000 - 7 mos.
Summer programs in New Orleans

SEDL
Austin, TX
$300,000 - 12 mos.
Afterschool training toolkit

Synergy Enterprises Inc.
Silver Spring, MD
$300,000 - 12 mos.
21st Century Community Learning Centers Summer Institutes

United Way of Metropolitan Atlanta
Atlanta, GA
$225,000 - 36 mos.
Georgia Statewide Afterschool Network

University of California - Davis
Davis, CA
$260,000 - 24 mos.
Afterschool in California: fostering learning communities

Wyoming Community Foundation
Laramie, WY
$195,000 - 36 mos.
Wyoming Statewide Afterschool Network

Subtotal: $11,480,000

Program Area Total: $15,896,402
Improving Community Education

Expanding Economic Opportunity

Income Security

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

Center for American Progress
Washington, DC
$70,000 - 7 mos.
Evaluation of income security strategies

Center for Law and Social Policy
Washington, DC
$400,000 - 24 mos.
Leading Edge States Project

Capacity building

Center on Budget and Policy Priorities
Washington, DC
$600,000 - 24 mos.
State Fiscal and Low-Income Initiatives Project

$200,000 - 12 mos.
Federal budget advocacy

Corporation for a Skilled Workforce
Ann Arbor, MI
$30,000 - 6 mos.
Convening to study Michigan TANF

Corporation for Enterprise Development
Washington, DC
$200,000 - 24 mos.
Federal and state asset policy project

Subtotal: $3,959,182

Reducing Barriers to Employment

AMVETS National Service Foundation
Lanham, MD
$75,000 - 12 mos.
Workforce project for young veterans

Center for Family Policy and Practice
Madison, WI
$75,000 - 12 mos.
Economic development project for low-income men

Chrysalis
Los Angeles, CA
$15,000 - 24 mos.
Expansion of transitional jobs program

East Harlem Employment Service Inc.
New York, NY
$100,000 - 12 mos.
Benton Harbor STRIVE replication

Easter Seals-Goodwill Northern Rocky Mountain
Great Falls, MT
$25,000 - 12 mos.
Alternative staffing demonstration

Subtotal: $3,959,182

Incomesecurity
Fifth Avenue Committee  
Brooklyn, NY  
$25,000 - 12 mos.  
Alternative staffing demonstration

**Goodwill Temporary Services**  
Austin, TX  
$25,000 - 12 mos.  
Alternative staffing demonstration

**Heartland Alliance for Human Needs & Human Rights**  
Chicago, IL  
$50,000 - 12 mos.  
National Transitional Jobs Network

**ICA Group**  
Brookline, MA  
$232,000 - 12 mos.  
Alternative Staffing Alliance

**National Association of Workforce Boards**  
Arlington, VA  
$150,000 - 12 mos.  
Institute for Innovation in Workforce Policy and Practice

**National Telecommuting Institute Inc.**  
Boston, MA  
$125,000 - 12 mos.  
Virtual call center

**Pillsbury United Communities**  
Minneapolis, MN  
$25,000 - 12 mos.  
Alternative staffing demonstration

**Public/Private Ventures**  
Philadelphia, PA  
$470,000 - 12 mos.  
Gulf Coast alternative staffing project

**University of Massachusetts - Boston**  
Boston, MA  
$208,357 - 12 mos.  
Alternative staffing field documentation study

**VIP Community Services**  
Bronx, NY  
$45,000 - 8 mos.  
First Jobs Program

**Focus: HOPE**  
Detroit, MI  
$2,000,000 - 24 mos.  
General purposes

**Insight Center for Community Economic Development**  
Oakland, CA  
$325,000 - 24 mos.  
National Network of Sector Partners

**Jewish Vocational Services**  
Boston, MA  
$75,000 - 12 mos.  
Retention and wage progression strategies

**Jobs for the Future**  
Boston, MA  
$1,500,000 - 12 mos.  
Study to increase success for low-income adults in community college

**MDRC**  
New York, NY  
$300,000 - 24 mos.  
Opening Doors Demonstration

**New Hampshire Community Loan Fund**  
Concord, NH  
$125,000 - 12 mos.  
State Healthcare Workforce Initiative

**Project QUEST Inc.**  
San Antonio, TX  
$200,000 - 12 mos.  
General purposes

**Public/Private Ventures**  
Philadelphia, PA  
$522,000 - 12 mos.  
Sectoral employment impact study

**Vera Institute of Justice**  
New York, NY  
$125,000 - 7 mos.  
Evaluation of workforce development strategies

**Wisconsin Regional Training Partnership**  
Milwaukee, WI  
$75,000 - 12 mos.  
Retention and wage progression strategies

**Workforce Alliance**  
Washington, DC  
$640,000 - 24 mos.  
General purposes

Subtotal: $8,435,950  
Retention and Wage Progression Program Area Total: $14,340,489

**Building Organized Communities**

**Building Community Organizing Infrastructure**

**ActionAid International USA**  
Washington, DC  
$12,000 - 14 mos.  
Organizing after natural disasters

**American Institute for Social Justice**  
$305,000 - 24 mos.  
Expansion of training and technical assistance to ACORN organizations

**Center for Community Change**  
Washington, DC  
$300,000 - 24 mos.  
General purposes

“Some people might look at me and say, ‘She’s just a high school dropout; she doesn’t have what it takes to get anywhere in life.’ But I’m proving to the world, and to myself, that I do have what it takes.”  
— KATIE MCGUIGAN, student, Lansing Community College

Learn about the High School Diploma Completion Initiative, which is helping mid-Michigan youth reconvert with their education, earn college credits and embark on a more promising future.
Center for Community Change
Washington, DC
$125,000 - 12 mos.
Researching history of community organizing

Center for Responsible Lending
Durham, NC
$34,500 - 12 mos.
Community outreach on housing foreclosure and predatory lending

Communications Leadership Institute
San Francisco, CA
$11,000 increase
Increasing media capacity of community organizing groups

Community Catalyst
Boston, MA
$200,000 - 21 mos.
Community Learning Project
$139,500 - 9 mos.
Evaluation of community organizing strategies

Community Training and Assistance Center
Boston, MA
$251,000 - 11 mos.
Intermediary Support for Organizing Communities

Direct Action and Research Training Center
Miami, FL
$180,000 - 24 mos.
DART organizers institute
$8,000 increase
General purposes

Faith Action for Community Equity
Honolulu, HI
$140,000 - 24 mos.
General purposes

Federation of Congregations United to Serve
Orlando, FL
$150,000 - 24 mos.
General purposes

Foundation-Administered Project
$33,203 - 12 mos.
ISO annual meeting

Gamaliel Foundation
Chicago, IL
$330,000 - 24 mos.
General purposes

Interfaith Funders
Longmont, CO
$50,000 - 12 mos.
General purposes

Interfaith Worker Justice
Chicago, IL
$50,000 - 12 mos.
Training organizers for immigrant community

Metro Industrial Areas Foundation Inc.
Rego Park, NY
$150,000 - 12 mos.
Democracy, organizing and Islam

MIVoice
Detroit, MI
$100,000 - 12 mos.
Organizer training program

National Council of La Raza
Washington, DC
$251,000 - 12 mos.
Intermediary Support for Organizing Communities

National Employment Law Project
New York, NY
$150,000 - 24 mos.
General purposes

National Training and Information Center
Chicago, IL
$251,000 - 11 mos.
Intermediary Support for Organizing Communities

Northwest Federation of Community Organizations
Seattle, WA
$250,000 - 24 mos.
General purposes

PICO National Network
Oakland, CA
$10,000 increase
General purposes

Seventh Generation Fund
Jackson, MS
$251,000 - 12 mos.
Intermediary Support for Organizing Communities

Tides Center
San Francisco, CA
$80,000 - 24 mos.
Organizers’ Forum

Virginia Organizing Project
Charlottesville, VA
$10,000 increase
General purposes

Washington Interfaith Network
Washington, DC
$300,000 - 24 mos.
General purposes

Western Organization of Resource Councils Education Project
Billings, MT
$250,000 - 24 mos.
Leadership and capacity building project

Subtotal: $4,823,203
Building Community Organizing Infrastructure

Program Area Total: $4,823,203
Building Organized Communities

Special Initiatives

Transitions

ACCION Texas
San Antonio, TX
$39,000 - 6 mos.
Summit on Microfinance

ACCIÓN USA
Boston, MA
$425,000 - 12 mos.
Increasing self-sufficiency in U.S. micro-enterprise programs

Aspen Institute
Washington, DC
$300,000 - 12 mos.
Advancing sustainability in micro-enterprise
$250,000 - 12 mos.
Demonstrating scale in domestic micro-enterprise
$250,000 - 12 mos.
MicroTest
$176,186 - 12 mos.
Communication assistance for economic opportunities program

Association for Enterprise Opportunity
Arlington, VA
$275,000 - 12 mos.
General purposes
$38,000 - 12 mos.
Public awareness campaign planning

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

Corporation for Enterprise Development
Washington, DC
$175,000 - 12 mos.
Federal micro-enterprise policy project

Detroit Entrepreneurship Institute Inc.
Detroit, MI
$140,000 - 12 mos.
General purposes

Nebraska Community Foundation
Lincoln, NE
$62,500 - 6 mos.
Micro-enterprise evaluation

Subtotal: $2,205,686
Transitions

Exploratory and Special Projects

American Institute for Social Justice
Washington, DC
$10,000 - 24 mos.
Technical assistance to Gulf Coast

Community Foundation for Southeast Michigan
Detroit, MI
$2,000,000 - 98 mos.
New Economy Initiative for Southeast Michigan

Harlem Children’s Zone
New York, NY
$450,000 - 36 mos.
General purposes

Neighborhood Funders Group
Washington, DC
$25,000 - 12 mos.
General purposes

Subtotal: $2,485,000
Exploratory and Special Projects

Program Area Total: $4,690,686
Special Initiatives

Program Total: $39,750,780
Pathways Out of Poverty
**MISSION:** To identify, test and help sustain pathways out of poverty for low-income people and communities.

<table>
<thead>
<tr>
<th>PROGRAM AREAS/GOALS</th>
<th>OBJECTIVES</th>
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</table>
| **Improving Community Education.**  
To ensure that community education serves as a pathway out of poverty for children in low-income communities. | **Community-Driven Reform.** Develop effective community-driven reform strategies that increase student achievement across a school district and at the state or regional level.  
**Vulnerable Youth.** Expand effective educational opportunities for vulnerable youth that prepare them for both college and careers.  
**Learning Beyond the Classroom.** 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. |
| **Expanding Economic Opportunity.**  
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. | **Income Security.** 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.  
**Reducing Barriers to Employment.** 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.  
**Retention and Wage Progression.** Help low-income workers stay in the labor market and increase their earnings over time. |
| **Building Organized Communities.**  
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. | **Building Infrastructure.** Improve the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks that serve to produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally. |
| **Special Initiatives.** To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty. | **Transitions.** Maintain a critical presence in the field of micro-enterprise.  
**Exploratory and Special Projects.** Identify critical issues, seize special opportunities, research issues to determine future program directions and promote cross-cutting projects. |
“I remember being impressed with Southern Education Foundation and thinking how much I would like to work for an organization that put emphasis on helping children who, for whatever reasons, had been disenfranchised from mainstream America.”

— Dianne Boardley Suber
Dianne Boardley Suber had her work cut out for her when she arrived as the first female president of Saint Augustine's College, a historically black institution in Raleigh, North Carolina, in 1999.

Enrollment was dwindling, aging buildings were in need of repair, and reaffirmation of the college's accreditation was placed on hold by the Southern Association of Colleges and Schools (SACS).

“I took over at a time when HBCUs [historically black colleges and universities] were moving from a service orientation to becoming more accountable, competitive and visible institutions,” she said.

“It was a time when Saint Augustine's needed to change, and change quickly, if it was to survive.”

Under Suber's direction, the campus has met its accreditation requirements, become fiscally stable and solvent, grown its enrollment, and heightened the academic profile of its incoming freshmen.

Suber credits a faculty and staff willing to embrace change along with some well-timed assistance from the Southern Education Foundation (SEF) as fundamental to the campus turnaround.

“I was struggling,” Suber said. “Leroy Davis from SEF telephoned me and offered some support, and I took it.”

SEF, like Saint Augustine's, was founded in 1867. It is the South's only regional nonprofit focused exclusively on improving education for low-income students and communities, from their preschool through post-secondary education.

SEF, headquartered in Atlanta, consolidated its services to HBCUs by establishing the Center to Serve Historically Black Colleges and Universities in 2003, with the support of two grants totaling $1.5 million from the Mott Foundation. In 2007, the Foundation made operating and endowment grants totaling $3 million to support the center. Mott's first grant to support HBCUs was made in 1959.

Suber was familiar with SEF, having seen a presentation of its work while working as an elementary school principal in Newport News, Virginia.

“I remember being impressed with SEF and thinking how much I would like to work for an organization that put emphasis on helping children who, for whatever reasons, had been disenfranchised from mainstream America.”

SEF provided to Saint Augustine's several small grants that helped expand staff and faculty development opportunities.

“They also provided direct advice and support as we worked through our accreditation challenges,” Suber said.

SEF addresses issues, including institutional effectiveness and governance, that are critical to not only HBCUs, but also other small colleges.

“They are one of the few organizations willing to say out loud that governance structures need to be addressed during times of change,” Suber said.

Several of Saint Augustine's faculty members serve on SEF committees, which has been helpful in terms of continued learning.

“We’ve been able to retain the relationship and through it, exchange best practices with other colleges and universities,” Suber said.

One of those best practices is taking place right on Saint Augustine's campus, Suber said, referring to the college's high rate of male enrollment. During the past six years, the campus has maintained a male enrollment of no less than 51 percent. According to 2006 statistics gathered by Howard University, an HBCU in Washington, D.C., men constitute no more than 40 percent of the enrollments in the majority of the HBCUs.

Suber says that once the college has collected enough information, she will ask SEF to assist in identifying the specific factors that contribute to Saint Augustine's continued success in attracting and retaining male students.

Going forward, Suber is determined to complete the college's $25-million capital endowment campaign, increase alumni participation and raise additional scholarship dollars.

“We've stabilized and secured the college. Now we're determined to enhance and build the institution for the future.”
**EXPLORATORY & SPECIAL PROJECTS**

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

### Historically and Predominantly Black Colleges and Universities

- **Phelps-Stokes Fund**
  - Washington, DC
  - $100,000 - 24 mos.
  - Ralph Bunche Societies National Initiative for Minority Leadership Development

- **Southern Education Foundation**
  - Atlanta, GA
  - $1,800,000
  - Endowment for Center to Serve Historically Black Colleges and Universities

- **CompuMentor**
  - San Francisco, CA
  - $100,000 - 12 mos.
  - Legal support services

- **Center for Strategic & International Studies**
  - Washington, DC
  - $180,000 - 36 mos.
  - Witnesses to the Future: Preparing next generation for world of change

- **Center for Advancement of Adult Literacy**
  - New York, NY
  - $200,000 - 24 mos.
  - National Commission on Adult Literacy

- **Council of Michigan Foundations**
  - Grand Haven, MI
  - $200,000 - 24 mos.
  - Government performance improvement initiative

- **National Organization on Disability**
  - Washington, DC
  - $300,000 - 36 mos.
  - AWA Careers Project

- **Olivet College**
  - Olivet, MI
  - $750,000 - 19 mos.
  - Renovation and endowment for Ruth Rawlings Mott Auditorium

**Program Area Total:** $3,100,000

### Special Projects

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

- **Center for Michigan**
  - Ann Arbor, MI
  - $50,000 - 12 mos.
  - Michigan Defining Moment campaign

- **Center for Strategic & International Studies**
  - Washington, DC
  - $180,000 - 36 mos.
  - Preparing next generation for world of change

- **CompuMentor**
  - San Francisco, CA
  - $100,000 - 12 mos.
  - Smart Teachers As Role Models (STAR) national initiative

- **Tällberg Foundation**
  - Stockholm, Sweden
  - $150,000 - 36 mos.
  - Tällberg online

- **Tides Foundation**
  - San Francisco, CA
  - $200,000 - 24 mos.
  - Connect US Fund

- **University of Massachusetts - Amherst**
  - Amherst, MA
  - $10,000 - 9 mos.
  - "Journalism That Matters" conference

- **University of Michigan**
  - Ann Arbor, MI
  - $2,000,000 - 12 mos.
  - "Journalism That Matters" conference

**Program Area Total:** $4,540,000

**Grant Activity:** $7,640,000 17 Grants

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**EMPLOYEE & TRUSTEE GRANTS**

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

**Employee/Trustee Matching**

**Program Area Total:** $1,088,289

**Trustee-Initiated**

**Program Area Total:** $780,000

**Program Total:** $1,868,289

**TOTAL:** $108,719,540
GRANTMAKING ACTIVITIES

Total: 527 Grants
(not including Employee/Trustee Matching & Trustee-Initiated Grants)

- Civil Society: 186 Grants (35.3%)
- Pathways Out of Poverty: 178 Grants (33.8%)
- Flint Area: 72 Grants (13.7%)
- Environment: 74 Grants (14.0%)
- Exploratory & Special Projects: 17 Grants (3.2%)

Total: $108,719,540

- Civil Society: $26.0 million (23.9%)
- Pathways Out of Poverty: $39.7 million (36.6%)
- Flint Area: $19.1 million (17.5%)
- Environment: $14.4 million (13.3%)
- Exploratory & Special Projects: $7.6 million (7.0%)

- Employee/Trustee Matching & Trustee-Initiated Grants: $1.9 million (1.7%)

ASSET ALLOCATION 12.31.07

Total: $2,711,459,525

- Total Growth Assets: $1,851.7 million (68.3%)
- Total Inflation-Protection Assets: $337.9 million (12.5%)
- Total Other Assets: $22.4 million (0.8%)
- Total Risk-Reduction Assets: $499.5 million (18.4%)
PROFILE: 10-YEAR STATISTICS

1998–2007 Selected Financial Information (in millions)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets -</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>
<td>$2,711.5</td>
</tr>
<tr>
<td>Market Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Assets -</td>
<td>3,007.1</td>
<td>4,028.1</td>
<td>3,476.9</td>
<td>2,921.8</td>
<td>2,335.4</td>
<td>2,704.7</td>
<td>2,786.6</td>
<td>2,644.0</td>
<td>2,733.3</td>
<td>2,711.5</td>
</tr>
<tr>
<td>2007 Dollars</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12-Month Rolling</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>
<td>2,707.4</td>
</tr>
<tr>
<td>Average Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Dividends &amp;</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>
<td>75.3</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends &amp; Interest</td>
<td>71.9</td>
<td>79.5</td>
<td>87.5</td>
<td>82.4</td>
<td>74.3</td>
<td>64.7</td>
<td>64.4</td>
<td>56.7</td>
<td>67.3</td>
<td>75.3</td>
</tr>
<tr>
<td>– 2007 Dollars</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Grants</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>
<td>108.7</td>
</tr>
<tr>
<td>Awarded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures*</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>
<td>158.2</td>
</tr>
</tbody>
</table>

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

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

1998–2007 Grants Awarded by Program (in millions)

[Bar chart showing grants awarded by program from 1998 to 2007]
INDEPENDENT AUDITORS’ REPORT

Board of Trustees
Charles Stewart Mott Foundation

We have audited the accompanying statement of financial position of the Charles Stewart Mott Foundation (the “Foundation”) as of December 31, 2007, and the related statements of activities 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 as of and for the year ended December 31, 2006, were audited by other auditors. These auditors expressed an unqualified opinion on those financial statements in their report dated May 23, 2007.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America as established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2007 financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2007, and the results of its activities and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.


Southfield, Michigan
August 7, 2008
STATEMENTS OF FINANCIAL POSITION
Charles Stewart Mott Foundation

<table>
<thead>
<tr>
<th>Assets</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at market value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity securities</td>
<td>$ 1,747,012,200</td>
<td>$ 1,954,146,583</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>291,995,811</td>
<td>312,133,517</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>104,764,059</td>
<td>10,803,866</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>350,706,458</td>
<td>153,619,865</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>60,000,000</td>
<td>0</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>134,646,226</td>
<td>174,431,527</td>
</tr>
<tr>
<td></td>
<td>2,689,124,754</td>
<td>2,605,135,358</td>
</tr>
<tr>
<td>Cash</td>
<td>6,404,619</td>
<td>3,019,517</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>8,468,052</td>
<td>6,627,094</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>3,867,923</td>
<td>4,139,206</td>
</tr>
<tr>
<td>Other assets</td>
<td>3,594,177</td>
<td>7,198,159</td>
</tr>
<tr>
<td></td>
<td>$ 2,711,459,525</td>
<td>$ 2,626,119,334</td>
</tr>
</tbody>
</table>

| Liabilities and Unrestricted Net Assets     |                     |                     |
| Grants payable                             | $ 23,096,198         | $ 46,181,467        |
| Accounts payable and other liabilities     | 15,832,469           | 11,339,876          |
| Deferred excise tax                        | 10,848,945           | 13,112,986          |
|                                              | 49,777,612           | 70,634,329          |

| Unrestricted Net Assets                    | 2,661,681,913        | 2,555,485,005       |
|                                             | $ 2,711,459,525      | $ 2,626,119,334     |

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>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>$47,121,189</td>
<td>$39,296,698</td>
</tr>
<tr>
<td>Interest</td>
<td>28,178,817</td>
<td>25,317,792</td>
</tr>
<tr>
<td>Partnership Income</td>
<td>17,344,323</td>
<td>8,002,509</td>
</tr>
<tr>
<td>Net realized gain on sale of investments</td>
<td>265,880,245</td>
<td>230,856,157</td>
</tr>
<tr>
<td>Net unrealized market appreciation (depreciation)</td>
<td>(114,599,290)</td>
<td>(10,890,663)</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>1,081,260</td>
<td>(369,117)</td>
</tr>
<tr>
<td><strong>Total Income:</strong></td>
<td>245,006,544</td>
<td>292,213,376</td>
</tr>
<tr>
<td><strong>Investment expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct investment expenses</td>
<td>4,425,348</td>
<td>2,880,418</td>
</tr>
<tr>
<td>Provision for excise tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current taxes</td>
<td>3,550,150</td>
<td>2,985,786</td>
</tr>
<tr>
<td>Deferred expense (benefit)</td>
<td>(2,264,041)</td>
<td>(209,647)</td>
</tr>
<tr>
<td><strong>Total Investment expenses:</strong></td>
<td>5,711,457</td>
<td>5,656,557</td>
</tr>
<tr>
<td><strong>Net investment income</strong></td>
<td>239,295,087</td>
<td>286,556,819</td>
</tr>
<tr>
<td><strong>Grants and operating expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>111,819,476</td>
<td>108,502,128</td>
</tr>
<tr>
<td>Foundation administered projects</td>
<td>634,465</td>
<td>586,178</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>14,392,282</td>
<td>14,784,229</td>
</tr>
<tr>
<td><strong>Total Grants and operating expenses:</strong></td>
<td>126,846,223</td>
<td>123,872,535</td>
</tr>
<tr>
<td>Income in excess of grants and expenses</td>
<td>112,448,864</td>
<td>162,684,284</td>
</tr>
<tr>
<td><strong>Other changes in net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum pension liability</td>
<td>(3,530,358)</td>
<td>355,407</td>
</tr>
<tr>
<td>Minimum postretirement health-care liability</td>
<td>(2,721,598)</td>
<td>0</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>106,196,908</td>
<td>163,039,691</td>
</tr>
<tr>
<td><strong>Unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>2,555,485,005</td>
<td>2,392,445,314</td>
</tr>
<tr>
<td>End of year</td>
<td>$2,661,681,913</td>
<td>$2,555,485,005</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></th>
<th>2007</th>
<th>2006</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>$106,196,908</td>
<td>$163,039,691</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to cash flows provided (used) by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>(265,880,245)</td>
<td>(230,856,157)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(17,344,323)</td>
<td>(8,002,509)</td>
</tr>
<tr>
<td>(Increase) decrease in market value of investments</td>
<td>114,599,290</td>
<td>10,890,663</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>2,003,290</td>
<td>1,260,627</td>
</tr>
<tr>
<td>Loss on asset retirement</td>
<td>3,714</td>
<td>15,888</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>358,410</td>
<td>363,698</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>(1,840,958)</td>
<td>70,770</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>3,603,982</td>
<td>7,801,152</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>(23,085,269)</td>
<td>(12,359,508)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and other liabilities</td>
<td>4,492,593</td>
<td>(1,659,233)</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise taxes</td>
<td>(2,264,041)</td>
<td>(209,647)</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(185,353,557)</td>
<td>(232,684,256)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>(79,156,649)</td>
<td>(69,644,565)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>1,372,786,983</td>
<td>791,979,880</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(1,290,154,391)</td>
<td>(720,743,360)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(90,841)</td>
<td>(456,577)</td>
</tr>
<tr>
<td>Net cash provided by investing activities</td>
<td>82,541,751</td>
<td>70,779,943</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>3,385,102</td>
<td>1,135,378</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>3,019,517</td>
<td>1,884,139</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$6,404,619</td>
<td>$3,019,517</td>
</tr>
<tr>
<td><strong>Supplemental schedule of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades payable at year end</td>
<td>$332,194</td>
<td>$214,826</td>
</tr>
</tbody>
</table>

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

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.

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

The Foundation’s 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 is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2007, the Foundation has $791.5 million in outstanding limited partnership commitments, including both domestic and international partnerships.

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

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

Other Assets
Included in other assets are land and buildings that were purchased by the Foundation for charitable purposes and are recorded at cost.

Land, Building and Improvements
Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 6 to 50 years. Assets with a cost basis of $135,792 and $409,966, along with related accumulated depreciation, were retired during 2007 and 2006, respectively.

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

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

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>8,284,205</td>
<td>8,329,157</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(4,814,134)</td>
<td>(4,587,803)</td>
</tr>
<tr>
<td></td>
<td>$3,867,923</td>
<td>$4,139,206</td>
</tr>
</tbody>
</table>

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. Since substantially all assets are already stated at fair value, the Foundation does not expect SFAS 157 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. Since substantially all assets are already stated at fair value, the Foundation does not expect SFAS 159 to have a significant impact.

**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, 2008.

**Reclassifications**

Certain amounts in the 2006 statements have been reclassified to conform to the 2007 statements.

**C. Investments**

Investments held at December 31, 2007 and 2006, were as follows (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Value</strong></td>
<td><strong>Cost Basis</strong></td>
<td><strong>Market Value</strong></td>
</tr>
<tr>
<td>Equity securities</td>
<td>$1,747,012</td>
<td>$1,260,994</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>291,996</td>
<td>278,588</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>104,764</td>
<td>103,214</td>
</tr>
<tr>
<td>Limited Partnerships</td>
<td>350,706</td>
<td>297,543</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>134,646</td>
<td>134,646</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,689,124</strong></td>
<td><strong>$2,134,985</strong></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 2007 and 2006. 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>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$190,366</td>
<td>$(441,038)</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>$10,848,945</td>
<td>$13,112,986</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,039,311</strong></td>
<td><strong>$12,671,948</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 $3,360,000 and $3,420,000 were paid in 2007 and 2006, 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, 2007, the Foundation made qualifying distributions in excess of the required minimum distribution of approximately $22 million. Combined with the accumulated over-distribution of $14.6 million as of December 31, 2006, the Foundation will have approximately $36.6 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, 2007, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Payable in Year Ending December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>Civil Society</td>
<td>$7,924,050</td>
</tr>
<tr>
<td>Environment</td>
<td>1,947,737</td>
</tr>
<tr>
<td>Flint Area</td>
<td>658,716</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>6,816,499</td>
</tr>
<tr>
<td>Other*</td>
<td>260,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>17,607,002</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,607,002</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 $1,485,000 and $1,787,000 as of December 31, 2007 and 2006, respectively.

*Includes Exploratory and Special Projects.
Grant activity for the years ended December 31, 2007 and 2006, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$50,819,966</td>
<td>$64,460,218</td>
</tr>
<tr>
<td>Grants approved</td>
<td>109,021,540</td>
<td>108,420,325</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>25,702,358</td>
<td>26,950,762</td>
</tr>
<tr>
<td>Environment</td>
<td>16,835,813</td>
<td>21,175,856</td>
</tr>
<tr>
<td>Flint Area</td>
<td>20,504,471</td>
<td>24,331,887</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>45,312,779</td>
<td>39,088,821</td>
</tr>
<tr>
<td>Other*</td>
<td>27,513,289</td>
<td>10,513,251</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$23,972,796</td>
<td>$50,819,966</td>
</tr>
</tbody>
</table>

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

**F. Pension and Other Postretirement Benefits**

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

The Foundation adopted FAS Statement No. 158, *Employer’s Accounting for Defined Benefit Pension and Other Postretirement Plans* as of December 31, 2007. 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, the funded status of the defined benefit and other postretirement plans is fully recognized in the statements of financial position at December 31, 2007. FAS 158 resulted in the recognition of a $6.2-million loss reported on the Statements of Activities. The loss reflected amounts not previously recognized in periodic benefit costs as follows:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts in ($000)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net actuarial gain (loss)</td>
<td>$ (3,074)</td>
<td>$ (1,921)</td>
<td>$ (4,995)</td>
</tr>
<tr>
<td>Prior service credit (cost)</td>
<td>(456)</td>
<td>(801)</td>
<td>(1,257)</td>
</tr>
<tr>
<td>Total</td>
<td>$ (3,530)</td>
<td>$ (2,722)</td>
<td>$ (6,252)</td>
</tr>
</tbody>
</table>
The incremental effect of applying the provisions of FAS 158 on the Statements of Financial Position for 2007 was:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>Before Application of FAS 158</th>
<th>Incremental Effect of FAS 158</th>
<th>After Application of FAS 158</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other assets</td>
<td>$4,976</td>
<td>$(3,190)</td>
<td>$1,786</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(8,961)</td>
<td>(3,062)</td>
<td>(12,023)</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td></td>
<td>$(6,252)</td>
<td></td>
</tr>
</tbody>
</table>

The amounts included in unrestricted net assets that are expected to be recognized in net periodic benefit cost in 2008 are as follows:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net gain (loss) amortization</td>
<td>$(94)</td>
<td>$(71)</td>
</tr>
<tr>
<td>Prior service credit (cost) amortization</td>
<td>(55)</td>
<td>(129)</td>
</tr>
<tr>
<td>Total</td>
<td>$(149)</td>
<td>$(200)</td>
</tr>
</tbody>
</table>

Other basic information is as follows:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>2007</th>
<th>2006</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(28,821)</td>
<td>$(27,829)</td>
<td>$(9,502)</td>
<td>$(8,442)</td>
</tr>
<tr>
<td>Unrecognized prior service costs and losses</td>
<td>0</td>
<td>4,333</td>
<td>0</td>
<td>2,677</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>28,085</td>
<td>23,079</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(736)</td>
<td>$(417)</td>
<td>$(9,502)</td>
<td>$(5,765)</td>
</tr>
</tbody>
</table>

Amounts recognized in the statements of financial position:

| Prepaid benefit included with other assets | 1,786 | 1,930 | 0     | 0     |
| Accrued benefit liability included with accounts payable and other liabilities | (2,522) | (2,347) | (9,502) | (5,765) |
| Net amount recognized                   | $(736) | $(417) | $(9,502) | $(5,765) |

Employer contributions                  | 4,289 | 4,799 | 271   | 239   |
Benefit payments                        | (540) | (280) | (271) | (239) |
Components of net periodic benefit cost:

| Service cost                           | 1,248 | 1,441 | 511   | 491   |
| Interest cost                          | 1,606 | 1,380 | 541   | 457   |
| Expected return on assets              | 1,926 | 1,331 | 0     | 0     |
| Amortization of net (gain) loss        | 94    | 215   | 105   | 112   |
| Amortization of prior service cost     | 55    | 55    | 128   | 129   |
| Net periodic benefit cost              | 1,077 | 1,760 | 1,285 | 1,189 |
**Benefit Obligations**

The accumulated benefit obligation of the nonqualified pension plan was $1,944,225 and $1,864,373 as of December 31, 2007 and 2006, respectively. The accumulated benefit obligation of the qualified plan was $22,373,416 and $21,511,298 as of December 31, 2007 and 2006, respectively.

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

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>2007  6.50%  2006  5.90%</td>
<td>2007  6.50%  2006  6.00%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>5.90%  5.50%</td>
<td>6.00%  5.50%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.00%  8.00%</td>
<td>N/A  N/A</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>5.00%  5.00%</td>
<td>N/A  N/A</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% by year 2015.

**Asset Holdings**

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

A summary of asset holdings in the pension plan as of December 31, 2007, is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percentage of Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>51.0%</td>
</tr>
<tr>
<td>International stock</td>
<td>18.4%</td>
</tr>
<tr>
<td>Real estate</td>
<td>8.3%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>22.3%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Expected Contributions**

The Foundation expects to contribute $2,210,440 to its pension plans and $282,670 to its postretirement medical plan in 2008. 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>2008</td>
<td>$1,196,440</td>
<td>$282,670</td>
<td>$26,631</td>
</tr>
<tr>
<td>2009</td>
<td>1,196,440</td>
<td>311,735</td>
<td>28,533</td>
</tr>
<tr>
<td>2010</td>
<td>1,236,440</td>
<td>355,664</td>
<td>31,395</td>
</tr>
<tr>
<td>2011</td>
<td>1,423,440</td>
<td>391,900</td>
<td>34,603</td>
</tr>
<tr>
<td>2012</td>
<td>1,639,440</td>
<td>460,630</td>
<td>41,606</td>
</tr>
<tr>
<td>2013-2017</td>
<td>12,481,200</td>
<td>3,068,164</td>
<td>322,284</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, 2007 and 2006, the Foundation contributed $227,873 and $231,355, respectively.

G. Subsequent Events
On January 31, 2008, the Foundation and its chairman were named among 15 defendants in a purported class-action lawsuit filed in United States District Court Southern District of Florida. The suit seeks compensatory and punitive damages, along with attorneys’ fees and equitable relief. The named plaintiffs are former employees of United States Sugar Corporation (USSC), a corporation in which the Foundation owns a minority interest. The Foundation’s chairman is a director and chairman of the board of USSC.

An amended complaint was filed on May 2, 2008, which eliminated certain claims that had been asserted against the Foundation, and which dismissed two defendants, other than the Foundation. The amended complaint does not articulate the amount of damages sought (the original complaint sought compensatory damages in excess of $150 million), but continues to seek compensatory and punitive damages for alleged breach of fiduciary duty, abuse of control and conversion related to USSC’s alleged rejection of an offer to purchase shares of USSC at a price higher than the employee stock ownership plan fair market value set by an independent appraiser. The Foundation’s insurance carrier, Chubb Federal, has agreed to provide a defense under the Foundation’s directors and officers policy, but, as is common, has reserved the right to deny coverage for any loss.

The Foundation believes, at the present time, that this case is without merit and intends to defend the case vigorously.
Administration & Investment Expenses

<table>
<thead>
<tr>
<th></th>
<th>Administration Total</th>
<th>Investment Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 7,333,885</td>
<td>$ 7,119,007</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>3,783,606</td>
<td>4,170,753</td>
</tr>
<tr>
<td>Operations</td>
<td>1,170,518</td>
<td>1,444,467</td>
</tr>
<tr>
<td>Professional fees</td>
<td>964,406</td>
<td>921,359</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>867,263</td>
<td>811,288</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>272,604</td>
<td>317,355</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 14,392,282</strong></td>
<td><strong>$ 14,784,229</strong></td>
</tr>
</tbody>
</table>
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
Charlie Nelms
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.
Elizabeth T. Frank
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.

** Serves as presiding/lead outside director.

Board list as of September 15, 2008
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
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
Kim R. McDonald  
Jill A. Powell  
Word Processors
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  
Vice President - Investments  
and Chief Investment Officer
Jay C. Flaherty  
Cheryl Garneau  
Stephen A. McGratty  
Paul H. McVey **  
Stephen W. Vessells  
Investment Managers
Laura R. Bechard  
Investment Office Administrator  
and IS Coordinator
Margaret H. Hubble **  
Senior Administrative Assistant
Alicia T. Aguilar  
Assitant Investment  
Administrator
Monica R. Smartt  
Administrative Secretary
Laura D. Franco  
Administrative Assistant

PROGRAMS AND COMMUNICATIONS
Maureen H. Smyth  
Senior Vice President - Programs  
and Communications
Ruth M. Woodruff  
Administrative Secretary

Programs
Lois R. DeBacker *  
Associate Vice President - Programs (Civil Society and Environment)
CIVIL SOCIETY
Shannon L. Lawder  
Program Director
Central/Eastern Europe  
and Special Initiatives-International
J. Walter Veirs  
Regional Director
Vera Dakova  
Ross Maclaren  
Program Officers
Michele H. Neumann  
Secretary
South Africa
Russell T. Ally *  
Office Director
Vuyiswa Sidzumo  
Program Officer
Lydia Molapo  
Administrative Secretary
Sharifa Bala  
Administrative Assistant
U.S.
Nicholas S. Deychaksky  
Program Officer
Diane M. Gildner  
Secretary
ENVIRONMENT
Samuel B. Passmore  
Program Director
Amy Shannon  
Sandra N. Smithey  
Program Officer
Sandra J. Smith  
Judy L. Wallace  
Secretaries
Kevin F. Walker *  
Associate Vice President - Programs (Flint Area and Pathways Out of Poverty)
Programs (cont.)

FLINT AREA
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Program Director
Kimberly S. Roberson ⁴
Program Officer
Shannon E. Polk
 Ridgway H. White
 Associate Program Officers
Tiffany Cole-Stitt
Program Assistant
Wynette L. Adamson ²
Christine L. Anderson ⁵
Secretaries

PATHWAYS OUT OF POVERTY
Jack A. Litzenberg ⁶
Interim Program Director
An-Me Chung
Christine A.W. Doby
Benita D. Melton
Program Officers
Frederick L. Kump ⁷
Program Officer and
Financial Analyst
Eugene A. Hillsman *
Yazeed Moore
Associate Program Officers
Alissa Talley
Program Assistant
Crystal Bright ⁶
Delia Cappel ⁴
Secretaries

Communications
Marilyn Stein LeFeber
Vice President - Communications
Donald F. Dahlstrom **
Senior Communications Officer
Mitchell W. Hurst
Team Leader - New Media
Ann F. Richards
Communications Officer - New Media
Duane M. Elling
Maggie I. Jaruzel
Communications Officers
Peggy A. Harrington
Associate Communications Officer - New Media
Teri L. Chambry
Administrative Secretary
J. Gay McArthur
Secretary

LOANED STAFF
Karen B. Aldridge-Eason
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)

CONTRACT EMPLOYEES/CONSULTANTS
Vyacheslav Bakhmin, Civil Society
program (Russia)
Donald F. Dahlstrom,
Communications
Linda Helstowski, Environment
program
Martha A. Howlett,
Communications
Joumana M. Klanseck,
Information Services
Jeanette R. Mansour, Programs
Beth Millemann, Environment
program
Dorothy Reynolds, Civil Society
program
Svitlana Suprun, Civil Society
program (Belarus, Moldova,
Ukraine)
Darlene F. Wood, Administration

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

Staff list as of September 15, 2008
OUR VALUES

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

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

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

Fundamental to all Mott grantmaking are certain values:

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

OUR CODE OF ETHICS

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

- We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
- We are committed to avoid conflicts of interest and the appropriate handling of actual or apparent conflicts of interest in our relationships.
- We are committed to treat our grantees fairly and to treat every individual with dignity and respect.
- We are committed to treat our employees with respect, fairness and good faith and to provide conditions of employment that safeguard their rights and welfare.
- We are committed to be a good corporate citizen and to comply with both the spirit and the letter of the law.
- We are committed to act responsibly toward the communities in which we work and for the benefit of the communities we serve.
- We are committed to be responsible, transparent and accountable for all of our actions.
- We are committed to improve the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.
Text
Communications Department, Charles Stewart Mott Foundation
  page 9: Maggie I. Jaruzel
  pages 13, 39: Ann F. Richards
  pages 25, 31: Duane M. Elling

Photography
cover (top), pages 15, 24, 25, 27: Rick Smith, Rochester, Michigan
cover (middle), page 38: Rick Crank, Pix By Ric Photography, Raleigh, North Carolina
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Graphic Design and Production
Olmsted Associates, Inc., Flint, Michigan

Printing
The McKay Press, Midland, Michigan

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