




2015 ANNUAL REPORT

FLINT



CHARLES STEWART
MOTT FOUNDATION®

REFLECTIONS ON CRISIS, COMMUNITY AND COMMITMENT IN MOTT'S HOMETOWN



*On the cover: Downtown Flint,
photographed from the north
bank of the Flint River.*

PHOTO CREDIT: DUANE ELLING

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FOUNDATION FOR LIVING

HOW FLINT'S WATER CRISIS DEMONSTRATES THE VALUE OF ENDOWED PHILANTHROPY

FOR THOSE WHO LIVE OR WORK IN FLINT, 2015
WILL BE REMEMBERED AS THE DAWN OF ONE
OF THE MOST DIFFICULT AND HEARTBREAKING
PERIODS IN OUR CITY'S HISTORY.

After more than a year of growing concern among residents and conflicting reports from government, the world learned in September 2015 that people in Flint were being exposed to lead in the city's drinking water. Research showed that the number of children with elevated levels of lead in their blood had more than doubled after the city switched from using the Detroit water system to using improperly treated water from the Flint River.

The news plunged Flint into a public health crisis that has tested the community's patience, broken its trust in government and sparked fear for the health of all residents — particularly children. It also cast a long shadow over the very real progress that was beginning to emerge in the city. More than a year later, such concerns continue to trouble the hearts and minds of residents and countless others who care about the community.

PHOTO CREDIT: MOTT FOUNDATION ARCHIVES



PHOTO CREDIT: CRISTINA WRIGHT





Photos (clockwise from top left): C.S. Mott chats with young Jack Grenier (circa 1940). From our earliest days of grantmaking in Flint, the Mott Foundation has maintained a special focus on the community's children.

A youngster at the University of Michigan-Flint's Early Childhood Education Center reaches for a colorful mobile made out of plastic water bottles. Children enrolled at the center created the mobile for Dr. Mona Hanna-Attisha, the physician who drew national attention to Flint's water crisis and now directs the local Pediatric Public Health Initiative.

An AmeriCorps NCCC service member delivers bottled water to Flint residents.

PHOTO CREDIT: JAKE MAY / THE FLINT JOURNAL-MLIVE.COM VIA AP

And, yet, amid the pain, anger and fear, the people of Flint have continued to move forward in strikingly positive ways — from the steely determination of residents who refused to let their concerns be silenced, to the commitment of those engaged in the research and outreach activities that are essential to understanding the disaster and mitigating its impacts, to the dedication and resourcefulness of local organizations and institutions that are spearheading efforts to help the community.

As we mark the Mott Foundation's 90th anniversary in 2016, the disaster has intensified our commitment to our hometown. It has illustrated

PHOTO CREDIT: ADAM STOLTZMAN



Flint students practice mindfulness exercises to increase self-awareness, reduce stress and improve well-being.

the importance of partnerships in addressing major problems and highlighted the ability of philanthropy to respond in times of tragedy. Perhaps most important, it has underscored the value of endowed philanthropy and long-term grantmaking in helping communities deal with both day-to-day challenges and unexpected crises. Indeed, when we awarded \$5 million to support the Flint Child Health and Development Fund, it marked the 3 billionth dollar we had awarded in grant funding since our founding.

When Charles Stewart Mott created his foundation in 1926, Flint was experiencing a population explosion brought about by the burgeoning automotive industry. Seeing the challenges this rapid growth sparked, Mr. Mott focused many of the Foundation's initial grants on providing Flint residents with high-quality educational and recreational experiences, as well as services to safeguard the health of children — the kind of support we're still providing today. Indeed, we've seen some of our earliest grantmaking come full circle in the face of Flint's water crisis.

One example is our support for community education, which the Foundation helped to introduce in Flint in 1935. Providing academic and enrichment programs after the day's last school bell rang, the "lighted schoolhouse" approach changed the way residents engaged with their schools and helped spark an educational movement that spread throughout the country and around the world.

As part of a comprehensive master planning process, Flint residents in 2013 identified the creation of a new model of community schools as their top priority. When we set out to help reimagine how schools could once again become a center of community life in Flint, we had no idea

how quickly they would be called upon to do so. Today, the initiative is one of the community's best assets for responding to the water crisis.

With support from Mott, every public school in Flint now features a community school director, a community health worker and high-quality afterschool programming. Students receive research-based educational and enrichment opportunities, nutritional support, physical activity, mindfulness exercises and more. These are exactly the kinds of interventions that are needed to help mitigate the long-term effects of lead exposure.

In addition, the community health workers reach beyond the walls of the school to help students, their families and other local residents access a wide range of health and medical services. They also connect them to resources that can assist with basic needs related to food, clothing and housing.

Flint's many nonprofit organizations are working to meet those needs, and strengthening that sector was another early focus at Mott. Over the years, we've provided seed funding, general purposes support and other grants to bolster the city's nonprofit community. We've also helped to forge relationships, spark collaboration across the sector, and provide local nonprofits with assistance and resources designed to build their organizational capacity.

The resulting responsiveness, stamina and flexibility in the sector have been crucial in the face of Flint's water crisis. For example, Mott has made nearly \$23 million in grants since 2011 to support Flint's growing Health and Wellness District. Two anchor institutions in the district, the Michigan State University (MSU) College of Human Medicine and

PHOTO CREDIT: JIM WEST / ALAMY



A local resident visits Flint Fire Station #6, where volunteers were distributing water filters.

Hurley Children's Hospital, have demonstrated extraordinary leadership in responding to the crisis.

Dr. Mona Hanna-Attisha directs the Pediatric Public Health Initiative, a collaboration between MSU and Hurley. It was her research that showed increased levels of lead in the blood of Flint children, and it is the initiative that now leads ongoing efforts to mitigate, diagnose, treat and track related health and behavioral impacts.



PHOTO CREDIT: DOUGLAS PIKE, PROVIDED COURTESY OF HURLEY MEDICAL CENTER

Dr. Mona Hanna-Attisha directs the Pediatric Public Health Initiative, which seeks to mitigate, diagnose, treat and track health and behavioral impacts related to children's exposure to lead.

Many other Mott grantees also have responded to the crisis. The United Way of Genesee County coordinated the massive effort to distribute bottled water, filters and water testing kits throughout the city, while other grantees deployed resources to help residents get the nutritious foods, medical care and mental health services they needed. At the same time, the Community Foundation of Greater Flint began raising funds to help the community meet its challenges in the years and decades to come.

The fact that these institutions and programs were in a position to hit the ground running when the crisis broke speaks volumes about the significance of building and sustaining a vibrant nonprofit sector at the local level. Such organizations are often the first responders in times of need, and their ability to serve that vital role is rarely born overnight.

The water crisis also added weight to a key lesson we've learned through many years of working in Flint and elsewhere around the world: the importance of partnership. The magnitude of the crisis meant that no institution — and not even any single sector — could go it alone. We knew it would take many partners and allies, each playing to their individual strengths while collaborating with others, to respond to this complex challenge.

As soon as we learned about the increase in lead exposure among Flint's children, we reached out to the city and state to help them begin the process of bringing safe, clean water back to the community. We granted \$100,000 to provide Flint residents with free water filters and \$4 million to help the city reconnect to the Detroit water system within three weeks. We believe the latter is one of the most important grants we've made thus far to address the water crisis because it helped to prevent further harm to the people of Flint and further damage to the city's infrastructure.

We also began working with organizations on the ground in Flint, as well as other foundations from across the region and around the country, to gather and share information and ideas about how philanthropy could best help the community meet its needs. On May 11, 2016, we joined nine other funders in announcing a multiyear effort totaling up to \$125 million — including our own pledge of up to \$100 million over five years — to help Flint recover and rise from the water crisis. Those funds are helping to tackle such immediate and long-term concerns as health, education, community engagement and economic revitalization.

The charitable response to Flint's crisis has focused attention on an important question: what is the role of philanthropy vis-à-vis government in responding to a community in distress?

Over the years, Mott has sometimes made grants in Flint for services that typically would be considered the realm of government. In addition to helping the city reconnect to the Detroit water system, we also have provided support for public safety, local libraries and county parks. In each case, we recognized that the loss of services in a city already challenged by economic hardship would further diminish quality of life and undermine the community's ability to chart its own future.

That being said, we believe philanthropy cannot and should not be expected to replace public funding streams. There are two reasons for this. First, the most important function of government is to protect the safety and well-being of its citizens. That responsibility cannot be punted to any other sector. Second, foundations do not possess the resources that can substitute for public funding at any meaningful scale.

The water crisis also added weight to a key lesson we've learned through many years of working in Flint and elsewhere around the world: the importance of partnership. The magnitude of the crisis meant that no institution — and not even any single sector — could go it alone.

Nine decades ago, no one could have guessed the obstacles and opportunities Flint would face over time. Fortunately, Mr. Mott was prescient enough to set up his foundation in a way that would ensure its continued existence to help address the challenges of both the present and future.

Take, for example, the country's aging water infrastructure. If the 100 largest foundations in the United States chose to forgo all of the charitable purposes for which they were created and devote themselves solely to overhauling that infrastructure, our combined assets would be a mere fraction of the \$1 trillion the American Water Works Association estimates would be needed to address the nation's drinking water systems over 25 years.

Of course, there are many avenues by which philanthropy can work well with government, and Mott has a rich history of doing just that in our Flint Area grantmaking and across our other programs — Civil Society, Education and Environment. For example, our work in community education in Flint led us to support efforts to bring afterschool programs to scale nationwide. We helped expand the federal government's 21st Century Community Learning Centers initiative from a small pilot project in 1998 to the largest afterschool grant program in U.S. history, currently serving 1.6 million children in more than 11,000 schools and community centers.

Our work also has demonstrated that philanthropy can help identify and test innovative solutions to pressing problems — solutions government may then embrace. For instance, our support in the late 1990s for the exploration of new approaches to urban land use policy fueled the development of the country's land bank system. Today, 120 land banks across the country are linking public and private efforts to stabilize and revitalize neighborhoods by preventing tax foreclosures, demolishing



A learning guide works with participants in a YouthQuest summer program at Doyle-Ryder Community School in Flint.

PHOTO CREDIT: RICK SMITH

abandoned houses, and bringing vacant and tax foreclosed properties back into productive use.

These examples reflect our belief that the relationship between foundations and government should be one in which philanthropic funding is used to drive innovation and to supplement — rather than supplant — government funding.

Nine decades ago, no one could have guessed the obstacles and opportunities Flint would face over time. Fortunately, Mr. Mott was prescient enough to set up his foundation in a way that would ensure its continued existence to help address the challenges of both the present and future.

Today, our work in Flint and around the world demonstrates the value of endowed philanthropy and grantmaking in perpetuity. By committing to the long haul, we and other foundations continue to support the growing and durable bodies of knowledge, resources and networks that are so essential to society's capacity to respond to the challenges we face today, as well as those that lay beyond the horizon.

Furthermore, by keeping an eye on the long view, philanthropy can help communities prevent current problems from becoming permanent wounds. The importance of that role is evidenced in Flint's water crisis — Mott would not be able to help our hometown recover and rise from the disaster if we had spent our way out of existence 50, 20 or even two years ago.

We began this Annual Message by noting that 2015 will be remembered as the start of one of the most trying periods in the history of our hometown. The challenges the community continues to

deal with on a daily basis, as well as those that may take decades to emerge, indicate that the journey ahead won't be easy.

As we also have pointed out, there is real optimism and gritty determination to be found in Flint. It's seen in those who have cultivated progress in a city marked by many as being down for the count. It's demonstrated by the people and organizations that have committed to helping the community prevail over a public health disaster. And it's evidenced by the encouraging stories found in a city that, even in times of crisis, is still "Flint Strong." We look forward to sharing new stories of action and progress from our hometown in the years to come.

In the next section of this report you'll find a few snapshots of our hometown grantmaking over the years. We also encourage you to visit our newly redesigned website at www.mott.org to learn more about work underway in the community, our response to the water crisis, and our approach to grantmaking in Flint and around the world. ●



A stylized, handwritten signature of William S. White in black ink.

William S. White
Chairman and CEO



A stylized, handwritten signature of Ridgway H. White in black ink.

Ridgway H. White
President

A COMMITMENT TO OUR COMMUNITY

SNAPSHOTS OF MOTT'S GRANTMAKING IN FLINT

In addition to awarding more than \$915 million between 1926 and 2015 — nearly a third of the Mott Foundation's total grantmaking — to benefit our home community, we've worked on the ground with local leaders and organizations to help identify pressing needs and promising solutions. We've acted as a convener, bringing together people and groups to address shared concerns. And we've brought to bear insights and expertise found across all of our grantmaking programs: Civil Society, Education, Environment and Flint Area.

The resulting activity has contributed to our belief that strengthening institutions and the communities they serve — here in Michigan, across the United States and around the world — is an effective way to promote positive change.

On the pages that follow, you'll find brief snapshots of our grantmaking in Flint. From work that began with the Foundation's launch nine decades ago to support for the response to Flint's current water crisis, each highlights the Mott Foundation's continued concern for — and enduring commitment to — our home community.

*Students participating in the YouthQuest
afterschool program take a hands-on
approach to art.*

PHOTO CREDIT: RICK SMITH





COMMUNITY EDUCATION





PHOTO CREDIT: JAKE MAY / THE FLINT JOURNAL-MLIVE.COM VIA AP

Intrigued by Flint educator Frank J. Manley's remarks at a Rotary meeting in 1935, C.S. Mott invited him to share his ideas about keeping the city's children healthy and engaged in productive activities. Together, they devised a plan to use school buildings after hours and on weekends as community centers.

By 1957, Flint's approach to community education was attracting national interest. To meet a growing demand for community school directors, Mott partnered with Michigan's public universities to develop the Mott Intern Program, which graduated almost 1,000 students who had practical experience operating community schools.

In 1962, a 30-minute, Mott-funded film, "To Touch a Child," was produced to introduce visitors to Flint's community school concept. Subsequently shipped around the globe, the film acquainted thousands of educators with the Flint model of community education.

Although many of the principles and practices of community education remained embedded in the daily operations of Flint Community Schools, it wasn't until the city's 2013 master planning process that residents identified the reintroduction of full-service community schools as the most critical component for an improved future.

Students at Freeman Elementary School in Flint vie to answer a question posed by their teacher.

PHOTO CREDIT: MOTT FOUNDATION ARCHIVES



C.S. Mott (left) and Frank J. Manley worked together to develop the first model of community education in Flint.

In response, a "reimagined" model of community education was launched at Brownell-Holmes STEM Academy in 2013. With funding from Mott, and in partnership with the Crim Fitness Foundation, AmeriCorps and many local nonprofit organizations, a community school director, a community health worker, and high-quality afterschool programming were incorporated into the school's daily operations.

In response to student and neighborhood needs, the school began providing a variety of educational and enrichment opportunities, nutritional support, physical fitness, mindfulness exercises, and outreach services for families and area residents. The following year, the model was expanded to three more schools. Today, all 11 Flint Community Schools are — once again — true community schools, dedicated to building stronger families, healthier neighborhoods and high-performing students. ●

YOUTH EMPLOYMENT

Since 1940, thousands of young people in Flint have obtained their first paying job — and the confidence, experience and satisfaction that brings — through various Mott-funded youth employment programs. Then, as now, such programs relied on a basic formula of counseling, guidance, training and job placement to prepare young people for the world of work.

Over the past 20 years, Mott has granted \$13 million for the Summer Youth Initiative and TeenQuest, programs of the Flint & Genesee Chamber of Commerce. TeenQuest, a five-week, pre-employment training program offered during the school year, annually serves about 800 students ages 14-19 in Flint and Genesee County. Participants not only learn how to write a résumé and perform on job interviews, they are exposed to the importance of such “soft skills” as arriving to work on time, maintaining a positive attitude and working well with others. After graduating from TeenQuest, students are eligible to apply for employment at the annual Summer Youth Initiative job fair.

Throughout the year, TeenQuest students also volunteer in the community. In 2015, they contributed 2,400 hours of service to local organizations, including the Food Bank of Eastern Michigan and the North End Soup Kitchen. In cooperation with eight north Flint neighborhoods, more than 275 YouthQuest students donated 963 hours of service to beautify the community.

Since 2005, Mott has provided \$3 million in funding to Flint STRIVE, which offers job training and post-placement support for youth and adults lacking the skills needed to obtain long-term employment. A replication of the East Harlem Employment Service’s workforce training program,

PHOTO CREDIT: MOTT FOUNDATION ARCHIVES



Launched in 1969, the Genesee Area Skill Center — now known as the Genesee Career Institute — annually provides career-focused training to roughly 1,500 students from across Genesee County.

Flint STRIVE helps prepare participants for the workforce through a 19-day, 130-hour workshop that emphasizes behaviors that lead to successful entry-level employment. More than 4,400 people have completed the program since its launch in December 2000. In 2015, 258 participants graduated from Flint STRIVE, and approximately 220 were placed into jobs. ●

Each year, roughly 600 young people, such as Jazzmin Jackson, develop their job skills with the help of the Summer Youth Initiative.

PHOTO CREDIT: RICK SMITH



HIGHER EDUCATION

Charles Stewart Mott once observed that “Flint folks have a tremendous appetite for education.” That remains true today. The city’s five colleges and universities, which collectively have received nearly \$130 million in Mott support since the mid-1940s, serve about 25,000 full- and part-time students each year.

Named for Mr. Mott, who donated the 45 acres of land on which it is located, Mott Community College (MCC) enrolls approximately 9,000 students each year at its Flint and four smaller branch campuses. With the country’s first multi-district middle college program, even high school freshmen can earn college credits at MCC.



Harding Mott and William S. White (fourth and third from the right, respectively) were among those who broke ground in 1972 for the campus of the University of Michigan-Flint.

PHOTO CREDIT: MOTT FOUNDATION ARCHIVES

Originally located on a shared campus with MCC, the University of Michigan-Flint (UM-Flint) celebrates its 60th anniversary in 2016. In 1950, C.S. Mott promised the city of Flint \$1 million for the development of the four-year college. In the 1970s, the Mott Foundation would award \$6 million to relocate UM-Flint to its current riverfront campus in downtown Flint. Today, more than 8,000 students — including a growing number of international students — take advantage of the university’s 100 undergraduate and 35 graduate programs.

Flint’s Kettering University, formerly General Motors Institute, is a private engineering school known for its cooperative education program. With about 2,300 students, Kettering ranks 15th nationally among all non-Ph.D.-granting engineering programs in the U.S. It also serves as an anchor and advocate for the city’s west side neighborhoods.

Michigan State University College of Human Medicine unveiled its new medical education and public health research space in downtown Flint in 2014, doubling the number of third- and fourth-year medical students at the three Flint-area hospitals to 100. ●

Kettering University student Muhammad Ghias conducts research in one of the institution’s mechanical engineering laboratories.

PHOTO PROVIDED COURTESY OF KETTERING UNIVERSITY



NONPROFIT PHILANTHROPY SECTOR AND

Our support for Flint's nonprofit community stretches back to the Foundation's earliest days, when Mr. Mott made grants to agencies working to help residents meet such basic needs as food, shelter and health services for children. The Foundation went on to support local chapters of several national programs, including the American Red Cross, YMCA, YWCA and Boy Scouts of America.

We also have helped to expand the reach and impact of local programs. For example, with support from Mott over nearly three decades, the Food Bank of Eastern Michigan has grown from a small, grassroots agency into a nationally recognized organization that distributes upwards of 25 million



PHOTO CREDIT: MOTT FOUNDATION ARCHIVES

The YWCA of Greater Flint, which opened in 1926, taught generations of the community's children how to swim.

pounds of food to programs serving more than 330,000 people in eastern Michigan.

Strengthening local nonprofits from the inside is another longstanding goal at Mott. Building Excellence, Sustainability and Trust (BEST) is one of the programs leading that charge. Since its launch in 2003, BEST has helped to cultivate the organizational capacity, efficiency and effectiveness of more than 100 organizations.

At home and around the world, Mott has long promoted locally driven philanthropy as a vehicle for creating positive change. Here in Flint, we've provided more than \$65 million since 1988 to the Community Foundation of Greater Flint (CFGF) and its supporting organization, the Foundation for the Flint Cultural Center. The result of a merger of the Flint Public Trust and the Flint Area Health Foundation — institutions Mott also supported — CFGF today oversees more than 400 charitable funds that, with the support and input of area residents, are creating a new future in Flint. In particular, CFGF created, manages and leads fundraising efforts for the Flint Child Health and Development Fund, designed to serve the long-term health and development needs of Flint children exposed to lead. ●

The Food Bank of Eastern Michigan annually distributes upwards of 25 million pounds of food to more than 330,000 people.

PHOTO CREDIT: RICK SMITH





ARTS AND CULTURE

A center for automotive manufacturing in the early 20th century, Flint became home for people of many cultures, nationalities and ethnicities. This produced unusual creative energy — and a city of laborers who spent their spare time as makers, musicians, dancers, painters, writers and actors. That creativity, coupled with the generosity of area patrons who made fortunes in the auto industry, resulted in outstanding arts and cultural institutions and organizations that are critical to the city's quality of life and economic vitality.

The most recognizable of these, the Flint Cultural Center, was launched in the 1950s. One of the first cities in the country to create a “cultural district,”



PHOTO CREDIT: MOTT FOUNDATION ARCHIVES

A vocalist performs with the Flint Symphony Orchestra.

Flint's complex of museums, performance halls and educational facilities provides world-class offerings. Today it serves as a regional attraction, each year welcoming more than 600,000 people of all ages — from four-year-old Head Start students to touring seniors. Over the years, the Foundation has provided more than \$141 million in capital, operating and endowment support for the benefit of the cultural center and its member institutions, the Flint Cultural Center Corporation, Flint Institute of Arts and the Flint Institute of Music.

Red Ink Flint is known primarily for Local 432, an all-ages, alcohol-free performing arts space. Each year, more than 12,500 people go there to enjoy music of all genres, including punk, hip-hop, indie, rock, folk and jazz. Flint Steamworks — Red Ink Flint's makerspace — has doubled its open shop sessions for tinkerers, crafters and inventors.

A growing number of mostly free festivals attract audiences from across the area to the central city, thanks in large part to the efforts of two Mott grantees, the Flint Downtown Development Authority and the Greater Flint Arts Council. The council's monthly 2nd Friday Art Walk has showcased local talent at participating restaurants, galleries and businesses for more than 15 years. ●

The group Chiodos performs a reunion concert at Local 432, an all-ages, alcohol-free performing arts space.

PHOTO CREDIT: BRETT CARLSEN, PROVIDED COURTESY OF LOCAL 432



DOWNTOWN REVITALIZATION

The Mott Foundation has long believed that, just as the strength of its engine is key to propelling a vehicle forward, cultivating a vibrant city center in Flint is essential to the economic future of adjacent neighborhoods, nearby suburbs and the mid-Michigan region.

Our first efforts to support the revitalization of downtown Flint began in 1972. Under the leadership of Harding Mott, who was then president of the Foundation, we awarded \$6 million in grants over four years to support the development of a 38-acre, riverfront campus for the University of Michigan-Flint (UM-Flint). With continued help from Mott, the campus has doubled in size and now serves more than 8,000 students each year.

In addition to the UM-Flint campus, our initial grantmaking in this area included support for the development of shopping and entertainment facilities, and residential housing complexes. Recognizing its vital role to the future of downtown, we also supported improvements to the campus of Kettering University, located just west of the downtown corridor.

In 1998, we renewed our focus on revitalization with grantmaking that sought to engage local leaders and business owners in bringing new energy and investment to the city center. The

People enjoy an evening on Saginaw Street in downtown Flint.

PHOTO CREDIT: THOMAS WIRT



Looking north on Saginaw Street in March 2007. A focus on revitalization has since attracted a growing number of new restaurants, businesses and loft apartments to downtown Flint.

subsequent transformation of a vacant building into modern loft apartments kicked off a growing list of Mott-supported development projects in the downtown area, including the construction of several commercial, residential and mixed-use properties. We've also helped fund the ongoing expansion of the UM-Flint and Kettering campuses, and the creation of the city's Health and Wellness District.

In all, the Mott Foundation granted \$294 million between 1972 and 2015 for the revitalization of downtown Flint. This grantmaking reflects our hope that such development will continue to attract new employers, businesses, residents, students and visitors to the Flint area each year. ●

HEALTH AND WELLNESS DISTRICT

Less than three years after it began welcoming visitors, Flint's Health and Wellness District has reinvented how the community uses and experiences the city center.

At the heart of the district is the Flint Farmers' Market, which moved to its new address in July 2014 after spending 74 years at a site north of downtown. Named one of the country's top six great public spaces in 2015 by the American Planning Association, the expanded market has made fresh, local produce and other goods more accessible to many residents, sparked opportunities for culinary entrepreneurs and created a new social hub in the community.

PHOTO CREDIT: HARLEY SEELEY, PROVIDED COURTESY OF MSU COLLEGE OF HUMAN MEDICINE



Pictured from left to right are the three Charles Stewart Mott Endowed Professors of Public Health at Michigan State University College of Human Medicine — Debra Furr-Holden, Ph.D., Harold “Woody” Neighbors, Ph.D., and Jennifer Johnson, Ph.D. — with Assistant Professor Richard Sadler, Ph.D.

A core goal of the Hurley Children's Center-Sumathi Mukkamala Children's Center is keeping the community it serves healthy. In addition to providing state-of-the-art pediatric care to 11,000 children each month, the center's location on the second floor of the Farmers' Market makes it convenient for families to obtain the fresh, nutritious food they need.

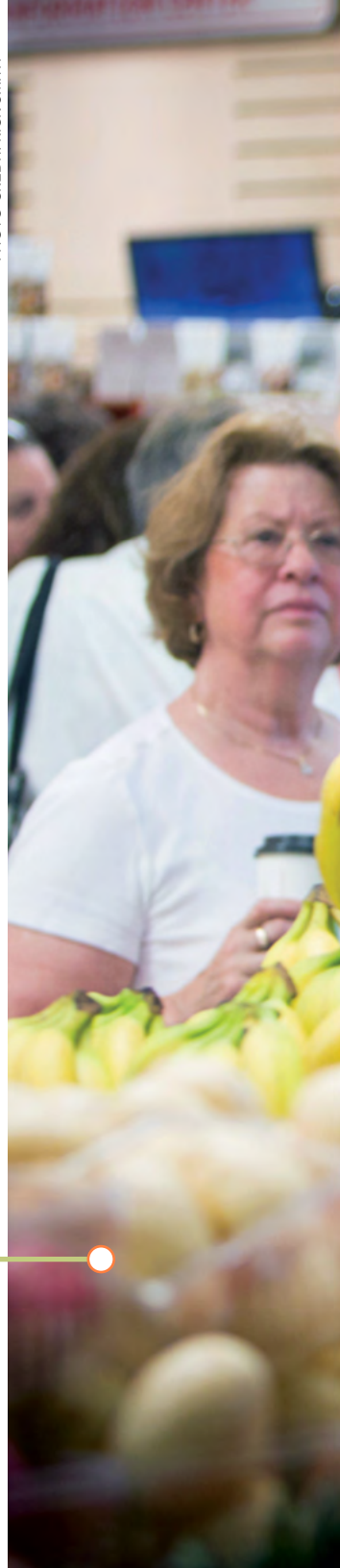
Just steps away is Michigan State University College of Human Medicine's medical school and public health program in Flint. The expanded program, which moved to the district in November 2014, is working with Hurley and other local partners to identify, understand and respond to the community's evolving public health needs.

The creation of the Health and Wellness District, which also features facilities serving the healthcare needs of families and seniors, a public plaza and green space, has involved the redevelopment of several vacant buildings. By breathing new life into those properties, the district is helping to fuel downtown Flint's revitalization.

The Mott Foundation has provided more than \$11 million since 2012 for the district's development and nearly \$12 million since 2011 for the expansion and endowment of MSU's medical school and public health program in Flint. ●

Area residents Kyna Taylor (left) and Syreeta Moore are among the nearly 700,000 people who visit the Flint Farmers' Market each year.

PHOTO CREDIT: RICK SMITH





FLINT WATER CRISIS



Following months of growing concern in Flint regarding the safety of the community's water supply, researchers revealed in September 2015 that the number of local children with elevated levels of lead in their blood had more than doubled in less than two years. The spike occurred after the city's source of drinking water was switched from the Detroit water system to improperly treated water from the Flint River.

Under the leadership of Foundation President Ridgway H. White, who reached out to city and state officials immediately after the news broke, Mott quickly stepped forward to help begin the process of bringing safe, clean water back to our hometown. We provided \$4 million to help reconnect the city to the Detroit water system — that switch took place three weeks after the research about children's elevated lead levels was released. We also made a \$100,000 grant to supply local residents with free in-home water filters.

Concern for Flint and the impacts of the crisis on the community would remain front and center at Mott in 2016, with staff working closely with agencies on the ground locally and funders from around the country to identify ways that philanthropy could best support the response. Those efforts would lead to an announcement by Mott and nine other funders

A youngster plays at Cummings Great Expectations, An Early Childhood Center. The program serves children ages 2 months to 5 years and is available free of charge to Flint families affected by the city's water crisis.

PHOTO CREDIT: JIM WEST / ALAMY



Vicky Schultz stands next to stacks of bottled water that will be distributed to Flint residents. Schultz is executive director of Catholic Charities of Genesee and Shiawassee Counties, one of many Mott grantees that are responding to the city's water crisis.

of a multiyear effort totaling up to \$125 million — including our own pledge of up to \$100 million over five years — to help Flint recover and rise from the water crisis. Those funds will help tackle such immediate and long-term concerns as health, education, community engagement and economic revitalization.

"Flint's water crisis is far from over," White noted in announcing the collaborative funding effort. "Today our foundations are stepping in to help. We envision a vibrant Flint with a robust economy, dynamic culture, and healthy, thriving residents, and we're committed to achieving those goals." ●



C.S. Mott stands in front of General Motors headquarters in Detroit.

PHOTO CREDIT: MOTT FOUNDATION ARCHIVES



FOUNDATION **OVERVIEW**

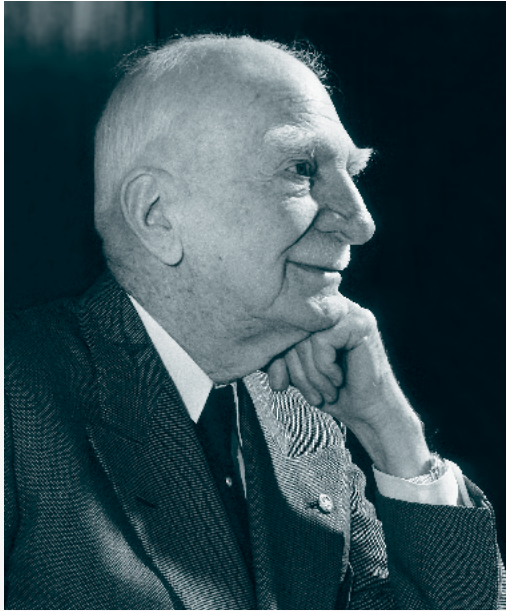
OUR FOUNDER

OUR VALUES

OUR CODE OF ETHICS

OUR WORK

OUR FOUNDER



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

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

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

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

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

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

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

From this start, the Foundation's major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond our home city as our work has expanded across the United States and around the world.

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, Education, Environment and Flint Area, 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:

- Acting honestly, truthfully and with integrity in all our transactions and dealings;
- Avoiding conflicts of interest;
- Appropriately handling actual or apparent conflicts of interest in our relationships;
- Treating our grantees fairly;
- Treating every individual with dignity and respect;
- Treating our employees with respect, fairness and good faith and providing conditions of employment that safeguard their rights and welfare;
- Being a good corporate citizen and complying with both the spirit and the letter of the law;
- Acting responsibly toward the communities in which we work and for the benefit of the communities that we serve;
- Being responsible, transparent and accountable for all of our actions; and
- Improving the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.

OUR WORK

Our 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."

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

Our Programs: We pursue our vision and mission by making grants through four program teams, as well as by supporting exploratory and special projects. You'll find more information about the specific objectives of each program area in the Programs and Grants section of this report.

CIVIL SOCIETY

Purpose: To help strengthen the nonprofit sector and expand local philanthropy to be vital vehicles for addressing tough challenges, unlocking local resources and building community leadership.

PROGRAM AREAS:

- Central/Eastern Europe
- South Africa
- United States
- Global Philanthropy and Nonprofit Sector

EDUCATION

Purpose: To help expand learning opportunities and supports for children, particularly those from low- and moderate-income communities.

PROGRAM AREAS:

- Advancing Afterschool
- Graduating High School College & Career Ready
- Youth Engagement
- Special Initiatives

ENVIRONMENT

Purpose: To support programs around the world that protect communities and the ecosystems upon which they depend.

PROGRAM AREAS:

- Addressing the Freshwater Challenge
- Transforming Development Finance
- Advancing Climate Change Solutions
- Special Initiatives

FLINT AREA

Purpose: To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents.

PROGRAM AREAS:

- Revitalizing the Education Continuum
- Enriching Lives Through Arts and Culture
- Restoring Community Vitality
- Meeting Evolving Community Needs

EXPLORATORY AND SPECIAL PROJECTS

Purpose: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.



PROGRAMS & GRANTS

CIVIL SOCIETY

EDUCATION

ENVIRONMENT

FLINT AREA

EXPLORATORY AND SPECIAL PROJECTS

EMPLOYEE AND TRUSTEE GRANTS

*A young student is ready to learn at
Brownell STEM Academy in Flint.*

PHOTO CREDIT: RICK SMITH

CIVIL SOCIETY OVERVIEW

***Note:** In 2015, the Charles Stewart Mott Foundation was included on a list of organizations that the upper house of the Russian parliament recommended designating as “undesirable.” The Mott Foundation concluded that the best course of action was to discontinue our support in Russia and, as a result, outstanding payments to several Russian organizations were cancelled. Those adjustments are reflected in the grants listing on pages 36-37.

To help strengthen the nonprofit sector and expand local philanthropy to be vital vehicles for addressing tough challenges, unlocking local resources and building community leadership, we make grants in the following areas:

CENTRAL/EASTERN EUROPE*

GOAL: Foster an environment in which the nonprofit sector strengthens democratic values and practices.

OBJECTIVES:

Active Civic Participation: We strive for a society in which people and nonprofit organizations are empowered to promote and defend their democratic values.

Philanthropy Development: We envision a robust culture of private giving that serves the public good.

SOUTH AFRICA

GOAL: Empower underserved communities by developing local philanthropy and increasing access to justice.

OBJECTIVES:

Community Advice Office Sector: We seek to foster strong and sustainable community advice offices and related community-based organizations that assist poor and marginalized communities.

Philanthropy Development: We aim to increase philanthropy with improved responsiveness to the needs of poor and marginalized communities.

Special Opportunities: We strive to remain alert to unique approaches to strengthening civil society.

UNITED STATES

GOAL: Help the nonprofit and philanthropic sector meet the needs of individuals and communities.

OBJECTIVES:

Nonprofit Sector Responsiveness: We work to foster a robust infrastructure that helps organizations and individuals engage in charitable giving.

Community Philanthropy: We seek to expand local philanthropy in ways that support and promote community vitality and resiliency.

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

GOAL: Strengthen global support systems for philanthropies and nonprofit organizations.

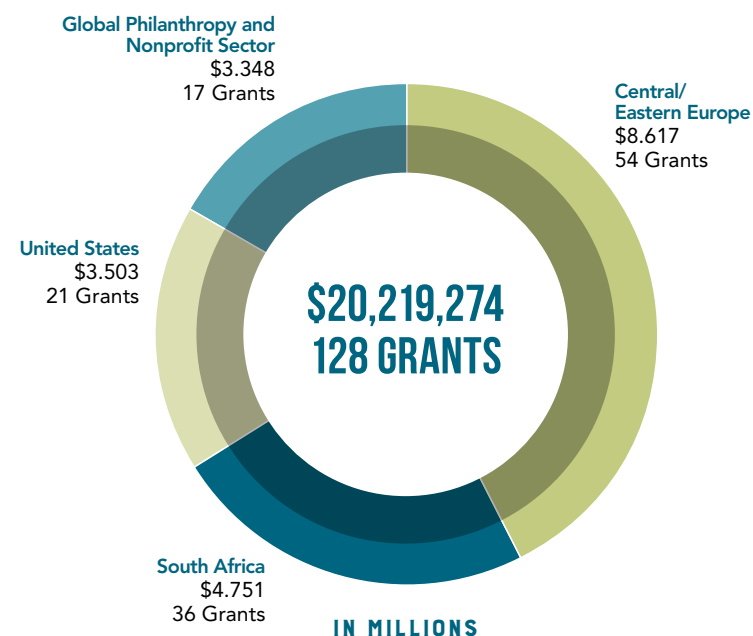
OBJECTIVES:

Philanthropy and Nonprofit Sector: We aim to help strengthen philanthropic and nonprofit support organizations through collaboration and information exchange.

Special Opportunities: We strive to remain responsive to unique opportunities to strengthen civil society.

CIVIL SOCIETY 2015 GRANT ACTIVITY

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CENTRAL/EASTERN EUROPE		
Southeast Europe	\$ 4.290	26
Western Former Soviet Union	\$.320	11
CEE Regional	\$ 4.007	17
SOUTH AFRICA		
Community Advice Office Sector	\$ 2.031	16
Philanthropy Development	\$ 1.375	13
Special Opportunities	\$ 1.345	7
UNITED STATES		
Nonprofit Sector Responsiveness	\$ 2.703	18
Community Philanthropy	\$.800	3
GLOBAL PHILANTHROPY AND NONPROFIT SECTOR		
Philanthropy and Nonprofit Sector	\$ 2.948	15
Special Opportunities	\$.400	2
TOTALS	\$ 20.219	128



2015 GRANTS CIVIL SOCIETY

CENTRAL/EASTERN EUROPE

Southeast Europe

Association for Community Relations

Cluj-Napoca, Romania
\$450,000 – 24 mos.
Community foundation development program

Balkan Investigative Reporting Network

Sarajevo, Bosnia and Herzegovina
\$110,000 – 24 mos.
General purposes

Bulgarian School of Politics

Sofia, Bulgaria
\$100,000 – 24 mos.
Promoting philanthropic culture in Bulgaria

Center for Cultural Decontamination

Belgrade, Serbia
\$60,000 – 24 mos.
Institutional capacity building

Centers for Civic Initiatives – Tuzla

Tuzla, Bosnia and Herzegovina
\$100,000 – 24 mos.
General purposes

Community Foundation Slagolica

Osijek, Croatia
\$75,000 – 24 mos.
General purposes

Community Volunteers Foundation

Istanbul, Turkey
\$200,000 – 24 mos.
YouthBank development in Turkey

Documenta

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

FOL Movement

Prishtina, Kosovo
\$60,000 – 24 mos.
Strengthening capacity and outreach

Hrant Dink Foundation

Osmanbey-Sisli Istanbul, Turkey
\$100,000 – 24 mos.
General purposes

Humanitarian Law Center

Belgrade, Serbia
\$150,000 – 24 mos.
General purposes

Ideas Factory Association

Sofia, Bulgaria
\$170,000 – 24 mos.
Hub for agents of social change

Initiative for Progress

Ferizaj, Kosovo
\$80,000 – 24 mos.
School of activism

International Association “Interactive Open Schools”

Tuzla, Bosnia and Herzegovina
\$50,000 – 24 mos.
General purposes

Mozaik Foundation

Sarajevo, Bosnia and Herzegovina
\$200,000 – 24 mos.
General purposes

PACT – Partnership for Community Action and Transformation Foundation

Bucharest, Romania
\$380,000 – 24 mos.
General purposes

Reconstruction Women’s Fund

Belgrade, Serbia
\$90,000 – 24 mos.
Institutional and program development support

Third Sector Foundation of Turkey

Karakoy, Turkey
\$200,000 – 24 mos.
Philanthropy infrastructure development in Turkey

Trag Foundation

Belgrade, Serbia
\$200,000 – 24 mos.
General purposes

United Way Romania

Bucharest, Romania
\$100,000 – 24 mos.
General purposes

Women in Black

Belgrade, Serbia
\$50,000 – 24 mos.
Confronting the past in Serbia

Workshop for Civic Initiatives Foundation

Sofia, Bulgaria
\$300,000 – 36 mos.
General purposes
\$300,000 – 24 mos.
Bulgarian community foundations development fund

Youth Initiative for Human Rights

Belgrade, Serbia
\$140,000 – 24 mos.
General purposes

Youth Initiative for Human Rights – Croatia

Zagreb, Croatia
\$70,000 – 24 mos.
General purposes

YouthBuild USA

Somerville, MA
\$400,000 – 24 mos.
YouthBuild in southeast Europe

Subtotal: \$4,290,000
Southeast Europe

Western Former Soviet Union

Andrei Sakharov Foundation

(\$70,000)
Adjustment to previous grant

Arkhangelsk Centre of Social Technologies “Garant”

(\$75,000)
Adjustment to previous grant

Charities Aid Foundation

(\$362,500)
Adjustment to previous grant

Civic Network OPORA

Kyiv, Ukraine
\$100,000 – 24 mos.
General purposes

Ednannia

Kyiv, Ukraine
\$400,000 – 24 mos.
Community foundation school

Foundation for Independent Radio Broadcasting

(\$125,000)
Adjustment to previous grant

Institute of Socio-Cultural Management

Kirovograd, Ukraine
\$100,000 – 24 mos.
School of Civic Participation

Kherson’s Regional Charity and Health Foundation

Kherson, Ukraine
\$100,000 – 24 mos.
Community resource centers in Ukraine

Krasnoyarsk Center for Community Partnerships

(\$25,000)
Adjustment to previous grant

LLC MEMO

(\$50,000)
Adjustment to previous grant

National Center for Prevention of Violence “ANNA”

(\$70,000)
Adjustment to previous grant

National Ecological Centre of Ukraine

Kyiv, Ukraine
\$150,000 – 28 mos.
Civic engagement in rural communities

Nizhni Novgorod Voluntary Service

(\$25,000)
Adjustment to previous grant

Productive Initiatives Development Society

(\$100,000)
Adjustment to previous grant

Russia Donors Forum

(\$80,000)
Adjustment to previous grant

Siberian Civic Initiatives Support Centre

(\$100,000)
Adjustment to previous grant



With support from the Ana and Vlade Divac Foundation, mobile teams of volunteers provide humanitarian assistance to migrants in Serbia.

Sluzhenye Association
(\$62,000)

Adjustment to previous grant

Sunlight Foundation
Washington, DC

\$75,000 – 12 mos.

Technology promoting citizen participation in Ukraine

Ukrainian Catholic University
Lviv, Ukraine

\$145,000 – 24 mos.

Enhancing civic engagement through active citizenship education

Ukrainian Helsinki Human Rights Union
Kyiv, Ukraine

\$55,000 – 24 mos.
General purposes

Ukrainian Philanthropists Forum
Kyiv, Ukraine

\$100,000 – 24 mos.
General purposes

Ukrainian Step by Step Foundation
Kyiv, Ukraine

\$90,000 – 36 mos.
Community development in Ukraine through community school programs

Ukrainian Women's Fund
Kyiv, Ukraine

\$150,000 – 24 mos.

Internally displaced persons and communities: building tolerance through dialogue

Subtotal: \$320,500
Western Former Soviet Union

CEE Regional

Academy for the Development of Philanthropy in Poland
Warsaw, Poland

\$30,000 – 36 mos.
Community foundation development fund

Bundesverband Deutscher Stiftungen
Berlin, Germany

\$450,000 – 24 mos.
European Community Foundation Initiative

Carnegie Endowment for International Peace
Washington, DC

\$300,000 – 24 mos.
General purposes

CEE Bankwatch Network

Prague, Czech Republic

\$200,000 – 24 mos.

General purposes

Centre for Liberal Strategies Foundation

Sofia, Bulgaria

\$140,000 – 24 mos.

Lessons of protest wave in Europe

\$150,000 – 36 mos.

Reflection group on foreign policies and international order

Environmental Partnership Association

Brno, Czech Republic

\$140,000 – 24 mos.

EPA in the European system

European Alternatives Limited

Paris, France

\$200,000 – 24 mos.

Strengthening TRANSEUROPA network in CEE

Foundation-Administered Project

\$36,554

Community foundation development in CEE/Russia

Fundacja TechSoup

Warsaw, Poland

\$400,000 – 24 mos.

Strengthening institutional capacity to provide information and communication technology support to NGOs in CEE/Russia

Funding Network

London, United Kingdom

\$50,000 – 36 mos.

The Funding Network Global – developing TFN in CEE/Russia

\$150,000 – 36 mos.

The Funding Network Global – developing TFN in CEE/Russia

International Association “Interactive Open Schools”

Tuzla, Bosnia and Herzegovina

\$200,000 – 24 mos.

Community schools quality partnership

International Center for Not-for-Profit Law

Washington, DC

\$400,000 – 24 mos.

General purposes

People in Need

Prague, Czech Republic

\$550,000 – 24 mos.

General purposes

Roots and Wings Foundation

Budapest, Hungary

\$100,000 – 12 mos.

General purposes

Slovak Fundraising Center

Trnava, Slovakia

\$210,000 – 36 mos.

Leaders for tomorrow

Stowarzyszenie im. Stanisława Brzozowskiego – Krytyka Polityczna

Warsaw, Poland

\$300,000 – 24 mos.

East Matters project

Subtotal: \$4,006,554
CEE Regional

Program Area Total: \$8,617,054
Central/Eastern Europe

SOUTH AFRICA

Community Advice Office Sector

Association of University Legal Aid Institutions Trust

Potchefstroom, South Africa

\$220,000 – 24 mos.

Advice office support project

Casual Workers Advice Office

Johannesburg, South Africa

\$130,000 – 24 mos.

General purposes

Centre for Community Justice and Development

Pietermaritzburg, South Africa

\$180,000 – 20 mos.

Advice office support

Centre for Rural Legal Studies

Stellenbosch, South Africa

\$100,000 – 24 mos.

General purposes

Democracy Development Programme

Durban, South Africa

\$120,000 – 24 mos.

Training local government councillors and communities in KwaZulu-Natal

Education and Training Unit

Johannesburg, South Africa

\$80,000 – 24 mos.

Materials development and website management for paralegal training

PROGRAMS & GRANTS

Frayintermedia

Johannesburg, South Africa

\$51,408 – 9 mos.

Atlantic Philanthropies partnership evaluation

HIVOS – South Africa

Johannesburg, South Africa

\$200,000 – 24 mos.

Multi-agency grants initiative: advice office regranting project

Legal Resources Trust

Johannesburg, South Africa

\$120,000 – 24 mos.

Legal support services for nonprofit organizations

National Alliance for the Development of Community Advice Offices

Johannesburg, South Africa

\$305,000 – 24 mos.

Association of Community Advice Offices of South Africa

Rhodes University

Grahamstown, South Africa

\$55,000 – 24 mos.

Rhodes University Legal Aid Clinic: advice office project

Rural Legal Trust

Kempton Park, South Africa

\$20,000 – 24 mos.

Advice office program

Trust for Community Outreach and Education

Cape Town, South Africa

\$200,000 – 24 mos.

General purposes

Umtapo Centre

Durban, South Africa

\$150,000 – 24 mos.

General purposes

University of the Western Cape

Cape Town, South Africa

\$100,000 – 24 mos.

Community law center – multi-level government initiative

Subtotal: \$2,031,408
Community Advice Office Sector

Philanthropy Development

Charities Aid Foundation Southern Africa

Johannesburg, South Africa

\$150,000 – 24 mos.

General purposes

Community Chest of the Western Cape

Cape Town, South Africa

\$80,000 – 24 mos.

Capacity building

DOCKDA Rural Development Agency

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

Foundation for Human Rights

Johannesburg, South Africa

\$150,000 – 24 mos.

General purposes

Lusa Community Chest

Sasolburg, South Africa

\$30,000 – 12 mos.

Generation @ Junior Community Chest

Social Justice Initiative

Johannesburg, South Africa

\$100,000 – 24 mos.

General purposes

South African Institute for Advancement

Cape Town, South Africa

\$160,000 – 24 mos.

Nonprofit clinic project

Southern Africa Trust

Midrand, South Africa

\$50,000 – 18 mos.

Change4ever campaign

Southern African Community Grantmakers Leadership Forum

Cape Town, South Africa

\$55,000 – 12 mos.

General purposes

Tides Center

San Francisco, CA

\$60,000 – 24 mos.

Africa grantmakers' affinity group

Uthungulu Community Foundation

Richards Bay, South Africa

\$150,000 – 24 mos.

Capacity building for community-based organizations

West Coast Community Foundation

Cape Town, South Africa

\$150,000 – 24 mos.

General purposes

Women's Hope, Education and Training Trust

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

Subtotal: \$1,375,000
Philanthropy Development

Special Opportunities

Foundation-Administered Project

\$25,956

Learning and sharing sessions

Gordon Institute of Business Science

Johannesburg, South Africa

\$35,000 – 24 mos.

Support to social entrepreneurship program

Institute for Educational Leadership

Washington, DC

\$40,000 – 16 mos.

Documentary film: *The Good Ones*

Nelson Mandela Children's Hospital Trust

Johannesburg, South Africa

\$1,000,000 – 15 mos.

Nelson Mandela Children's Hospital

SGS Consulting

Johannesburg, South Africa

\$168,900 – 12 mos.

Technical support and dialogue platform

Southern African NGO Network

Johannesburg, South Africa

\$75,000 – 12 mos.

NGO Pulse and Prodler

Subtotal: \$1,344,856
Special Opportunities

Program Area Total: \$4,751,264
South Africa

PHOTO PROVIDED COURTESY OF THE WOMEN'S HOPE, EDUCATION AND TRAINING TRUST



The Women's Hope, Education and Training Trust supports the organic gardening program of the Siyakhathala orphan project.

UNITED STATES

Nonprofit Sector Responsiveness

Alliance for Nonprofit Management

New York, NY

\$100,000 – 12 mos.

Nonprofits Integrating Community Engagement

Aspen Institute

Washington, DC

\$100,000 – 24 mos.

Nonprofit data project

BoardSource

Washington, DC

\$200,000 – 24 mos.

General purposes

Cleveland State University Foundation

Cleveland, OH

\$60,000 – 36 mos.

Nonprofit policy forum

Council of Michigan Foundations

Grand Haven, MI

\$180,000 – 24 mos.

General purposes

Forum of Regional Associations of Grantmakers

Washington, DC

\$100,000 – 12 mos.

General purposes

\$200,000 – 24 mos.

Joint Advocacy/Policy Institute

Foundation-Administered Project

\$122,956

Office of Foundation Liaison

Foundation Center

New York, NY

\$500,000 – 48 mos.

Building the future of philanthropy

Grand Valley State University

Allendale, MI

\$100,000 – 24 mos.

LearnPhilanthropy

\$100,000 – 19 mos.

Our State of Generosity

Independent Sector

Washington, DC

\$255,000 – 24 mos.

General purposes

Johns Hopkins University

Baltimore, MD

\$75,000 – 21 mos.

Nonprofit employment data project

National Center on Philanthropy and the Law

New York, NY

\$100,000 – 24 mos.

General purposes

National Council of Nonprofits

Washington, DC

\$200,000 – 24 mos.

General purposes

Nonprofit Finance Fund

New York, NY

\$50,000 – 12 mos.

State of the nonprofit sector annual survey

Philanthropy Roundtable

Washington, DC

\$60,000 – 24 mos.

General purposes

Urban Institute

Washington, DC

\$100,000 – 17 mos.

Regulation of nonprofits and philanthropy

\$100,000 – 24 mos.

Tax policy and charities project

Subtotal: \$2,702,956

Nonprofit Sector Responsiveness

Community Philanthropy

CFLeads

Kansas City, MO

\$150,000 – 22 mos.

Cultivating community engagement

Indiana University

Indianapolis, IN

\$600,000 – 93 mos.

C.S. Mott Foundation chair on community foundations

Silicon Valley Community Foundation

Mountain View, CA

\$50,000 – 12 mos.

Innovation conference for community foundations

Subtotal: \$800,000

Community Philanthropy

Program Area Total: \$3,502,956

United States

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

Philanthropy and Nonprofit Sector

Association of Charitable Foundations

London, England

\$10,000 – 48 mos.

General purposes

CIVICUS: World Alliance for Citizen Participation

Washington, DC

\$200,000 – 24 mos.

General purposes

Council on Foundations

Arlington, VA

\$150,000 – 18 mos.

Global philanthropy program

East-West Management Institute

New York, NY

\$75,000 – 18 mos.

Philanthropicization Through Privatization initiative

European Foundation Centre

Brussels, Belgium

\$120,000 – 12 mos.

General purposes

Foundation Center

New York, NY

\$75,000 – 18 mos.

Building a platform for youth giving

Global Fund for Community Foundations

Johannesburg, South Africa

\$250,000 – 12 mos.

Small grants and capacity building program

\$200,000 – 16 mos.

Global community philanthropy summit

GlobalGiving

Washington, DC

\$1,000,000 – 52 mos.

Operating system for community philanthropy

Hudson Institute

Washington, DC

\$140,000 – 24 mos.

Index of Philanthropic Freedom

Instituto Comunitario Grande Florianopolis

Florianopolis, Brazil

\$40,000 – 24 mos.

Ibero-American Network of Community Foundations

Johns Hopkins University

Baltimore, MD

\$100,000 – 18 mos.

Global civil society information system

Network of European Foundations for Innovative Cooperation

Brussels, Belgium

\$28,000 – 12 mos.

Membership and administrative support

Synergos Institute

New York, NY

\$160,000 – 24 mos.

Connecting next generation philanthropists to community philanthropy

Worldwide Initiatives for Grantmaker Support

São Paulo, Brazil

\$400,000 – 24 mos.

General purposes

Subtotal: \$2,948,000

Philanthropy and Nonprofit Sector

Special Opportunities

Center for Strategic & International Studies

Washington, DC

\$250,000 – 31 mos.

Building sustainable civil society in the 21st century

International Academy for Innovative Pedagogy, Psychology and Economy gGmbH

Berlin, Germany

\$150,000 – 12 mos.

Youth empowerment partnership program

Subtotal: \$400,000

Special Opportunities

Program Area Total: \$3,348,000

Global Philanthropy and Nonprofit Sector

Program Total: \$20,219,274

Civil Society

EDUCATION OVERVIEW

To help expand learning opportunities and supports for children, particularly those from low and moderate-income communities, we make grants in the following areas:

ADVANCING AFTERSCHOOL

GOAL: Increase access to quality educational opportunities for all children — particularly those from low-income families and underserved communities.

OBJECTIVES:

Policy and Partnerships: Our grants support the development of informed policies and strong partnerships needed to increase the availability and quality of afterschool and summer learning programs.

Quality and Innovation: Our funding supports research-based and data-driven practices that can be used to engage children and young people in learning, prepare them for college and careers, and connect them with their communities.

GRADUATING HIGH SCHOOL COLLEGE & CAREER READY

GOAL: Increase high school graduation and college and career readiness outcomes for youth, particularly those in low-income communities.

OBJECTIVES:

Expanding Quality Programs: Our funding supports efforts to expand quality college and career readiness programming within the afterschool infrastructure.

Advancing Innovations: Our funding seeks to advance effective models that help youth develop the behaviors, mindsets and learning strategies needed to succeed in school and life.

YOUTH ENGAGEMENT

GOAL: Provide more meaningful opportunities for young people to participate in their schools, communities and the economy.

OBJECTIVES:

Youth Entrepreneurship: We seek to identify and support practices that expand entrepreneurial education and training for youth, particularly those living in low-income communities.

Engaging Youth Through Service: We seek to increase engagement among K–12 students and young adults through service. Grantmaking will leverage the existing infrastructure of service and volunteer organizations with the goal of increasing opportunities for children and young people to acquire 21st century skills, gain a stronger sense of purpose, and connect with school, neighborhood and community.

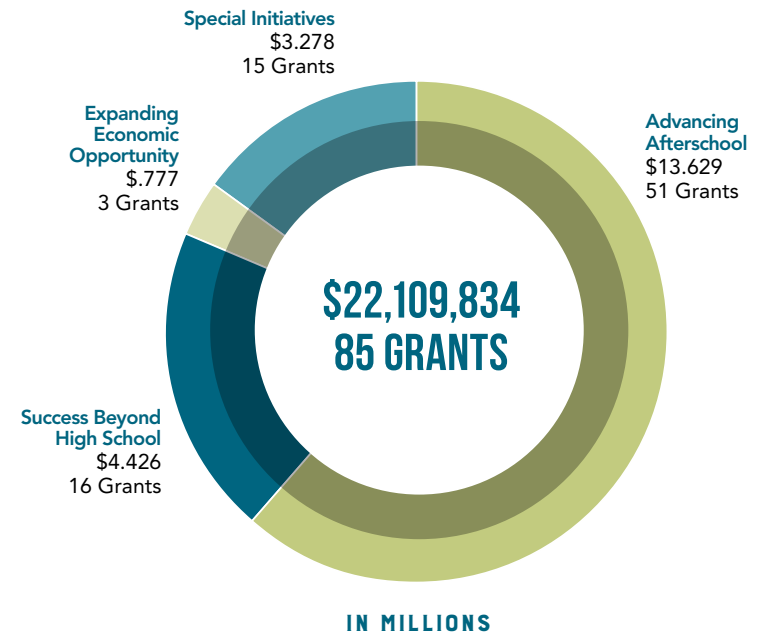
SPECIAL INITIATIVES

GOAL: Respond to new strategies, unique opportunities, and changing social, economic and political contexts.

EDUCATION 2015 GRANT ACTIVITY

The preceding overview of Mott's Education Program reflects program areas, goals and objectives that were approved by the Foundation's Board of Trustees in June 2016. Because 2015 grants were awarded under an earlier framework shown below, the grants listed on pages 42–45 are categorized according to that framework.

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ADVANCING AFTERSCHOOL		
Policy and Partnerships	\$ 10.776	41
Quality and Innovation	\$ 2.853	10
SUCCESS BEYOND HIGH SCHOOL		
Access	\$ 1.287	5
Assets	\$ 3.139	11
EXPANDING ECONOMIC OPPORTUNITY		
Retention and Wage Progression	\$.800	3
Income Security	\$ (.023)	–
SPECIAL INITIATIVES		
Microenterprise	\$.500	2
Special Opportunities	\$ 2.778	13
TOTALS	\$ 22.110	85



2015 GRANTS EDUCATION

ADVANCING AFTERSCHOOL

Policy and Partnerships

Advertising Council Inc.

New York, NY
\$500,000 – 12 mos.
Chronic student absenteeism initiative

After-School All-Stars

Los Angeles, CA
\$100,000 – 24 mos.
General purposes

Afterschool Alliance

Washington, DC
\$2,150,000 – 12 mos.
General purposes
\$275,000 – 15 mos.
VISTA Project

AfterSchool Works! New York

Menands, NY
\$225,000 – 36 mos.
New York statewide afterschool network

Alliance for Justice

Washington, DC
\$7,500 – 12 mos.
Advocacy training

American Youth Policy Forum

Washington, DC
\$50,000 – 60 mos.
Samuel Halperin Lecture and Public Service Award

Arizona Center for Afterschool Excellence

Tempe, AZ
\$225,000 – 36 mos.
Arizona statewide afterschool network

Auburn University

Auburn, AL
\$225,000 – 36 mos.
Alabama statewide afterschool network

Barbara Bush Foundation for Family Literacy

Tallahassee, FL
\$300,000 – 36 mos.
Teen Trendsetter literacy program

Chrysalis Foundation

Des Moines, IA
\$225,000 – 36 mos.
Iowa statewide afterschool network

Collaborative Communications Group

Washington, DC
\$1,600,000 – 24 mos.
Supporting the national network of statewide afterschool networks
\$400,000 – 12 mos.
Afterschool education and outreach project

Connecticut After School Network

Branford, CT
\$225,000 – 36 mos.
Connecticut statewide afterschool network

Foundation-Administered Projects

\$170,000
Advancing afterschool technical assistance
\$124,994
Afterschool technical assistance collaborative and statewide afterschool networks

Foundation for California Community Colleges

Sacramento, CA
\$225,000 – 36 mos.
California statewide afterschool network

FowlerHoffman

Richmond, CA
\$500,000 – 24 mos.
Supporting statewide afterschool networks

Furman University

Greenville, SC
\$280,000 – 24 mos.
Establishment of education policy institute

Grantmakers for Education

Portland, OR
\$16,000 – 24 mos.
General purposes

Johns Hopkins University

Baltimore, MD
\$500,000 – 20 mos.
School success mentor program

LA's BEST

Los Angeles, CA
\$125,000 – 24 mos.
General purposes

Massachusetts Afterschool Partnership

Boston, MA
\$225,000 – 36 mos.
Massachusetts statewide afterschool network

National Association of Elementary School Principals Foundation

Alexandria, VA
\$362,000 – 24 mos.
Principals as leaders for high-quality afterschool and summer learning opportunities

National Conference of State Legislatures

Denver, CO
\$65,000 – 24 mos.
Informing state legislatures: statewide afterschool policy

National League of Cities Institute

Washington, DC
\$35,000 – 24 mos.
City leaders engaged in afterschool reform and a New Day for Learning

National Youth Leadership Council

St. Paul, MN
\$200,000 – 24 mos.
Afterschool and service-learning initiative

Nebraska Children and Families Foundation

Lincoln, NE
\$15,000 – 36 mos.
Nebraska statewide afterschool network

PHOTO CREDIT: DOUG BEARD



Lt. Darren Grimshaw of the Burlington, Iowa, Police Department says afterschool programs give kids a safe place to be — one where officers can reach out and break down barriers between the department and the neighborhoods.

**Oklahoma Public School
Resource Center**

Oklahoma City, OK

\$15,000 – 12 mos.

Oklahoma statewide afterschool
partnership

\$225,000 – 36 mos.

Oklahoma statewide afterschool
network

**Oregon Association for the
Education of Young Children**

Gladstone, OR

\$29,500 – 36 mos.

Oregon statewide afterschool network

School's Out Washington

Seattle, WA

\$225,000 – 36 mos.

Washington statewide afterschool
network

South East Education Cooperative

Fargo, ND

\$25,000 – 20 mos.

North Dakota statewide afterschool
partnership

United Way of the Capital Area

Jackson, MS

\$25,000 – 20 mos.

Mississippi statewide afterschool
partnership

University of California – Davis

(\$150,000)

Adjustment to previous grant

University of Delaware

Newark, DE

\$15,000 – 12 mos.

Delaware statewide afterschool
partnership

University of Southern California

Los Angeles, CA

\$101,000 – 6 mos.

Symposium on afterschool

Utah Afterschool Network

Salt Lake City, UT

\$225,000 – 36 mos.

Utah statewide afterschool network

Vermont Afterschool

Colchester, VT

\$225,000 – 36 mos.

Vermont statewide afterschool network

Voices for Ohio's Children

Columbus, OH

\$225,000 – 36 mos.

Ohio statewide afterschool network

**West Virginia University
Research Corporation**

Morgantown, WV

\$225,000 – 36 mos.

West Virginia statewide afterschool
network

**Young Men's Christian Association
of Rapid City Inc.**

Rapid City, SD

\$15,000 – 12 mos.

South Dakota statewide afterschool
partnership

Subtotal: \$10,775,994

Policy and Partnerships

Quality and Innovation

American Youth Work Center

(\$10,000)

Adjustment to previous grant

After-School All-Stars

Los Angeles, CA

\$350,000 – 24 mos.

Middle school initiative

Children's Aid Society

New York, NY

\$300,000 – 24 mos.

Afterschool and community schools
initiative

Data Quality Campaign

Washington, DC

\$250,000 – 24 mos.

Afterschool data project

Foundation for Community Education

Roseville, MN

\$50,000 – 12 mos.

Community education planning and
professional development

Foundations Inc.

Mt. Laurel, NJ

\$100,000 – 12 mos.

21st Century Community Learning
Centers Institute

Harvard University

Cambridge, MA

\$450,000 – 14 mos.

Afterschool evaluation and
dissemination project

McLean Hospital

Belmont, MA

\$369,000 – 24 mos.

Increasing science, technology,
engineering and math in afterschool

PHOTO CREDIT: RICK SMITH



*With support from the 21st Century Community Learning Centers
initiative, the Thriving Minds afterschool program in Dallas focuses on
the arts as a path to academic success.*

Pacific Science Center

Seattle, WA

\$100,000 – 12 mos.

Science, Technology, Engineering and
Math fellowship

Synergy Enterprises Inc.

Silver Spring, MD

\$164,000 – 6 mos.

21st Century Community Learning
Centers summer institute

University of San Diego

San Diego, CA

\$730,000 – 12 mos.

Increasing science, technology,
engineering and math in afterschool

Subtotal: \$2,853,000

Quality and Innovation

Program Area Total: \$13,628,994

Advancing Afterschool

**SUCCESS BEYOND
HIGH SCHOOL**

Access

Brookings Institution

Washington, DC

\$200,000 – 24 mos.

Center on Children and Families

Engage Strategies

Mt. Pleasant, SC

\$162,478 – 12 mos.

Financial aid policy landscape reports

Michigan College Access Network

Lansing, MI

\$200,000 – 24 mos.

Improving postsecondary outcomes in
Michigan

PROGRAMS & GRANTS

National College Access Network
Washington, DC
 \$200,000 – 24 mos.
 Promoting early awareness and commitment financial aid strategies

New America Foundation
Washington, DC
 \$525,000 – 36 mos.
 Building a case for postsecondary access and success

Subtotal: \$1,287,478
 Access

Assets

Alfond Scholarship Foundation
Portland, ME
 \$300,000 – 36 mos.
 Harold Alfond College Challenge program evaluation

Brandeis University
Waltham, MA
 \$425,000 – 24 mos.
 Assets evaluation and data collection project

City and County of San Francisco
San Francisco, CA
 \$315,000 – 24 mos.
 Kindergarten to college program

Community Foundation of Wabash County
North Manchester, IN
 \$430,000 – 24 mos.
 Promise early distribution scholarship program

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

Earned Asset Resource Network Inc.
San Francisco, CA
 \$200,000 – 24 mos.
 Kindergarten to college evaluation

Institute for Higher Education Policy
Washington, DC
 \$168,590 – 14 mos.
 Promoting system of early financial aid accounts

National League of Cities Institute
Washington, DC
 \$150,000 – 12 mos.
 Cities building bridges to postsecondary success

PHOTO CREDIT: RICK SMITH



Improving access to the financial resources that students need to pursue an education beyond high school is an important goal of many Mott grantees.

Philanthropy New York
New York, NY
 \$200,000 – 24 mos.
 Asset funders network

University of Kansas Center for Research Inc.
Lawrence, KS
 \$450,000 – 24 mos.
 Assets and education initiative

Washington University
St. Louis, MO
 \$300,000 – 24 mos.
 Expanding Child Savings Accounts for educational success and lifelong asset building

Subtotal: \$3,138,590
 Assets

Program Area Total: \$4,426,068
 Success Beyond High School

EXPANDING ECONOMIC OPPORTUNITY

Retention and Wage Progression

Insight Center for Community Economic Development
Oakland, CA
 \$250,000 – 12 mos.
 National network of sector partners

National Skills Coalition
Washington, DC
 \$250,000 – 24 mos.
 General purposes

PHI
Bronx, NY
 \$300,000 – 12 mos.
 General purposes

Subtotal: \$800,000
 Retention and Wage Progression

Income Security

CompassPoint Nonprofit Services
 (\$22,671)
 Adjustment to previous grant

Subtotal: (\$22,671)
 Income Security

Program Area Total: \$777,329
 Expanding Economic Opportunity

SPECIAL INITIATIVES

Microenterprise

Aspen Institute

Washington, DC

\$300,000 – 12 mos.

Role of microenterprise and sector strategies in connecting young people to prosperous livelihoods

Association for Enterprise

Opportunity

Washington, DC

\$200,000 – 12 mos.

General purposes

Subtotal:

\$500,000

Special Opportunities

Capital Region Community Foundation

Lansing, MI

\$15,000 – 36 mos.

Governor's service awards fund

Center for Community Change

Washington, DC

\$200,000 – 12 mos.

General purposes

City Year Inc.

Boston, MA

\$50,000 – 12 mos.

Support growth and development of national service

Community Foundation for Southeast Michigan

Detroit, MI

\$400,000 – 126 mos.

New Economy Initiative for Southeast Michigan

Focus: HOPE

Detroit, MI

\$750,000 – 12 mos.

General purposes

Harlem Children's Zone

New York, NY

\$200,000 – 12 mos.

General purposes

\$100,000 – 12 mos.

Geoffrey Canada scholarship fund

Michigan Nonprofit Association

Lansing, MI

\$50,000 – 24 mos.

Genesee County volunteer engagement

Michigan State University

East Lansing, MI

\$116,943 – 12 mos.

Fiscal solvency and service effectiveness project

National Youth Leadership Council

St. Paul, MN

\$195,500 – 18 mos.

Youth Serving Organizations on Service-Learning and K-12 Education Convening

Prima Civitas Foundation

East Lansing, MI

\$500,000 – 12 mos.

General purposes

YouthBuild USA

Somerville, MA

\$200,000 – 12 mos.

Service continuum improving career and postsecondary pathways

Subtotal:

\$2,777,443

Special Opportunities

Program Area Total:

\$3,277,443

Special Initiatives

Program Total:

\$22,109,834

Education

PHOTO CREDIT: CRISTINA WRIGHT



An emerging strategy for Mott's grantmaking in education focuses on volunteerism as a vehicle to advance career readiness and community engagement among young people. Here, an AmeriCorps NCCC member tutors an elementary school student in Flint.

ENVIRONMENT OVERVIEW

To support programs around the world that protect communities and the ecosystems upon which they depend, we make grants in the following areas:

ADDRESSING THE FRESHWATER CHALLENGE

GOAL: Secure sustainable levels of clean water for people and the environment, particularly in the Great Lakes basin.

OBJECTIVES:

Strengthening the Environmental Community:

We seek a strong, effective and sustainable community of nongovernmental organizations dedicated to the long-term conservation of freshwater ecosystems.

Informing Sound Public Policies: We seek well-designed and effectively implemented policies that advance the conservation of freshwater ecosystems.

TRANSFORMING DEVELOPMENT FINANCE

GOAL: Shape international investment policies for energy and infrastructure projects in ways that protect people and the environment in developing nations.

OBJECTIVES:

Securing Infrastructure and Energy for a Sustainable Future:

We envision infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.

Promoting Sustainable Regional Development and Integration:

We seek international and regional public investments that contribute to local sustainable development, with a focus on South America.

ADVANCING CLIMATE CHANGE SOLUTIONS

GOAL: Increase the use of clean energy in our home state of Michigan and internationally.

OBJECTIVES:

Providing Access to Clean Energy in Developing Countries:

We seek to increase the use of renewable energy systems in rural areas of developing countries, where more than 1 billion people lack access to electricity.

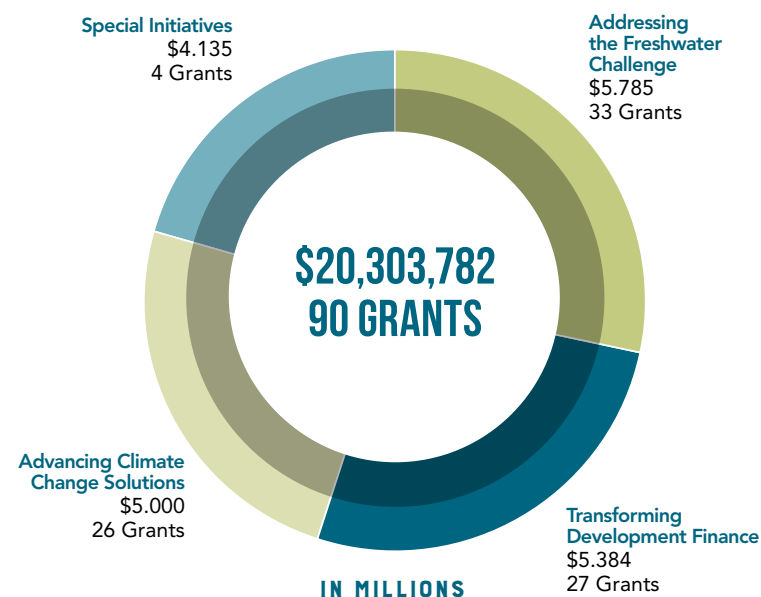
Stimulating Clean Energy Use in Michigan: We seek increased use of energy efficiency programs and renewable energy technologies in our home state.

SPECIAL INITIATIVES

GOAL: Support unique opportunities to advance environmental protection.

ENVIRONMENT 2015 GRANT ACTIVITY

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ADDRESSING THE FRESHWATER CHALLENGE		
Strengthening the Environmental Community	\$ 2.795	17
Informing Sound Public Policies	\$ 2.990	16
TRANSFORMING DEVELOPMENT FINANCE		
Securing Infrastructure and Energy for a Sustainable Future	\$ 3.174	13
Promoting Sustainable Regional Development and Integration	\$ 2.210	14
ADVANCING CLIMATE CHANGE SOLUTIONS		
Providing Access to Clean Energy in Developing Countries	\$ 4.000	17
Stimulating Clean Energy Use in Michigan	\$ 1.000	9
SPECIAL INITIATIVES		
Special Opportunities	\$ 4.135	4
TOTALS	\$ 20.304	90



2015 GRANTS ENVIRONMENT

ADDRESSING THE FRESHWATER CHALLENGE

Strengthening the Environmental Community

Alliance for the Great Lakes

Chicago, IL
\$300,000 – 24 mos.
General purposes

Citizens Campaign Fund for the Environment

Farmingdale, NY
\$100,000 – 24 mos.
Great Lakes program

Clean Wisconsin

Madison, WI
\$40,000 – 24 mos.
Great Lakes water program

Environmental Defence

Toronto, Canada
\$150,000 – 24 mos.
Great Lakes water program

Environmental Leadership Program

Greenbelt, MD
\$50,000 – 12 mos.
Great Lakes leadership project

Flint River Watershed Coalition

Flint, MI
\$55,000 – 24 mos.
General purposes

Freshwater Future

Petoskey, MI
\$300,000 – 24 mos.
General purposes

Great Lakes and St. Lawrence Cities Initiative

Chicago, IL
\$250,000 – 24 mos.
General purposes

Heart of the Lakes Center for Land Conservation Policy

Bay City, MI
\$140,000 – 24 mos.
General purposes

Institute for Conservation Leadership

Takoma Park, MD
\$45,000 – 18 mos.
Freshwater leadership initiative

Land Trust Alliance

Washington, DC
\$400,000 – 24 mos.
Strengthening land trusts and promoting collaboration to conserve freshwater ecosystems in Great Lakes basin

Michigan Environmental Council

Lansing, MI
\$150,000 – 24 mos.
Great Lakes program

Ohio Environmental Council

Columbus, OH
\$115,000 – 12 mos.
Great Lakes ecosystem project

River Network

Boulder, CO
\$300,000 – 24 mos.
Building citizen capacity for freshwater protection

Sustainability Network

Toronto, Canada
\$150,000 – 18 mos.
Social network mapping project

University of Michigan

Ann Arbor, MI
\$250,000 – 24 mos.
Outreach to new freshwater constituencies project

Subtotal: \$2,795,000
Strengthening the Environmental Community

Informing Sound Public Policies

Alabama Rivers Alliance

Birmingham, AL
\$150,000 – 24 mos.
Alabama water management project

Alliance for Water Efficiency

Chicago, IL
\$75,000 – 12 mos.
Great Lakes water efficiency program

American Rivers

Washington, DC
\$475,000 – 24 mos.
Ensuring healthy river flows
\$100,000 – 12 mos.
Promoting integrated water management in the Great Lakes

Center for Neighborhood Technology

Chicago, IL
\$75,000 – 12 mos.
RainReady program

Delta Institute

Chicago, IL
\$50,000 – 12 mos.
Harbor maintenance and upstream sediment reduction

Ecojustice Canada

Vancouver, Canada
\$65,000 – 12 mos.
Great Lakes water protection program

Grand Valley State University

Allendale, MI
\$50,000 – 12 mos.
Assessing feasibility of integrated watershed commissions

Great Lakes Commission

Ann Arbor, MI
\$50,000 – 12 mos.
Protecting water quality from hazardous oil spills

Great Lakes Indian Fish and Wildlife Commission

Odanah, WI
\$100,000 – 24 mos.
Great Lakes sulfide-ore mining project

National Wildlife Federation

Reston, VA
\$535,000 – 24 mos.
Sustaining Great Lakes project



Mott's grantmaking supports efforts to improve the health, public perception and recreational use of the Flint River. It was not pollution in the river, but the incorrect treatment of river water, that caused Flint's drinking water crisis.

PHOTO PROVIDED COURTESY OF THE FLINT RIVER WATERSHED COALITION

Nature Conservancy

Arlington, VA
\$500,000 – 24 mos.
Saginaw Bay initiative

Northeast-Midwest Institute

Washington, DC
\$150,000 – 24 mos.
Great Lakes Washington program

River Network

Boulder, CO
\$240,000 – 24 mos.
Southeastern water supply security and sustainability

Southern Environmental Law Center

Charlottesville, VA
\$375,000 – 24 mos.
Southern water management project

Subtotal: \$2,990,000

Informing Sound Public Policies

Program Area Total: \$5,785,000

Addressing the Freshwater Challenge

TRANSFORMING DEVELOPMENT FINANCE

Securing Infrastructure and Energy for a Sustainable Future

ActionAid Brasil

Rio de Janeiro, Brazil
\$200,000 – 24 mos.
Monitoring BRICS development in Brazil

ActionAid USA

Washington, DC
\$200,000 – 18 mos.
BRICS action project

Bank Information Center

Washington, DC
\$400,000 – 24 mos.
General purposes

Both Ends Foundation

Amsterdam, Netherlands
\$300,000 – 24 mos.
International Financial Institutions program

Center for International

Environmental Law
Washington, DC
\$200,000 – 24 mos.
Ensuring development and climate finance support sustainable development

Environmental Law Alliance

Worldwide
Eugene, OR
\$300,000 – 24 mos.
General purposes

Foundation-Administered Project

\$38,782
Transforming Development Finance convenings

Friends of the Earth

Washington, DC
\$350,000 – 24 mos.
Advancing and protecting sustainability standards in development finance

Institute for Policy Studies

Washington, DC
\$300,000 – 24 mos.
Global finance for climate sustainability

NGO Forum on ADB

Quezon City, Philippines
\$150,000 – 26 mos.
General purposes

Sierra Club Foundation

Oakland, CA
\$150,000 – 24 mos.
International financial institution reform project

Urgewald

Sassenberg, Germany
\$35,000 – 24 mos.
Promoting environmental and social standards in the financial sector

Vasudha Foundation

Sugar Land, TX
\$200,000 – 24 mos.
Exploring best practice models and pathways for international clean energy finance

World Resources Institute

Washington, DC
\$350,000 – 24 mos.
Sustainable Finance Center

Subtotal: \$3,173,782

Securing Infrastructure and Energy for a Sustainable Future

Promoting Sustainable Regional Development and Integration

Asociacion Ambiente y Sociedad

Bogotá, Colombia
\$200,000 – 24 mos.
Sustainable development finance in South America

PHOTO CREDIT: PAUL WEINBERG / AFRICA MEDIA ONLINE



Building power plants, dams and other large infrastructure in developing countries can harm the environment and disrupt nearby communities. Mott grantees advocate internationally for finance and development policies that protect people and the environment, and provide lasting economic benefits in nearby communities.

Derecho Ambiente y Recursos Naturales

Lima, Peru
\$35,000 – 24 mos.
General purposes

Friends of the Earth – Brazilian Amazonia

São Paulo, Brazil
\$100,000 – 12 mos.
Improving sustainable performance of financial institutions in Brazil

iBase

Rio de Janeiro, Brazil
\$300,000 – 24 mos.
Monitoring BNDES investments in energy and infrastructure

Indian Law Resource Center

Helena, MT
\$25,000 – 24 mos.
Integration investments and indigenous peoples in South America

INESC

Brasília, Brazil
\$250,000 – 24 mos.
Finance for sustainable development in South America

Instituto Centro de Vida

Cuiaba, Brazil
\$200,000 – 24 mos.
Energy and infrastructure development in the Amazon

PHOTO CREDIT: RICARDO BELIEL / BRAZIL PHOTOS



Indigenous communities in the Amazon rainforest are working with Mott grantees to install solar panels, which provide clean, sustainable energy in remote areas that lack access to power plants.

Instituto Socioambiental

Sao Paulo, Brazil
\$50,000 – 24 mos.
Impacts of investments of Brazilian national development bank on regional sustainability

IPS-Inter Press Service

Montevideo, Uruguay
\$200,000 – 24 mos.
Growing role of Brazil in Latin America

Mongabay.org

Emerald Hills, CA
\$100,000 – 24 mos.
BNDES and the Amazon

SITAWI Finance for Good

Rio de Janeiro, Brazil
\$100,000 – 12 mos.
Unlocking BNDES operation lifecycle

Sobrevivencia

Asuncion, Paraguay
\$75,000 – 12 mos.
Building capacity and alliances for international financial institutions monitoring

Socio-Environmental Fund CASA

Juquitiba, Brazil
\$500,000 – 24 mos.
South America small grants program

Uma Gota no Oceano

Barra da Tijuca, Brazil
\$75,000 – 12 mos.
Spotlighting Tapajos hydro development

Subtotal: \$2,210,000

Promoting Sustainable Regional Development and Integration

Program Area Total: \$5,383,782
Transforming Development Finance

ADVANCING CLIMATE CHANGE SOLUTIONS

Providing Access to Clean Energy in Developing Countries

American Jewish World Service

New York, NY
\$200,000 – 19 mos.
Energy access for the poor: bringing development and community rights perspective to influence Power Africa debate

Catholic Agency for Overseas Development

London, England
\$200,000 – 24 mos.
Sustainable energy access

Centro de Estudios y Promocion del Desarrollo

Lima, Peru
\$200,000 – 24 mos.
Clean energy access in Andes/Amazon

Friends of the Earth

Washington, DC
\$150,000 – 24 mos.
Promoting energy access for Africa

Fundacion EcoAndina

San Salvador de Jujuy, Argentina
\$100,000 – 24 mos.
Solar Andes/Amazon energy access

IDEAAS-Instituto para o Desenvolvimento de Energias Alternativas e da Auto Sustentabilidade

Porto Alegre, Brazil
\$200,000 – 24 mos.
Light for a Better Life

Instituto Socioambiental

Sao Paulo, Brazil
\$200,000 – 24 mos.
Energy distributed to isolated communities
\$1,000,000 – 36 mos.
Distributed solar energy for Xingu Indigenous Park

International Institute for Environment and Development

London, England
\$200,000 – 24 mos.
Financing clean energy access

Oxfam America

Boston, MA
\$225,000 – 24 mos.
Shifting the narrative: addressing Africa's energy poverty challenge

Practical Action

Rugby, England
\$250,000 – 24 mos.
Strengthening evidence, engagement and impact on energy poverty

Renove

Porto Alegre, Brazil
\$300,000 – 24 mos.
Building Latin American platform for sustainable energy and equity

Solar Energy Light Company Foundation

Bangalore, India
\$200,000 – 24 mos.
Sharing Indian social entrepreneurs' lessons for African off-grid energy

United Nations Foundation

Washington, DC
\$15,000 – 5 mos.
2015 Energy Access Practitioner Network Investment and Finance Directory

World Resources Institute

Washington, DC
\$50,000 – 8 mos.
Mini-grids for energy access in sub-Saharan Africa: lessons from Tanzania

World Wildlife Fund

Washington, DC
\$315,000 – 24 mos.
Supporting China-Africa energy access cooperation
\$195,000 – 24 mos.
Enhancing stakeholder participation in development of country action agendas in Africa

Subtotal: \$4,000,000
Providing Access to Clean Energy in Developing Countries

Stimulating Clean Energy Use in Michigan

Ecology Center

Ann Arbor, MI

\$210,000 – 24 mos.

Clean energy solutions for
Michigan schools

Fresh Energy

Saint Paul, MN

\$150,000 – 24 mos.

Midwest Energy News in Michigan

Groundwork Center for Resilient Communities

Traverse City, MI

\$100,000 – 24 mos.

Sustainable energy use in northern
Michigan

Institute for Energy Innovation

Lansing, MI

\$150,000 – 18 mos.

Solarize Michigan

Michigan Energy Options

East Lansing, MI

\$95,000 – 15 mos.

General purposes

Michigan Environmental Council

Lansing, MI

\$85,000 – 12 mos.

Re-AMP local solutions working group

Michigan Municipal League Foundation

Ann Arbor, MI

\$125,000 – 24 mos.

Michigan Green Communities Network

Michigan Saves

Lansing, MI

\$85,000 – 16 mos.

On-Bill Financing Program

Subtotal:	\$1,000,000
Stimulating Clean Energy Use in Michigan	

Program Area Total:	\$5,000,000
Advancing Climate Change Solutions	

SPECIAL INITIATIVES

Special Opportunities

Consultative Group on Biological Diversity

San Francisco, CA

\$45,000 – 24 mos.

General purposes

Council of Great Lakes Governors

Chicago, IL

\$50,000 – 12 mos.

Great Lakes summit

Funders' Network for Smart Growth and Livable Communities

Coral Gables, FL

\$40,000 – 12 mos.

General purposes

Nature Conservancy

Arlington, VA

\$4,000,000 – 60 mos.

Blue Accounting

Subtotal:	\$4,135,000
Special Opportunities	

Program Area Total:	\$4,135,000
Special Initiatives	

Program Total:	\$20,303,782
Environment	

PHOTO CREDIT: CAREY JAMES BALBOA / WIKIMEDIA COMMONS



Mott supports programs that protect communities and the ecosystems upon which they depend. Wildlife populations are one indicator of the health of ecosystems that sustain communities.

FLINT AREA OVERVIEW

To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents, we make grants in the following areas:

REVITALIZING THE EDUCATION CONTINUUM

GOAL: Increase educational opportunities that will help Flint area children, youth and adults achieve success in the classroom and the workplace.

OBJECTIVES:

Flint K–12 Education: We strive for a strong, sustainable K–12 system that provides local families with high quality educational choices.

Community Schools: We seek the district-wide adoption of a re-envisioned approach to community schools.

College, Careers and Connections: We aim for broad access among residents to multiple educational and career pathways.

ENRICHING LIVES THROUGH ARTS AND CULTURE

GOAL: Support local arts and cultural organizations as critical forces for positive change in Flint.

OBJECTIVES:

Flint Cultural Center Campus: We strive to ensure that the Flint Cultural Center is strong, sustainable and has the capacity it needs to provide area residents, especially youth, with diverse, quality programming.

Smaller Arts Organizations: We seek to strengthen the overall arts community in Flint in ways that cultivate and connect local artists, patrons and residents.

RESTORING COMMUNITY VITALITY

GOAL: Stimulate local job growth, revitalize the city center and spark new economic energy in the greater Flint area.

OBJECTIVES:

Regional Economy: We envision a vibrant and diverse economy that builds on the area's strengths and assets.

Downtown Revitalization: We strive for a city center that attracts both public and private investment.

Community Development: We seek affordable housing opportunities and strong neighborhoods in and around the city.

Entrepreneurship: We aim for a vibrant and connected community of local entrepreneurs and small businesses.

MEETING EVOLVING COMMUNITY NEEDS

GOAL: Strengthen the capacity of Flint area programs and organizations to help children and families meet their needs and improve their lives.

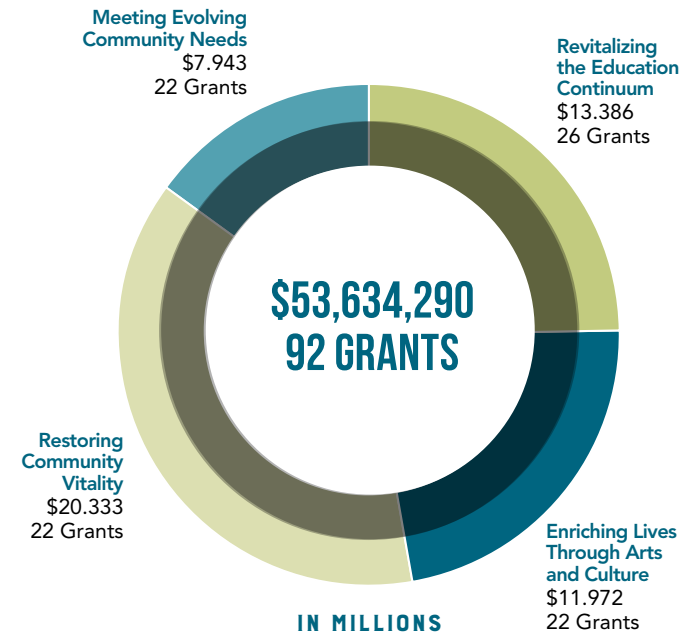
OBJECTIVES:

Nonprofit/Philanthropic Sector: We envision a strong nonprofit and philanthropic sector that contributes to quality of life in Flint.

Special Opportunities: We strive to maintain the flexibility to help leverage opportunities and resources for the Flint community, test new ideas, incubate local projects and meet specific, unforeseen needs as they arise.

FLINT AREA 2015 GRANT ACTIVITY

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
REVITALIZING THE EDUCATION CONTINUUM		
Flint K-12 Education	\$ 6.201	10
Community Schools	\$ 5.175	7
College, Careers and Connections	\$ 2.010	9
ENRICHING LIVES THROUGH ARTS AND CULTURE		
Flint Cultural Center Campus	\$ 11.437	13
Smaller Arts Organizations	\$.535	9
RESTORING COMMUNITY VITALITY		
Regional Economy	\$ 2.550	4
Downtown Revitalization	\$ 16.462	9
Community Development	\$ 1.103	6
Entrepreneurship	\$.218	3
MEETING EVOLVING COMMUNITY NEEDS		
Nonprofit/Philanthropic Sector	\$ 2.623	16
Special Opportunities	\$ 5.320	6
TOTALS	\$ 53.634	92



2015 GRANTS **FLINT AREA**

REVITALIZING THE EDUCATION CONTINUUM

Flint K-12 Education

Flint Community Schools

Flint, MI
\$400,000 – 17 mos.
Superintendent technical assistance
\$2,500,000 – 12 mos.
Outsourced Chief Financial Officer and accounting technical assistance
\$207,000 – 11 mos.
Student retention and recruitment
\$768,000 – 12 mos.
Framework for aligning teaching and learning

Flint Cultural Center Corporation

Flint, MI
\$87,000 – 8 mos.
Cultural center school feasibility study

Flint Regional Science Fair

Flint, MI
\$45,000 – 36 mos.
General purposes

Foundation-Administered Projects

\$16,393
Technical assistance for Flint Community Schools
\$102,500
Demographic analysis in Flint

Michigan State University

East Lansing, MI
\$2,075,000 – 12 mos.
Technical assistance for improved teaching and learning

Subtotal:	\$6,200,893
Flint K-12 Education	

Community Schools

Boy Scouts of America

Flint, MI
\$75,000 – 36 mos.
Urban scouting program

Boys & Girls Club of Greater Flint

Flint, MI
\$60,000 – 12 mos.
General purposes

Children's Aid Society

New York, NY
\$50,000 – 12 mos.
Community schools technical assistance

Cranbrook Educational Community

Bloomfield Hills, MI
\$500,000 – 12 mos.
Flint Community Schools Young Scientists

Crim Fitness Foundation

Flint, MI
\$1,300,000 – 12 mos.
Community education initiative

Flint Community Schools

Flint, MI
\$240,000 – 3 mos.
Summer Tot Lot program

Genesee Area Focus Fund

Flint, MI
\$2,950,000 – 12 mos.
YouthQuest afterschool initiative

Subtotal:	\$5,175,000
Community Schools	

College, Careers and Connections

Foundation for Mott Community College

Flint, MI
\$10,000 – 6 mos.
Dale Kildee, a Champion for Student Success

Genesee Area Focus Fund

Flint, MI
\$825,000 – 13 mos.
Summer Youth Initiative and TeenQuest

Genesee Intermediate School District

Flint, MI
\$150,000 – 10 mos.
Genesee Early College

Greater Flint Health Coalition

Flint, MI
\$175,000 – 12 mos.
Flint Healthcare Employment Opportunities Program

Mott Community College

Flint, MI
\$150,000 – 12 mos.
Smart Teachers as Role (STAR) models initiative
\$49,050 – 12 mos.
Increasing literacy levels for at-risk youth in college-connected programs

Specialized Employment Services Inc.

Flint, MI
\$150,000 – 12 mos.
Flint STRIVE replication program
\$85,000 – 12 mos.
Flint STRIVE Academy youth empowerment program

University of Michigan-Flint

Flint, MI
\$415,700 – 12 mos.
Committed to Excellence and Opportunity program

Subtotal:	\$2,009,750
College, Careers and Connections	

Program Area Total:	\$13,385,643
Revitalizing the Education Continuum	

ENRICHING LIVES THROUGH ARTS AND CULTURE

Flint Cultural Center Campus

Flint Cultural Center Corporation

Flint, MI
\$1,650,000 – 12 mos.
Operating support
\$350,000 – 13 mos.
Sarvis Center
\$100,000 – 12 mos.
School and community programming
\$675,000 – 18 mos.
Property acquisition

PHOTO CREDIT: RICK SMITH



A student receives help to improve his reading skills at Brownell STEM Academy in Flint.



The Flint Institute of Arts is one of the jewels of the Flint Cultural Center campus.

Flint Cultural Center Foundation

Flint, MI
\$222,681 – 11 mos.
Whiting design and equipment procurement
\$3,000,000 – 24 mos.
Flint Institute of Arts glass studio and gallery

Flint Institute of Arts

Flint, MI
\$1,960,000 – 12 mos.
Operating support

Flint Institute of Music

Flint, MI
\$1,300,000 – 12 mos.
Operating support
\$60,000 – 6 mos.
Tapology Tap Dance Festival for Youth
\$25,000 – 6 mos.
Music in the Parks
\$1,674,228 – 31 mos.
Paul Torre Scholarship Fund

Flint Public Library

Flint, MI
\$300,000 – 12 mos.
Operating support

Sphinx Organization

Detroit, MI
\$120,000 – 12 mos.
Overture program and partnership with Flint Institute of Music

Subtotal: \$11,436,909
Flint Cultural Center Campus

Smaller Arts Organizations

Bikes on the Bricks

Flint, MI
\$15,000 – 30 mos.
Bikes on the Bricks event

Buckham Fine Arts Project

Flint, MI
\$30,000 – 15 mos.
General purposes

City of Flint

Flint, MI
\$29,697 – 3 mos.
Back to the Bricks policing and public safety

Community Foundation of Greater Flint

Flint, MI
\$50,000 – 12 mos.
S. Jean Simi Fund for the Arts

Creative Many Michigan

Detroit, MI
\$20,000 – 14 mos.
Creative industries project

Flint Downtown Development Authority

Flint, MI
\$25,000 – 1 mo.
Downtown festivals

Greater Flint Arts Council

Flint, MI
\$150,000 – 12 mos.
General purposes
\$120,000 – 12 mos.
Parade of Festivals

Red Ink Flint

Flint, MI
\$95,000 – 12 mos.
General purposes

Subtotal: \$534,697
Smaller Arts Organizations

Program Area Total: \$11,971,606
Enriching Lives Through Arts and Culture

RESTORING COMMUNITY VITALITY

Regional Economy

Genesee Area Focus Fund

Flint, MI
\$2,000,000 – 12 mos.
Education and economic development initiatives

Michigan Future Inc.

Ann Arbor, MI
\$100,000 – 24 mos.
Raising Michiganders' standard of living project

United Way of Genesee County

Flint, MI
\$350,000 – 12 mos.
Flint Area Reinvestment Office

US Ignite

Washington, DC
\$100,000 – 12 mos.
Flint Ignite expansion

Subtotal: \$2,550,000
Regional Economy

Downtown Revitalization

Flint Cultural Center Foundation

Flint, MI
\$15,000,000 – 28 mos.
Capitol Theatre renovation

Foundation-Administered Project

Flint, MI
\$119,424 – 12 mos.
Technical assistance for downtown Flint revitalization

Foundation for the Uptown Reinvestment Corporation

Flint, MI
\$200,000 – 12 mos.
Operating support
\$222,073 – 12 mos.
Downtown security
\$72,000 – 12 mos.
Real estate development support services
\$100,000 – 12 mos.
Hurley Children's Hospital Pediatric Center
\$150,000 – 19 mos.
Flint Farmers' Market operating support
\$400,000 – 24 mos.
Dort Motor Company building
\$150,000 – 27 mos.
Downtown property acquisition of 126 West Kearsley
\$48,500 – 5 mos.
Sasaki planning for the Health and Wellness District

Subtotal: \$16,461,997
Downtown Revitalization

PHOTO CREDIT: RICK SMITH



People enjoy a warm meal at Catholic Charities of Shiawassee and Genesee Counties in downtown Flint.

Community Development

City of Flint

Flint, MI
\$203,800 – 22 mos.
Harrison Street bike lane

Court Street Village Non-Profit Housing Corporation

Flint, MI
\$40,000 – 12 mos.
General purposes

Genesee County Land Bank Authority

Flint, MI
\$240,000 – 12 mos.
Neighborhood and community planning

Historic Elmwood Foundation

Detroit, MI
\$153,000 – 12 mos.
Glenwood Cemetery maintenance and planning

Kettering University

Flint, MI
\$331,700 – 12 mos.
Blight remediation

Metro Community Development

Flint, MI
\$135,000 – 12 mos.
General purposes

Subtotal: \$1,103,500
Community Development

Entrepreneurship

Foundation for the Uptown Reinvestment Corporation

Flint, MI
\$100,000 – 12 mos.
Flint Food Works commercial kitchen

Mott Community College

Flint, MI
\$68,000 – 7 mos.
Teen CEO initiative

University of Michigan-Flint

Flint, MI
\$50,000 – 12 mos.
Innovation incubator

Subtotal: \$218,000
Entrepreneurship

Program Area Total: \$20,333,497
Restoring Community Vitality

MEETING EVOLVING COMMUNITY NEEDS

Nonprofit/Philanthropic Sector

Carriage Town Ministries

Flint, MI
\$67,000 – 12 mos.
Increasing food distribution

Catholic Charities of Shiawassee and Genesee Counties

Flint, MI
\$320,000 – 12 mos.
North End Soup Kitchen, warming center and medical transportation

Community Foundation of Greater Flint

Flint, MI
\$646,544 – 12 mos.
Flint national service accelerator fund

Crim Fitness Foundation

Flint, MI
\$185,000 – 12 mos.
General purposes

Food Bank of Eastern Michigan

Flint, MI
\$20,000 – 12 mos.
Flint diaper bank

Old Newsboys of Flint Inc.

Flint, MI
\$25,500 – 12 mos.
Seasonal care assistance

Salvation Army of Genesee County

Flint, MI
\$100,000 – 12 mos.
Rent and utility assistance program

Shelter of Flint Inc.

Flint, MI
\$67,500 – 12 mos.
Comprehensive emergency assistance program

United Way of Genesee County

Flint, MI
\$330,000 – 18 mos.
Building Excellence, Sustainability and Trust (BEST) nonprofit capacity building
\$350,000 – 12 mos.
General purposes
\$254,000 – 21 mos.
Flint national service accelerator initiative

YWCA of Greater Flint

Flint, MI
\$200,000 – 7 mos.
General purposes
\$58,000 – 6 mos.
Real estate consulting

Subtotal: \$2,623,544
Nonprofit/Philanthropic Sector

Special Opportunities

American Arab Heritage Council

Flint, MI
\$45,000 – 12 mos.
Immigration services

City of Flint

Flint, MI
\$4,000,000 – 12 mos.
Water project

Genesee County Parks & Recreation Commission

Flint, MI
\$1,010,000 – 36 mos.
Capital improvements

Michigan State University

East Lansing, MI
\$115,000 – 9 mos.
Flint Police Department technical assistance

Mott Community College

Flint, MI
\$50,000 – 12 mos.
Flint and Genesee Literacy Network capacity building

University of Michigan-Flint

Flint, MI
\$100,000 – 12 mos.
Flint community data platform

Subtotal: \$5,320,000
Special Opportunities

Program Area Total: \$7,943,544
Meeting Evolving Community Needs

Program Total: \$53,634,290
Flint Area

2015 PROGRAM OVERVIEW

EXPLORATORY AND SPECIAL PROJECTS

Purpose: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.

SPECIAL PROJECTS

Alliance of Religions and Conservation

Bath, England
\$200,000 – 24 mos.
Wildlife trade program

Bill, Hillary & Chelsea Clinton Foundation

New York, NY
\$20,000 – 12 mos.
Clinton Global Initiative

Forum 2000 Foundation

Praha, Czech Republic
\$25,000 – 12 mos.
Vaclav Havel Circle

Journalism That Matters

Bellevue, WA
\$30,000 – 36 mos.
Engaging stories that build communities: new journalism illumination project

Vital Voices Global Partnership

Washington, DC
\$100,000 – 12 mos.
Vital Voices 20 initiative

Program Area Total: \$375,000

Special Projects

Program Total: \$375,000

Exploratory and Special Projects

EMPLOYEE AND TRUSTEE GRANTS

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

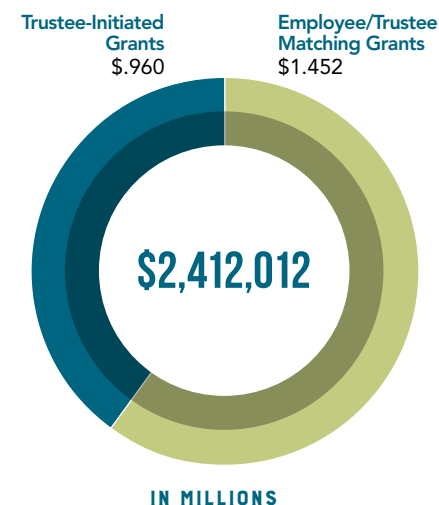
Employee/Trustee Matching Grants

Program Area Total \$1,452,012
Employee and Trustee Matching

Trustee-Initiated Grants

Program Area Total: \$960,000
Trustee-Initiated

Program Total: \$2,412,012
Employee/Trustee Matching & Trustee Initiated



TOTAL MOTT GRANTMAKING IN 2015:

\$119,054,192



*A worker moves boxes of fresh
produce at the Food Bank of Eastern
Michigan's Hunger Solution Center.*

PHOTO CREDIT: ADAM STOLTMAN



FINANCE

PROFILE: 2015 ASSETS

PROFILE: 2015 GRANTMAKING

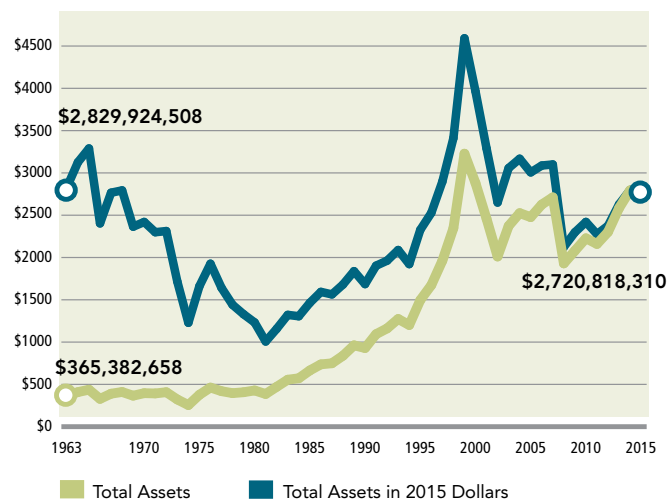
STATEMENTS OF FINANCIAL POSITION

STATEMENTS OF ACTIVITIES

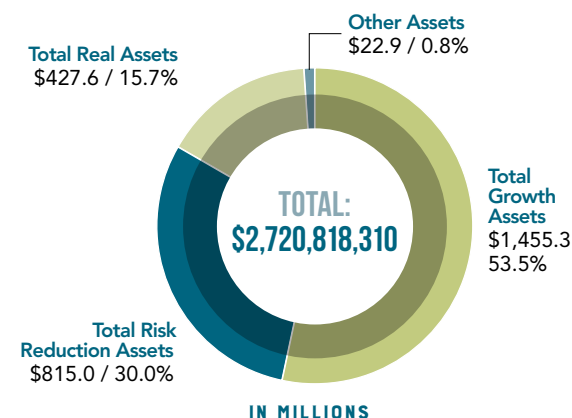
PROFILE: 2015 ASSETS

In 2015, the Charles Stewart Mott Foundation ended the year with more than \$2.7 billion in assets. Our grantmaking in 2015 totaled \$119 million, a 17.5 percent increase from 2014.

Total Assets at Market Value & 2015 Dollars (in millions)



Asset Allocation 12.31.15



2006–2015 Selected Financial Information (in millions)

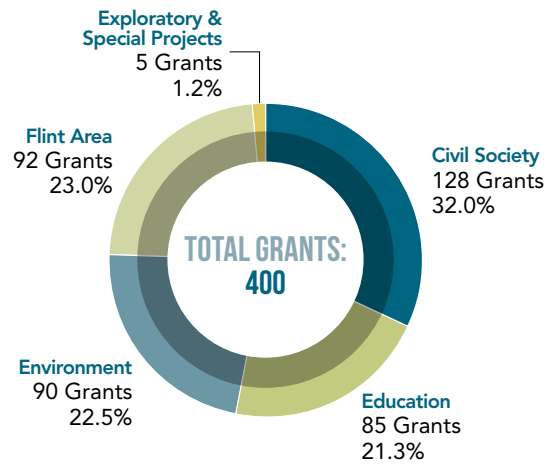
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Assets – Fair Value	\$2,626.1	\$2,711.5	\$1,929.9	\$2,079.9	\$2,227.4	\$2,159.9	\$2,301.1	\$2,584.0	\$2,794.6	\$2,720.8
Total Assets – 2015 Dollars	3,078.0	3,053.4	2,171.3	2,278.1	2,403.7	2,263.7	2,370.5	2,622.5	2,815.0	2,720.8
12-Month Rolling Average Assets	2,507.0	2,707.4	2,380.2	1,916.0	2,063.4	2,227.7	2,246.8	2,393.3	2,657.5	2,786.7
Total Investment Income (Loss)	290.5	245.0	(684.6)	289.3	275.5	62.8	252.7	401.4	313.9	81.8
Total Investment Income (Loss) 2015 Dollars	340.5	275.9	(770.2)	316.8	297.3	65.8	260.3	407.4	316.2	81.8
Total Grants Awarded	107.3	108.7	110.4	109.3	92.9	89.3	91.0	101.0	101.4	119.1
Total Expenditures*	142.7	158.2	100.6	134.2	127.9	130.0	110.9	137.1	95.9	154.7

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

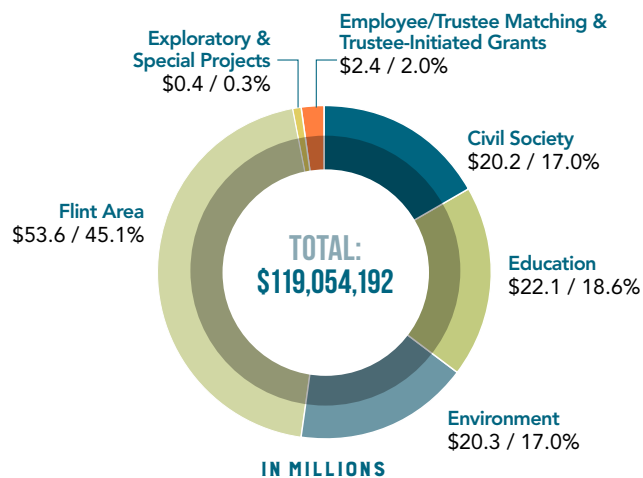
*Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise and income taxes, and investment expenses.

PROFILE: 2015 GRANTMAKING

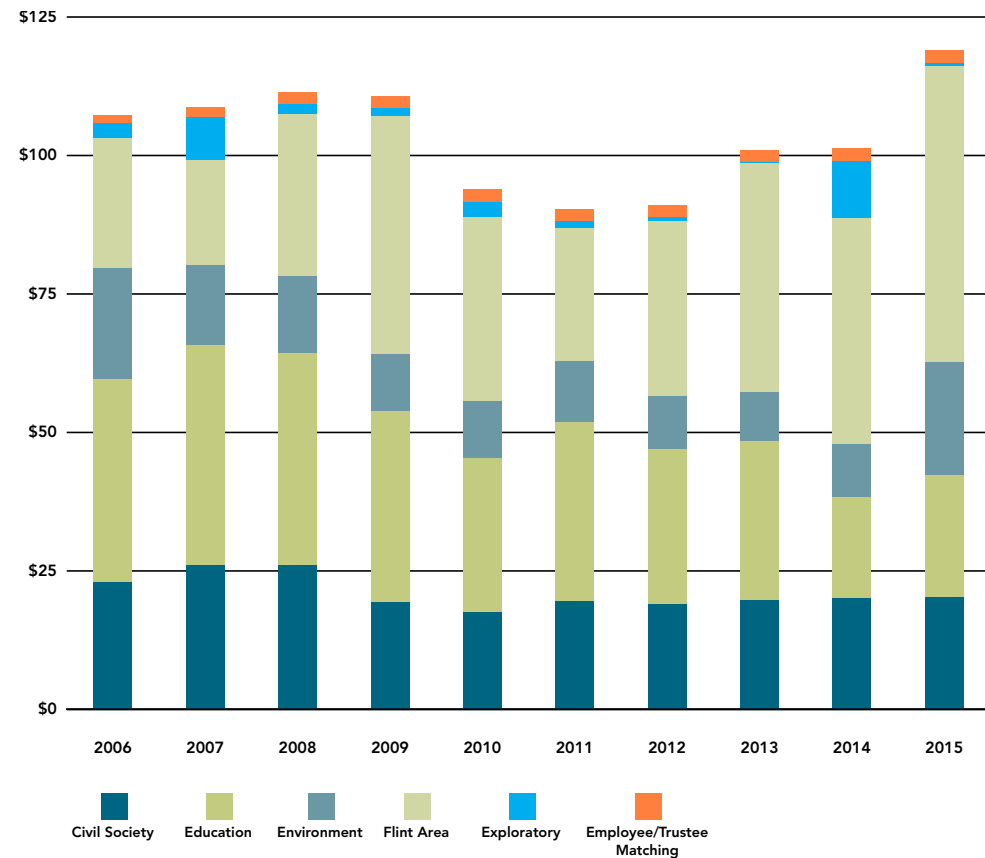
Grantmaking Activities 2015



Does not include Employee/Trustee Matching & Trustee-Initiated Grants



2006–2015 Grants Awarded by Program (in millions)



REPORT OF
INDEPENDENT
CERTIFIED PUBLIC
ACCOUNTANTS



BOARD OF TRUSTEES

Charles Stewart Mott Foundation

We have audited the accompanying financial statements of Charles Stewart Mott Foundation (the Foundation), which comprise the statements of financial position as of December 31, 2015 and 2014, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The

procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation's preparation and fair presentation of the financial statements in order to design 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. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles Stewart Mott Foundation as of December 31, 2015 and 2014, and the results of its activities and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Grant Thornton LLP

Southfield, Michigan
July 6, 2016

STATEMENTS OF FINANCIAL POSITION

	Years Ended December 31,	
	2015	2014
ASSETS		
Investments, at fair value:		
Cash equivalents	\$ 94,809,743	\$ 118,070,163
Public equities	444,062,832	573,887,679
Fixed income securities	135,219,317	123,709,493
Alternatives – limited partnerships	1,356,120,801	1,422,467,866
Alternatives – nonpartnerships	604,562,017	535,023,077
Investment deposits in transit	30,000,000	—
Investment trades receivable	33,127,865	1,358,858
	<u>2,697,902,575</u>	<u>2,774,517,136</u>
Cash	15,241,498	8,197,218
Accrued interest and dividends	562,676	657,768
Land, building and improvements, net	3,482,155	3,671,758
Other assets	3,629,406	7,525,933
Total Assets	<u>\$ 2,720,818,310</u>	<u>\$ 2,794,569,813</u>
LIABILITIES AND UNRESTRICTED NET ASSETS		
Investment trades payable	\$ 924,448	\$ 645,826
Grants payable	18,662,700	27,576,190
Accounts payable and other liabilities	34,814,076	31,213,762
Deferred excise tax	12,011,558	14,210,361
Total Liabilities	<u>66,412,782</u>	<u>73,646,139</u>
Unrestricted Net Assets	<u>2,654,405,528</u>	<u>2,720,923,674</u>
Total Liabilities and Unrestricted Net Assets	<u>\$ 2,720,818,310</u>	<u>\$ 2,794,569,813</u>

STATEMENTS OF ACTIVITIES

	Years Ended December 31,	
	2015	2014
Income:		
Dividends and interest	\$ 21,574,560	\$ 30,632,398
Limited partnership income (loss)	134,576,486	144,388,039
Net realized gain (loss) on investments	67,190,540	35,425,262
Net unrealized gain (loss) on investments	(143,723,582)	103,192,673
Other income (expense)	2,667,426	(993,069)
	<u>82,285,430</u>	<u>312,645,303</u>
Investment expenses:		
Direct investment expenses	6,312,344	5,561,757
Provision for excise tax:		
Current	2,297,863	2,824,152
Deferred expense (income)	(2,198,803)	2,115,078
Unrelated business income tax	245,251	55,633
	<u>6,656,655</u>	<u>10,556,620</u>
Net investment income	75,628,775	302,088,683
Grants and operating expenses:		
Grants, net of refunds	119,194,271	89,075,828
Foundation-administered projects	757,559	1,687,277
Administration expenses	16,765,514	14,520,342
	<u>136,717,344</u>	<u>105,283,447</u>
Net operating income (loss)	(61,088,569)	196,805,236
Other changes in unrestricted net assets:		
Pension-related changes other than net periodic benefit cost	(7,289,617)	(5,143,449)
Postretirement health-care related changes other than net periodic benefit cost	1,860,040	(3,522,483)
Change in unrestricted net assets	<u>(66,518,146)</u>	<u>188,139,304</u>
Unrestricted net assets:		
Beginning of year	2,720,923,674	2,532,784,370
End of year	<u>\$ 2,654,405,528</u>	<u>\$ 2,720,923,674</u>

STATEMENTS OF CASH FLOWS

	Years Ended December 31,	
	2015	2014
Cash flows from operating activities:		
Increase (decrease) in unrestricted net assets	\$ (66,518,146)	\$ 188,139,304
Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:		
Net realized (gain) loss on investments	(67,190,540)	(35,425,262)
(Income) loss on limited partnerships	(134,576,486)	(144,388,039)
Net unrealized (gain) loss on investments	143,723,582	(103,192,673)
Excess value of donated securities included with grants	1,656,902	3,325,148
Depreciation expense	291,332	289,260
(Increase) decrease in accrued interest and dividends	95,092	22,170
(Increase) decrease in other assets	3,896,527	4,584,885
Increase (decrease) in grants payable	(8,913,490)	18,313,470
Increase (decrease) in accounts payable and other liabilities	3,600,314	6,145,274
Increase (decrease) in deferred excise tax liability	(2,198,803)	2,115,078
Total adjustments	(59,615,570)	(248,210,689)
Net cash used by operating activities	(126,133,716)	(60,071,385)
Cash flows from investing activities:		
Proceeds from sales or redemptions of investments	759,344,564	465,819,721
Purchases of investments	(662,064,839)	(401,371,850)
Acquisition of building improvements	(101,729)	(440,291)
Net cash provided by investing activities	133,177,996	64,007,580
Net increase (decrease) in cash	7,044,280	3,936,195
Cash, beginning of year	8,197,218	4,261,023
Cash, end of year	<u>\$ 15,241,498</u>	<u>\$ 8,197,218</u>
Supplemental disclosure of noncash investing activities:		
Investment trades receivable (payable) at year end, net	<u>\$ 32,203,417</u>	<u>\$ 713,032</u>

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

NOTES TO FINANCIAL STATEMENTS

December 31, 2015 and 2014

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 Education. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation's Exploratory and Special Projects program.

B. Accounting Policies

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

METHOD OF ACCOUNTING

The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, and other income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized as expense on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized as expense on the date the authority is exercised. Grant expense is net of grant refunds.

INCOME TAXES

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

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from federal income taxes under

Section 501(a) of the Internal Revenue Code as an organization described in Sections 501(c)(3). However, unrelated business income is subject to taxation. The Foundation's liability for unrelated business income taxes was \$119,791 for 2014 and is expected to be similar to this amount for 2015.

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.

CONCENTRATION OF CREDIT RISK

The Foundation maintains certain cash accounts, the balances of which, at times, may exceed federally insured limits. The Foundation has not experienced any losses in such accounts. Management believes the Foundation is not exposed to any significant credit risk on cash.

OTHER ASSETS

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

LAND, BUILDING AND IMPROVEMENTS

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 6-50 years. Depreciation expense for the year December 31, 2015 and 2014, was \$291,332 and \$289,260, 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:

	2015	2014
Land	\$ 397,852	\$ 397,852
Building and improvements	9,782,707	9,680,978
Less accumulated depreciation	(6,698,404)	(6,407,072)
	<u>\$ 3,482,155</u>	<u>\$ 3,671,758</u>

ESTIMATES

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

INVESTMENTS

Equity investments with readily determinable fair values, and all debt securities, are recorded on the trade date and are stated at market value based primarily on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

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

The Foundation's 17.6 percent investment in United States Sugar Corp. (USSC), a non-publicly traded security with no readily determinable fair value, is priced based on an independent valuation of the USSC stock on a non-marketable minority interest basis.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships.

As of December 31, 2015, the Foundation has \$377.8 million in outstanding limited partnership commitments, including both domestic and international partnerships.

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

FUNCTIONAL ALLOCATION OF EXPENSES

The costs of operating the Foundation have been allocated among program-related, communications and operations (all of which are included with administration expenses on the Statements of Activities). Program-related expenses pertain principally to the direct programmatic grant-making functions of the Foundation, such as reviewing proposals and awarding, monitoring and evaluating grants, whereas Communications expenses include activities directly related to the Foundation's external communications efforts. Administrative expenses include all other non-program and non-communications related operating expenses of the Foundation.

INVESTMENT TRADES RECEIVABLE, PAYABLE, AND DEPOSITS IN TRANSIT

Investment trades receivable represent investments that have been sold with a trade date in the current year but for which the funds have not been received until the subsequent year. The pending cash equivalent to be received from such trades is classified as an investment for balance sheet purposes. Investment trades payable represent investments that have been purchased with a trade date in the current year but for which the funds have not been sent until the subsequent year. This commitment to settle the trade is classified as a liability for balance sheet purposes. Deposits in transit represent monies sent in the current year for purposes of purchasing an investment whose trade date is in the subsequent year. Such in-transit amounts are classified as investments for balance sheet purposes.

RECLASSIFICATIONS

Certain amounts in the 2014 statements have been reclassified to conform to the 2015 presentation.

NEW ACCOUNTING UPDATES

On May 1, 2015, the FASB issued Accounting Standards Update (ASU) No. 2015-07 which amends guidance related to fair value measurement and the disclosures for investments in certain entities that calculate net asset value (NAV) per share (or its equivalent). The updated guidance applies to entities that elect to measure the fair value of certain investments using the NAV per share (or its equivalent) of the investment as a practical expedient. Currently, investments valued using the practical expedient are categorized within the fair value hierarchy on the basis of when the investment is redeemable with the investee at NAV. The amendments remove the requirement to categorize within the fair value hierarchy all investments for which fair value is measured using the NAV per share practical expedient. The amendments also remove the requirement to make certain disclosures for all investments that are eligible to be measured at fair value using the NAV per share practical expedient. Rather, those disclosures are limited to investments for which the entity has elected to measure the fair value using that practical expedient. ASU No. 2015-07 is effective for fiscal years beginning after December 15, 2016, and shall apply retrospectively to all periods presented. Earlier application is permitted. The Foundation will update its disclosures when required.

C. Investment Securities

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2015:

	Fair Value	Cost Basis
Cash equivalents	\$ 94,809,743	\$ 94,810,370
Public equities	444,062,832	456,515,226
Fixed income securities	135,219,317	139,686,301
Alternatives – limited partnerships	1,356,120,801	936,055,031
Alternatives – nonpartnerships	604,562,017	427,894,821
Investment deposits in transit	30,000,000	30,000,000
Investment trades receivable	33,127,865	33,127,865
	<u>\$ 2,697,902,575</u>	<u>\$ 2,118,089,614</u>

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2014:

	Fair Value	Cost Basis
Cash equivalents	\$ 118,070,163	\$ 118,080,819
Public equities	573,887,679	458,811,126
Fixed income securities	123,709,493	118,893,084
Alternatives – limited partnerships	1,422,467,866	956,875,975
Alternatives – nonpartnerships	535,023,077	369,960,731
Investment trades receivable	1,358,858	1,358,858
	<u>\$ 2,774,517,136</u>	<u>\$ 2,050,980,593</u>

Investments valued at NAV as of December 31, 2015, consisted of the following:

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity securities (a)	\$ 505,280,362	\$ -	Quarterly to Annual if applicable	5 days to 4 months if applicable
Limited partnerships (b)	1,356,120,801	377,800,000	Quarterly to Annual if applicable	5 days to 4 months if applicable
Total investments at NAV	<u>\$ 1,861,401,163</u>	<u>\$ 377,800,000</u>		

Investments valued at NAV as of December 31, 2014, consisted of the following:

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity securities (a)	\$ 447,537,218	\$ -	Quarterly to Annual if applicable	5 days to 4 months if applicable
Limited partnerships (b)	1,422,467,866	327,400,000	Quarterly to Annual if applicable	5 days to 4 months if applicable
Total investments at NAV	<u>\$ 1,870,005,084</u>	<u>\$ 327,400,000</u>		

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

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

See footnote D for additional information regarding fair value measurements.

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

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

D. Fair Value Measurements

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

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

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

Level 3 — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments for which fair value is determined using pricing models, discounted cash flow methodologies or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation. This category generally includes certain private debt and equity instruments and alternative investments. Also included in Level 3 are investments measured using NAV per share, or its equivalent, that can seldom be redeemed at the NAV or for which redemption at NAV is uncertain due to lock-up periods or other investment restrictions.

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

The following discussion describes the valuation methodologies used for financial assets measured at fair value. The techniques utilized in estimating the fair values are affected by the assumptions used, including discount rates and estimates of the amount and timing of future cash flows. Care should be

exercised in deriving conclusions about the Foundations' financial position based on the fair value information of financial assets presented below.

The valuation of nonpublic or alternative investments requires significant judgment by the General Partner or Fund Manager due to the absence of quoted market values, inherent lack of liquidity and the long-term nature of such assets. Private equity investments are valued initially based upon transaction price excluding expenses. Year-end valuations are as provided by the General Partner or Fund Manager which are tied to capital statements and/or audited financial statements when available and are carried at NAV or its equivalent. These valuations include estimates, appraisals, assumptions and methods that are reviewed by the Foundation's independent investment advisors and management.

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2015:

Investment Type	Level 1	Level 2	Level 3	Total
Cash equivalents	\$ 94,809,743	\$ -	\$ -	\$ 94,809,743
Public equities	444,062,832	-	-	444,062,832
Fixed income securities	135,219,317	-	-	135,219,317
Limited partnerships	-	-	1,356,120,801	1,356,120,801
Nonpartnerships	-	-	604,562,017	604,562,017
Deposits in transit	30,000,000	-	-	30,000,000
Investment trades receivable	33,127,865	-	-	33,127,865
Total	<u>\$ 737,219,757</u>	<u>\$ -</u>	<u>\$ 1,960,682,818</u>	<u>\$ 2,697,902,575</u>

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

Balance, December 31, 2014	\$ 1,957,490,943
Purchases	210,982,714
Sales	(305,872,141)
Realized gains/Partnership income	132,002,573
Unrealized gains (losses)	(33,921,271)
Balance, December 31, 2015	<u>\$ 1,960,682,818</u>

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2014:

Investment Type	Level 1	Level 2	Level 3	Total
Cash equivalents	\$ 118,070,163	\$ -	\$ -	\$ 118,070,163
Public equities	573,887,679	-	-	573,887,679
Fixed income securities	123,709,493	-	-	123,709,493
Limited partnerships	-	-	1,422,467,866	1,422,467,866
Nonpartnerships	-	-	535,023,077	535,023,077
Investment trades receivable	1,358,858	-	-	1,358,858
Total	<u>\$ 817,026,193</u>	<u>\$ -</u>	<u>\$ 1,957,490,943</u>	<u>\$ 2,774,517,136</u>

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

Balance, December 31, 2013	\$ 1,823,181,061
Purchases	208,329,226
Sales	(345,071,355)
Realized gains/Partnership income	141,323,316
Unrealized gains	129,728,695
Balance, December 31, 2014	<u>\$ 1,957,490,943</u>

Transfers in and out of Level 3 assets are as denoted by "Purchases" and "Sales" in the summary of Level 3 activity schedules above, whereas the funds used to make purchases of Level 3 assets are generally made from liquid (Level 1) funds and likewise, sales or maturities of Level 3 assets are generally received as cash (Level 1) and deposited into liquid fund assets. Purchases of Level 3 assets are made in accordance with the Foundation's investment policy to maintain targeted levels of such assets which are balanced against the liquidity needs of the Foundation for purposes of making grants and covering operating expenses, and to achieve an overall growth in investments sufficient to meet various required distribution calculations. Sales and maturities represent a combination of pre-designated capital distributions from partnerships whose specific timing is generally determined by the partnership but that, overall, is an expected and integral part of the partnership agreement. Other sales of Level

3 assets, whereby such is not pre-designated, are based on the Foundation's liquidity needs, maintaining targeted levels of various assets as proscribed by the investment policy, and in certain instances where the Foundation and its investment committee decides to take funds out of a given investee due to poor performance or otherwise better opportunities deemed available with other investees.

E. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2 percent (1 percent if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1 percent for 2015 and 2 percent for 2014. The deferred excise tax provision is calculated assuming a 2 percent rate and is based on the projected gains/losses that assume complete liquidation of all assets.

	2015	2014
Excise tax payable (receivable)	\$ 59,376	\$ 446,834
Deferred excise tax liability	12,011,558	14,210,361
	<u>\$ 12,070,934</u>	<u>\$ 14,657,195</u>

Excise tax payments of \$2,685,321 and \$2,520,000 were paid in 2015 and 2014, 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, 2015, the Foundation made qualifying distributions greater than the required minimum distribution of approximately \$8.9 million. The Foundation has \$45.8 million in prior year excess distributions, resulting in a net accumulated over-distribution of \$54.7 million to be carried forward to 2016.

F. Grants Payable

Grants payable at December 31, 2015, are expected to be paid as follows:

	Payable in Year Ending December 31,			
	2016	2017	2018-2019	Total
Programs				
Civil Society	\$ 4,862,054	\$ 1,052,500	\$ 50,000	\$ 5,964,554
Environment	2,913,000	830,000	100,000	3,843,000
Flint Area	2,869,101	32,500	-	2,901,601
Education	5,219,500	835,000	-	6,054,500
Other*	50,000	50,000	-	100,000
Grants payable	15,913,655	2,800,000	150,000	18,863,655
Less: Unamortized discount	-	186,170	14,785	200,955
	<u>\$ 15,913,655</u>	<u>\$ 2,613,830</u>	<u>\$ 135,215</u>	<u>\$ 18,662,700</u>

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 \$10,174,724 and \$11,084,165 as of December 31, 2015 and 2014, respectively.

Grant activity for the years ended December 31, 2015 and 2014, was as follows:

	2015	2014
Undiscounted grants payable, January 1	\$ 27,934,450	\$ 9,379,528
Grants approved	119,963,633	91,454,177
	147,898,083	100,833,705
Less grants paid by program:		
Civil Society	25,667,908	13,940,793
Environment	20,940,739	6,301,075
Flint Area	55,228,329	37,003,117
Education	23,955,440	12,503,177
Other*	3,242,012	3,151,093
	129,034,428	72,899,255
Undiscounted grants payable, December 31	<u>\$ 18,863,655</u>	<u>\$ 27,934,450</u>

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

G. Pension and Other Postretirement Benefits

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

Basic information is as follows:

Amounts in (\$000)	Pension Benefits		Postretirement Health-Care Benefits	
	2015	2014	2015	2014
Benefit obligation at December 31	\$ (63,685)	\$ (58,050)	\$ (19,390)	\$ (19,670)
Fair value of plan assets at December 31	55,611	57,327	-	-
Funded status at December 31	<u>\$ (8,074)</u>	<u>\$ (723)</u>	<u>\$ (19,390)</u>	<u>\$ (19,670)</u>
Amounts recognized in the statements of financial position:				
Prepaid benefit included with other assets	\$ 2,243	\$ 6,126	\$ -	\$ -
Accrued benefit liability included with accounts payable and other liabilities	(10,317)	(6,849)	(19,390)	(19,670)
Net amount recognized	<u>\$ (8,074)</u>	<u>\$ (723)</u>	<u>\$ (19,390)</u>	<u>\$ (19,670)</u>
Employer contributions	\$ 634	\$ 625	\$ 393	\$ 402
Benefit payments	\$ (2,009)	\$ (1,795)	\$ (393)	\$ (402)
Components of net periodic benefit cost:				
Service cost	\$ 1,735	\$ 1,378	\$ 861	\$ 583
Interest cost	2,208	2,364	793	758
Expected return on assets	(4,151)	(4,193)	-	-
Amortization of net loss	848	319	319	36
Amortization of prior service cost	55	55	-	29
Net periodic benefit cost (income)	<u>\$ 695</u>	<u>\$ (77)</u>	<u>\$ 1,973</u>	<u>\$ 1,406</u>

BENEFIT OBLIGATIONS

The accumulated benefit obligation of the nonqualified pension plan was \$9,045,867 and \$6,004,764 as of December 31, 2015 and 2014, respectively. The accumulated benefit obligation of the qualified plan was \$47,963,044 and \$46,144,303 as of December 31, 2015 and 2014, respectively.

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

	Pension Benefits		Postretirement Health-Care Benefits	
	2015	2014	2015	2014
Discount rate (benefit obligation)	4.45%	3.90%	4.80%	4.10%
Discount rate (net periodic cost)	3.90%	4.70%	4.10%	5.10%
Expected return on plan assets	7.50%	7.75%	N/A	N/A
Compensation increase (benefit obligation)	4.00%	4.00%	N/A	N/A
Compensation increase (net periodic cost)	4.00%	4.00%	N/A	N/A

For measurement purposes, an initial annual rate of 7 percent for Pre-65 and 6 percent for Post-65 in the per capita cost of health care was used. These rates were assumed to decrease gradually each year to an ultimate rate of 4.5 percent by year 2023.

ASSET HOLDINGS

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

A summary of asset holdings in the pension plan at year end is as follows:

Asset Class	2015		2014	
	Percent of Assets	Target Allocation	Percent of Assets	Target Allocation
Domestic stock	47.8%	45.0%	45.5%	45.0%
Debt securities	23.0%	25.5%	25.4%	25.5%
International stock	14.1%	15.0%	14.6%	15.0%
Real estate	6.0%	5.0%	5.1%	5.0%
Real asset	4.4%	5.0%	4.9%	5.0%
Multi-alternative	4.7%	4.5%	4.5%	4.5%
Total	100.0%	100.0%	100.0%	100.0%

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2015:

Investment Type	Level 1	Level 2	Level 3
Equity securities	\$ -	\$ 34,537,784	\$ -
Debt securities	-	12,829,474	-
Real estate	-	3,369,605	-
Real asset	-	2,458,561	-
Multi-alternative	-	2,601,914	-
Total	\$ -	\$ 55,797,338	\$ -

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2014:

Investment Type	Level 1	Level 2	Level 3
Equity securities	\$ -	\$ 34,430,239	\$ -
Debt securities	-	14,564,714	-
Real estate	-	2,950,114	-
Real asset	-	2,781,487	-
Multi-alternative	-	2,600,198	-
Total	\$ -	\$ 57,326,752	\$ -

EXPECTED CONTRIBUTIONS

The Foundation expects to contribute \$1,473,440 to its pension plans and \$610,000 to its postretirement medical plan in 2016. 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:

Year	Pension Plans	Postretirement Health-Care
2016	3,333,440	610,000
2017	3,353,440	640,000
2018	3,413,440	640,000
2019	3,483,440	680,000
2020	3,563,440	750,000
2021-2025	18,337,200	4,370,000

DEFINED CONTRIBUTION 401(k) PLAN

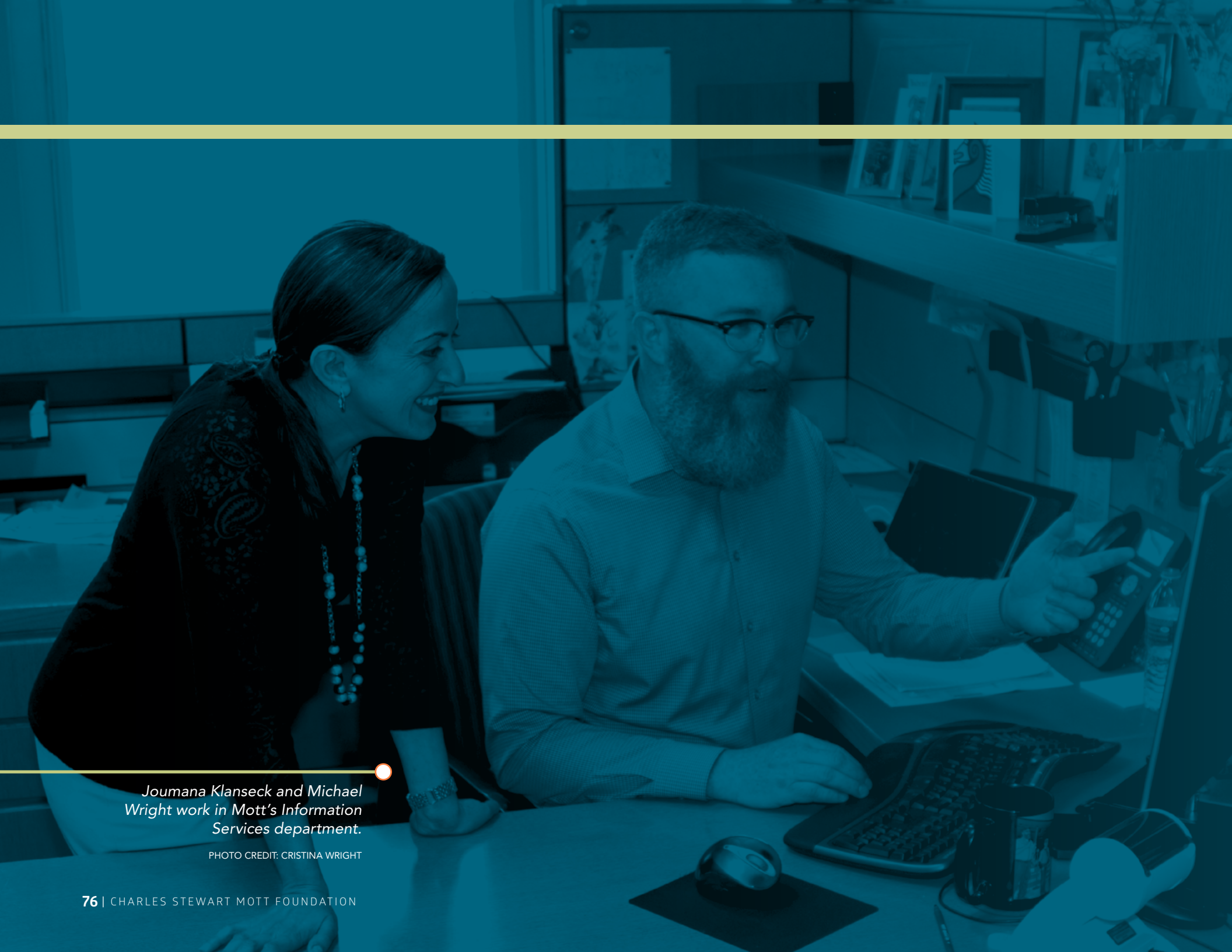
In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to \$3,000 per year. For the years ending December 31, 2015 and 2014, the Foundation contributed \$224,696 and \$211,736, respectively.

H. Subsequent Events

The Foundation evaluated its December 31, 2015, financial statements for subsequent events through July 6, 2016, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.

ADMINISTRATION AND INVESTMENT EXPENSES

	Administration Total		Investment Total	
	2015	2014	2015	2014
Salaries	\$ 8,437,589	\$ 8,020,567	\$ 2,497,148	\$ 1,925,869
Other personnel costs	4,315,301	3,170,435	785,881	537,676
Operations	1,650,882	1,578,629	359,564	333,461
Professional fees	1,167,062	809,261	2,587,490	2,673,530
Travel and business expenses	888,706	769,878	82,261	91,221
Publications and contract services	305,974	171,572	-	-
	<u>\$16,765,514</u>	<u>\$14,520,342</u>	<u>\$ 6,312,344</u>	<u>\$ 5,561,757</u>



Joumana Klanseck and Michael Wright work in Mott's Information Services department.

PHOTO CREDIT: CRISTINA WRIGHT



TRUSTEES & STAFF

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TRUSTEES AND STAFF LISTING

Trustees

In 2016, we added three new Trustees to our Board and bid a fond farewell to John Morning, who announced his intention to retire from the board after 17 years of service. A Manhattan-based graphic designer, John brought extensive experience in governance and public service to our Trustee discussions. The recipient of a White House Presidential Recognition Award for exemplary community service, John also received the Lillian D. Wald Humanitarian Award for his work with New York's Henry Street Settlement.



John Morning

A native of Ohio, John is, nonetheless, a consummate New Yorker. He has served on a number of governing boards for the city's educational, cultural and social service organizations, including the Lincoln Center Institute of the Lincoln Center for the Performing Arts, the Museum for African Art, the Brooklyn Academy of Music and the New York City Cultural Affairs

Advisory Commission. He also served as a director of the Dime Savings Bank of New York.

A highly regarded printmaker, John graduated from Pratt Institute. He was awarded the Pratt Institute Alumni Medal for his service as trustee and board chair. John's great regard for higher education also prompted him to serve as the director and chairman of the Association of Governing Boards of Universities and Colleges in Washington, D.C., and as a trustee for the City University of New York and Ohio's Wilberforce University. He continues to share his expertise

on university governance as a member of the Board of Advisors of the R.H. Perry Foundation.

In addition to his years with the Mott and Perry foundations, John's philanthropic career also included more than a decade of service as a trustee with the Rockefeller Brothers Fund.

John's thoughtful counsel will be greatly missed — so much so that we enticed him to serve as a Trustee Emeritus for the next year. We wish him the very best in all of his future endeavors.

In January, we welcomed Helen Taylor, Jeremy Piper and Ridgway White to our Board of Trustees, with each appointed to a three-year term.

Helen, state director of The Nature Conservancy's Michigan chapter, has spent more than 27 years working on Great Lakes protection, policy and conservation issues. She also serves as one of Governor Rick Snyder's representatives on the Great Lakes Commission, an interstate agency dedicated to promoting a strong economy, healthy environment and high quality of life for the Great Lakes-St. Lawrence region.



Helen Taylor



Jeremy Piper

A Flint native, Jeremy is an attorney specializing in real estate and business law. He is the board chair of the Flint Cultural Center Corporation, and he also serves on the board of the Genesee County Bar Association, where he chairs the association's District Court Committee.



Ridgway White

The great-grandson of C.S. Mott, Ridgway joined the program staff of the Foundation in 2004 and became its fourth president on January 1, 2015. Before his first year as president was out, Ridgway assumed a leadership role in the philanthropic response to Flint's drinking water crisis. He also has been a driving force behind public-private partnerships that have contributed to the redevelopment of vacant and underutilized buildings and properties in downtown Flint.

Staff

Mamotshidisi Mohapi, who works in Mott's Johannesburg office, was promoted to program officer this year. Mamo joined the Foundation in 2011. In addition to her grantmaking duties, she serves as the deputy chair of the Independent Philanthropy Association of South Africa, a network of private foundations based in that country.

We bid farewell to Teresa Littlejohn, who joined the Mott staff in 1979 and retired as our receptionist. As first point of contact, Teresa always left our visitors and callers with a great impression of the Foundation.

We also said goodbye to Diane Gildner, who retired after almost 40 years of service as a word processor and secretary for the Foundation's Civil Society program.

Interns

We would be remiss not to mention that, in 2016, our first class of "Mott interns" brought their youth, enthusiasm and insight to our

PHOTO CREDIT: CRISTINA WRIGHT



Mott's 2016 intern class (left to right): Mitchell Jones, Anna Eby, Dayonna Scott, Teona Williams, Channing McKay, Jordan Barnett and Yousuf Ali.

Flint office. The paid interns spent 10 weeks with us over the summer, working in various departments, participating in group learning sessions, and taking advantage of coaching and mentoring from our staff. Our purpose in developing the intern program was to expose young people with diverse interests and backgrounds to the field of philanthropy — and encourage them to consider foundation work as a possible career after college. We hope the experience was as rewarding for them as it was for us, and we look forward to hosting many more intern classes in the future. ●

TRUSTEES & STAFF

BOARD AND COMMITTEES

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

+ Serves as presiding/lead outside director.

Board and committees lists are current as of September 30, 2016.

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IT Support Analyst
Joumana M. Klanseck
Database Administrator
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