

90
YEARS
YOUNG

2016
ANNUAL
REPORT



CHARLES STEWART

MOTT FOUNDATION®

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C.S. Mott has a chat with Flint student Jack Grenier circa 1940s.



YEARS YOUNG

A MESSAGE FROM MOTT CHAIRMAN & CEO
WILLIAM S. WHITE

➤ Mott's 2016 annual report, "90 Years Young," is a bit different from past books. First and foremost, it is a historical document, giving us the opportunity to share some of the accomplishments the Foundation and its grantees have achieved through the years. We believe they help illustrate why philanthropy continues to play a critical role in maintaining a healthy and vigorous society.

*As the world changes,
we strive to change,
all the while doing our
best to maintain the
core values that were
important to our founder,
Charles Stewart Mott.*

You may be curious as to why we chose “90 Years Young” as our theme. Nine decades of grantmaking certainly put us in the senior category of current foundations. However, in thinking about which entries we would include on the timeline in the next section of this report – and let me state right now that space limited the inclusion of many excellent initiatives – we began to realize that, through the years, we have adapted, retooled and at times reconsidered our approach to problems. And that, I believe, has helped keep our perspective and grantmaking practices fresh, curious and young. We continue to learn with each passing day, month and year.

As the world changes, we strive to change, all the while doing our best to maintain the core values that were important to our founder, Charles Stewart Mott. I think he would approve of our efforts. If you were to analyze his record as a businessman and philanthropist, you would soon realize Mr. Mott was an informed risk-taker. The automobile business at the turn of the 20th century was like the digital sector today, and he was a key player in it. He took calculated risks and achieved great returns. As a foundation, this is what we try to do today.

It bears mentioning that, when Mr. Mott revised the Foundation’s trust instrument in 1971, he knew both that change was going to occur and that he had the ability to limit it. He chose not to do so. Instead, he wanted the Foundation’s trustees to have the flexibility to adapt to new challenges. Anticipating and addressing change has been an ongoing focus at the Mott Foundation. I hope you will see that in the pages that follow.

C.S. Mott in front of the General Motors Building in Detroit circa 1920s.



Harvesting our history

Over the years, I've given some thought to how I might frame the Foundation's history. The exercise was prompted by a question raised at a Foundation-wide retreat. Following a presentation about Mott's major grantmaking interests, one of our newer employees raised her hand and innocently asked, "Who was Frank Manley?" At least half the room burst into laughter, but a good many people were just as puzzled about my casual reference to the man who, along with Mr. Mott, created a model of community education that eventually was adopted by thousands of school districts across the country and around the world.

You see, Mr. Manley was a remarkable local educator who was instrumental in giving shape and focus to Mr. Mott's young foundation. Back in the 1930s, they together developed and implemented a comprehensive urban education program that changed the way citizens viewed – and used – their school buildings. Their work remains one of the Mott Foundation's greatest accomplishments.

How had our young program officer missed that important legacy? And how had we managed to let our history recede to the point where new staff were unaware of the creativity, hard work and accomplishments that served as a basis for so much of what they were trying to accomplish in the present?

The idea of preserving our heritage as a grantmaking and learning institution became all the more important to me that day.

Historians and the Foundation's own trustees have long warned of the dangers of forgetting the past – with good reason. Not only does it encourage the repetition of mistakes, it inspires a certain kind of arrogance that exaggerates the accomplishments of the present. At the Mott Foundation, we owe a great debt of gratitude to those who came before us – the trustees, staff and grantees who breathed life into ideas.

If you will indulge someone who has been with the Foundation in one role or another for more than half of its 90 years, I'd like to paint some of our work in the context of the Foundation's evolution and share some lessons we have learned that may be helpful to others. I also want to pay tribute to some of the individuals and organizations that have gotten us this far. Their work is both instructive and worth remembering.



Frank Manley (right) and C.S. Mott partnered to change the way communities used their schools. Photo circa 1940s.

At the Mott Foundation, we owe a great debt of gratitude to those who came before us – the trustees, staff and grantees who breathed life into ideas.

The Mott Foundation: A work in progress

I believe the Mott Foundation's nine decades of work – focusing initially on the children living in our home community of Flint and in 2016 surpassing a cumulative \$3 billion in grants benefiting organizations here and around the globe – have helped people in important and sometimes surprising ways. When people tell us that their lives – or the lives of others they know and love – have been transformed by a program we supported, well, that is what I call a great return on investment.

Mistakes – we've made a few – and they are worth remembering as well. Martha Graham, the great choreographer and dancer, said, "It is so important to know what came before you. It is also important to understand that things will follow you, and they may come along and make your work look pedestrian and silly. This is fine; this is progress."

Our founder, Charles Stewart Mott, understood the creativity, hard work, attention to detail and persistence required to make progress. In 1907, he moved his axle



Summer Tot Lot program at Flint's Garfield Elementary School in 1940. Nearly eight decades later, Tot Lots continue to provide the community's youngest residents with quality summer programming.

business to Flint at the invitation of Billy Durant, founder of General Motors. Mr. Mott also served as mayor of Flint and was actively involved in what today we would call the social service sector. He was witness to times of incredible, chaotic change – and progress – as his adopted hometown of Flint became a center of automobile manufacturing.

In June of 1926, Mr. Mott entered into a declaration of trust in the state of Michigan that marked the creation of the Charles Stewart Mott Foundation. His initial gift to the Foundation was 2,000 shares of General Motors stock, then valued at \$160 a share. Early grantmaking reflected the various interests of his family, with an emphasis on education, children's health and the arts.

Mr. Mott's concern for the welfare of local children – particularly those living in impoverished situations – emerged between 1926 and 1934, the years we refer to as the first stage of the Foundation's development. While many grants were made to provide direct services, many more were made to encourage partnership among organizations, agencies and concerned citizens. Early on, Mr. Mott observed, "It seems to me that every person, always, is in a kind of informal partnership with his community." This has been a guiding principle for our grantmaking ever since.

The second stage of the Foundation's development corresponded with a chance meeting between Mr. Mott and Mr. Manley, who, in the spring of 1935, made

a presentation to the local Rotary. Mr. Manley, then supervisor of physical education for the Flint Board of Education, also directed the Federal Emergency Relief Administration's operations in the city. Having seen firsthand the toll the Great Depression was taking on local families, and goaded by the recent drowning of a young boy in the Flint River, he gave an impassioned speech that day. He first berated and then challenged Rotarians to take action to enlarge the "Flint Plan of Recreation," which had been started the previous summer to reduce the high number of injuries and fatalities among children and teenagers.

The success of the recreation program, which was credited with helping to reduce child fatalities by 25 percent its first year, coupled with a vision of a planned and comprehensive program of year-round recreation based in Flint's underused school buildings, convinced Mr. Mott to advance some funds. The Flint Board of Education used an initial grant of \$6,000 to open several schools for programming during the winter. The Foundation also agreed to finance summer activities.

And so a model for community education was born, utilizing neighborhood schools as hubs for citizen engagement. The program relied on three operating principles that would become central values of the Foundation's grantmaking: the importance of people, partnership with others and the role of institutions in helping to express concern for fellow citizens.

Suffice it to say, the idea caught fire — first in Flint, then in Michigan, then across the United States and ultimately around the world. Through the mid-1960s, the Mott Foundation dedicated a significant portion of our grantmaking to refining the Flint model of community education, funding the Flint Board of Education to serve as a demonstration site for a growing number of visitors eager to learn more about the city's "lighted schoolhouses."

The third stage of the Foundation's development began in 1963, when C.S. "Harding" Mott convinced his father to transfer stocks and securities, then valued at \$195 million, to the Mott Foundation's endowment. That gift catapulted the Foundation into the ranks of the country's largest philanthropies and presented an opportunity to expand the scope of our grantmaking, both programmatically and geographically.

During this stage, the Foundation worked on its own infrastructure, reinventing its operating policies and procedures and expanding the board of trustees. Joseph Anderson, a former vice president of General Motors who was elected to the board in 1962 and served for 23 years, wrote the first formal philosophy statement of the Foundation in 1964.

A year later, Harding succeeded his father as president, while Mr. Mott retained the title of treasurer and became honorary chairman of the board of trustees. A quiet, self-effacing man, Harding shouldered the responsibilities of modernizing the Foundation's operations and, through the mid-1970s,

helped position the institution for long-term growth. A charter trustee who successively held every key Foundation post, Harding's foresight and leadership helped guide the institution through a remarkable 63 years of social change.

For the record, I arrived on the scene in 1968. Harding was my father-in-law, and he brought me in from Bruce Payne & Associates as a management consultant to assist with these issues. A consensus builder and enabler, Harding was a great mentor to me. His interests in the national expansion of community education and the redevelopment of downtown Flint remain central in our grantmaking today.

Ramping up the Foundation's grantmaking demanded the development of a larger professional staff. In compliance with the 1969 Tax Act, Mr. Mott revised and refreshed the Articles of Incorporation, clarifying the future governance of the institution.

If there was a theme to the Foundation's work between 1963 and 1975, it was change. Change in leadership — Mr. Mott passed away in 1973 and Mr. Manley a year earlier. Change at the board level — Roy Brownell, an original board member, Mr. Mott's lawyer and his close friend, died in 1971. Ruth Rawlings Mott, who became a board member in 1943, transitioned to trustee emeritus in 1975, serving in that capacity until her death in 1999. Change at the staff level — Financial Vice President Robert McCullough, who for 19 years handled the Foundation's investments, retired in 1974. Finally, changes in program



The son of C.S. Mott, Harding Mott (left) served the Foundation for more than 60 years, and held every leadership role — trustee, vice president, president and chairman. Photo circa 1940s.

Harding's foresight and leadership helped guide the institution through a remarkable 63 years of social change.

and management structures and business procedures prompted a focus on planning for the future.

By 1970, the Foundation had broadened its interests beyond funding community education to include what we then termed “urban” projects. We recognized that the best educational system in the world could not be the solution to all community problems. Through our work with community schools, we understood that the root causes of poverty, inequality, crime and a host of social issues were connected, complicated and not easily cured.

Throughout 1975, trustees and staff together identified the elements or principles they believed contributed to an effective community. That effort resulted in a more comprehensive and detailed program philosophy, which was written as a plan of action for the Foundation. It contained elements dealing with governance, grantmaking, evaluation, management and finance.

With this document as a guide, the Foundation entered our fourth stage of development in 1976, which is also when I became president of the organization, and Harding became chairman of the board. He was the first person to hold the official title and position.

During the decade or so that followed, the Foundation took many of the lessons we learned in Flint and began developing programs on a national basis. In 1979, we made our first grants to strengthen community foundations. We have long been impressed by the simplicity and power that underlies the community foundation concept, which empowers people to support causes close to their homes and their hearts. Those grants marked the beginning of a multi-year effort to strengthen the community foundation movement nationwide.

By 1982, we joined forces with the Council on Foundations to launch a technical assistance program to assist 75 community foundations with developing staff, boards, donors, endowments, grantmaking programs and marketing strategies. I’m getting ahead of myself here, but eventually we would take the lessons we learned in the U.S. to the United Kingdom, South Africa and Eastern Europe.

It was during this period that we also partnered with other Michigan philanthropies to establish the Council of Michigan Foundations (CMF), a vanguard of the effort to create regional associations of grantmakers that could represent our sector. Forty years on, CMF – now one of 36 such associations across the country – continues to be at the forefront of helping organized philanthropy achieve impact while serving effectively, transparently and responsibly.

In Flint, we ended our traditional grant relationship with the Flint Community Schools, announcing a 10-year phaseout of funding for long-standing programs and encouraging the district to reexamine the practice of community education and bring new initiatives forward. Collaborating with Michigan State University, we funded a model of community policing in Flint and helped the university establish a National Neighborhood Foot Patrol Center.

We also began working on economic development projects in earnest, focusing on the revitalization of downtown Flint. As in other former industrial cities struggling to reinvent themselves in this era, we supported several ambitious projects in the 1980s. Though some of them did not succeed because of macroeconomic issues, they set the table for subsequent efforts we would embark on two decades later.

In December 1985, our board of trustees spurred new international work when they voted to adopt the Sullivan Principles. The decision meant the Foundation’s investment office would divest from companies that tolerated apartheid and invest in companies doing business in South Africa only if they treated black workers fairly and supported efforts to end apartheid. Trustee Maryanne Mott also urged the Foundation to express its concern for blacks in South Africa – not only through our investment policies – but through our grantmaking. That work would begin to take shape after Trustee Marjorie Allen and Will Hertz, who was our vice president for program planning and dissemination, traveled to South Africa and proposed a new grantmaking initiative.

From my perspective, the Foundation’s fourth stage was one in which we took calculated risks and learned a great deal, especially about managing the balance between legacy and innovation.

Our fifth stage began in 1988. I became chairman of our board of trustees, and – more important – the board engaged Rushworth Kidder, a journalist, author and founder of the Institute for Global Ethics, to lead us through a discussion of the big issues facing the world as we neared the beginning of the 21st century. We called upon every member of our board and staff to participate in the exercise, which we dubbed Agenda for the 21st Century. As serious and sobering as the conversations were, the process was exhilarating and fun. Ultimately, we came up with core issues that still drive our grantmaking today: persistent poverty; education; environment; leadership; ethics and values; pursuit of peace; and,



Lake Superior, photographed from the north shore in 2017. Protecting the Great Lakes has been a major focus of Mott's Environment Program.

yes, Flint. I also should note that we thought Rush, as he liked to be called, did such a good job that we elected him to our board of trustees.

We also went international on a formal basis. Initially, this was a logical extension of our national work, particularly in community education and community schools. With the emergence of our work in South Africa, the idea that we might be able to do more to promote peace and social progress internationally began to take hold.

We formally established the Foundation's Environment program in 1987 with a focus on two overarching issues: protecting the Great Lakes and other freshwater resources, and promoting global sustainability by supporting efforts to reform international development finance.

In 1989, Harding Mott passed away, and profound political changes began to transform the world. Between 1989 and 1991, the Berlin Wall, apartheid and the Soviet Union all crumbled, creating new opportunities to promote democracy. I must confess I never anticipated these events would occur in my lifetime. For our board and management, the chance to pursue peace on a global scale – through relatively modest grants – became an imperative.

We became early funders of the European Foundation Centre, CIVICUS: World Alliance for Citizen Participation and Worldwide Initiatives for Grantmaker Support

(WINGS), as well as the Environmental Partnership, the Trust for Central and Eastern Europe, and – later – the Balkan Trust for Democracy and the Black Sea Trust. These projects were aimed at building the legal and social framework for civil society in the Central and Eastern European region and allowed us the opportunity to work with many wonderful philanthropic partners, including the Ford Foundation, Open Societies Foundation, Atlantic Philanthropies, Rockefeller Brothers Fund and The German Marshall Fund.

Indeed, the fifth stage of the Foundation's development laid the groundwork for much of what we do today under all four of our current program teams: Civil Society, Education, Environment and Flint Area.

New strategies also can arise through serendipity, and so it was that my chance meeting in 1998 with U.S. Secretary of Education Richard Riley and Terry Peterson, who was then Riley's chief education adviser, led to the Mott Foundation's involvement with afterschool programming at the national level. A few years earlier, Riley and Peterson helped launch the 21st Century Community Learning Centers (21st CCLC) initiative, which mirrored the earliest community education work done by the Foundation. They were looking for help to expand the program.

Working closely with the Department of Education, the Foundation provided support for training, leadership development, technical assistance and program

evaluation — activities that would ensure the quality of the program and free up federal dollars to provide direct services in schools and communities across the country. Today, 21st CCLC provides afterschool programming for 1.6 million children across the country.

For our part, Mott supports afterschool networks in all 50 states, as well as national organizations working to increase access to and enhance the quality of afterschool programs for all children. For many years, we also have supported afterschool programs in our hometown of Flint. In all, we have committed nearly \$250 million to advancing afterschool in the U.S. We have done so because research and data from hundreds of studies support the positive impact of afterschool programs on children's success. Children and youth who regularly participate in quality afterschool programs perform better in school, have better attendance and are less likely to get in trouble. Afterschool programs also help to close the achievement gap between children from lower-income families and their more affluent peers.

The Foundation's sixth stage of development was ushered in with the new millennium, and it was marked by disruption of many types. On the positive side were disruptive innovations of the Information Age, including the growth and maturation of the World Wide Web and the introduction of the iPhone.

But we also saw disruption in other forms — the rise of terrorism, geopolitical upheaval, the global financial crisis, and natural disasters in the U.S. and abroad. Like many philanthropies, we stepped beyond the boundaries of our formal grantmaking programs to assist with recovery efforts related to 9/11 and Hurricane Katrina.

We also began focusing again on revitalization efforts in Flint. Lon Crim, a former superintendent of Atlanta schools who joined our board of trustees in 1988, was fond of the saying, "Yard by yard, life is hard. Inch by inch, it's a cinch." This time around, we found that inch by inch was, indeed, the way to go. We learned that more "organic" revitalization efforts built around smaller, locally driven, strategically placed projects could add up to greater impact for the area as a whole. We supported master planning efforts for the University of Michigan-Flint, the Flint Cultural Center and the downtown district. We also provided support for a team of local representatives from the public and private sectors to work with several national organizations to research and design a landbanking model that was first tested by Genesee County and ultimately utilized by municipalities across the U.S.

In 2012, the city of Flint embarked on its own master planning process, which sought input from residents in shaping the future of their community. One of the

Research and data from hundreds of studies support the positive impact of afterschool programs on children's success.



Elementary students take part in the Safe Harbor afterschool program in Michigan City, Indiana, in 2012. Safe Harbor is a 21st CCLC site.



William S. White (right) congratulates Ridgway H. White on being elected president of the Foundation, effective January 1, 2015 – photo December 2014.

Ridgway White became president of the Foundation in 2015, just as the Flint water crisis was beginning to unfold.

top priorities residents called for was a new model of community education, reimagined for the 21st century.

And so it was with a great deal of enthusiasm that the Foundation helped to launch a new take on our longest-standing priority: helping full-service schools build healthier families, stronger neighborhoods and high-achieving students. We provided support in 2014 for the Crim Fitness Foundation to serve as the lead partner in coordinating a pilot program for the initiative at Flint's Brownell-Holmes STEM Academy. The following year, the program expanded to five schools, with an eye toward reaching all schools in the district in the coming years. That would wind up happening even faster than we thought.

A change in Foundation leadership and a local tragedy marked the start of our seventh and current stage of development, altering our work in our hometown and elsewhere. My son, Ridgway White, became president of the Foundation in 2015, just as the Flint water crisis was beginning to unfold. When Dr. Mona Hanna-Attisha, a local pediatrician and researcher, released data showing that levels of lead in children's blood had increased sharply after changes in the source and treatment of Flint's drinking water, Ridgway and our board of trustees acted swiftly to prevent further harm. The board immediately approved a \$4 million grant to help reconnect Flint to the Great Lakes Water Authority – a critical first step toward bringing safe drinking water back to the city.

In May 2016, the Foundation committed up to \$100 million over five years to help our hometown recover

and rise from the water crisis. Our related grantmaking focuses on six goals: ensuring that all Flint residents have safe drinking water; meeting the health needs of Flint families; supporting educational opportunity; building a more robust nonprofit sector; promoting community engagement; and revitalizing Flint's economy.

The crisis underscored for us the importance of building the capacity of nonprofit organizations and continually reinventing our work. The local nonprofits we had been supporting for a long time were poised to step in as first responders, helping the community meet its diverse needs in the wake of the crisis. These included the United Way of Genesee County, Greater Flint Health Coalition, Community Foundation of Greater Flint, Food Bank of Eastern Michigan, Crim Fitness Foundation and many more.

Because work already had been well underway to reimagine the community education model for the 21st century, Flint Community Schools quickly became hubs for providing services and resources for students, their families and other residents. The Mott Foundation provided support to expand the model to all 11 schools in the district in time for the start of the 2016-17 school year.

At the same time, we began to expand access to early childhood education. Working with community partners and other funders, we helped to renovate a shuttered elementary school and open a new early childhood education center with the capacity to serve 175 students from 2 months to 5 years in age. We also approved funds to begin construction of a brand new early childhood

education center that should open in the fall of 2017. With more capacity to serve Flint's youngest children, we aim to ensure that all Flint kids will have high-quality educational experiences from cradle through college and career.

The water crisis changed more than just our hometown grantmaking. It also led us to realize that, although we had long supported many non-governmental organizations working to restore, preserve and protect the Great Lakes as the world's largest source of surface freshwater, few in that constellation of grantees had expertise in drinking water infrastructure. The Flint experience demonstrated that this is a looming threat for aging industrial cities across the country. And so the Flint water crisis gave birth to a new area of grantmaking for our Environment team that is aimed at promoting the coordinated management of drinking water, storm water and wastewater systems.

Even as the Flint water crisis hit us at home, events around the world forced us to grapple with the closing space for civil society. In the most dramatic example, the upper house of the Russian parliament recommended Mott for inclusion on its list of "foreign agents," which led us to halt grantmaking in that country for the sake and safety of our grantees. However, we continue to look for ways to help citizens in Central and Eastern Europe engage in the decision-making processes that have a profound effect on their lives.

These are but a few of the many events that have changed our culture, our connectedness and our communities. They have changed us, as well.

Yet even as the Mott Foundation adapts to changing times and new ways of doing work, our nine decades of grantmaking have reinforced some lessons about approaches we believe work well for the people and communities we seek to serve. While we would not presume to tell other philanthropies how to do their work, we believe it's the duty of those working in the social sector to share their insights and experiences with others in the hopes of strengthening the field. It is in this spirit that we share the following lessons, which have become guideposts for our grantmaking.

Lessons learned

Stay in it for the long haul. Change can happen quickly, but progress takes a lot longer. As I see it, progress is the work of foundations. We have the motivation and resources to identify, test and evaluate

new ways of doing things for the greater good. We also have staying power. We can stick with the issues we care about, and so we should.

Exercise patience. Develop a tolerance for the delays, difficulties and disagreements that can bedevil even the most promising of undertakings. Much of the work foundations do is by trial and error. What looks to be a good idea can have disappointing results, and, yet, because we strive to take the long view, some of our "failures" end up being incredibly instructive to eventual success.

Connect individuals with their communities. Mr. Mott's directive — and the premise upon which much of our work is based — is to help individuals partner with their communities in meaningful ways. We have seen this happen in neighborhoods, in countries and in communities that are not geographic in nature. But it can be a complicated task. Communities are not cookie-cutter in nature, and there is no universal prescription for this work. This is where we tap every best practice we have learned as a foundation, including "shoe leather" philanthropy, which demands that we walk down Main Street to speak — and, more important, listen — to people in the communities where we work. Mott Trustee Harold "Dusty" Rodes believed so strongly in the importance of getting out of the boardroom to talk with grantees that he felt compelled to retire when he no longer had the physical strength to make site visits.

Helping individuals partner with their communities requires patience. It also requires building the capacity of organizations large and small, strengthening them to do their work. All of this pays off because change occurs only when it comes from the people who are most invested in its success.

Never underestimate the importance of a good back office. While listening to a recording of the Metropolitan Opera, I was struck by a thought. As the music played, all I heard was the orchestra and singers, but I knew the recording represented so much more. Behind the musicians and singers, a great company of people worked in the back of the house to make the performance a success.

And so it is with the Mott Foundation. Behind the visible program staff is a team of grants compliance experts, accountants, investment managers, IT professionals and support staff who are essential to getting the work done. Maintaining our capacity to make sure that our grants meet legal and financial requirements, that they are implemented with integrity and transparency, and

that our response to every grantseeker is timely and respectful, is of utmost importance to Mott. We could not do this without staff and trustees who are dedicated to facilitating the grantmaking process.

We also are very much aware that grantees need a strong back office to be able to do what we fund them to do. This doesn't mean we turn away organizations that are lacking this capacity. In many cases, we work with them to develop it. In this way, we can help to ensure that an organization can go on doing good work even after our grant relationship may have come to an end.

Look for leaders and opportunities to partner with them. Always be on the lookout for transformative leaders — people like Dr. Arthur Tuuri, a Flint pediatrician who provided essential care to thousands of children through the Mott Children's Health Center; Dorothy Stoneman, founder and president of YouthBuild USA and chairman of the YouthBuild Coalition, which has more than 1,000 member organizations in the U.S. and the Virgin Islands; Michael Brophy, chief executive of Charities Aid Foundation, who worked with Mott and communities across the United Kingdom to expand the concept of community trusts; Raymond Georis, former

secretary general of the European Cultural Foundation and founding chair of the European Foundation Centre (EFC); John Richardson, founding chief executive of EFC; and his successor, Gerry Salole.

Partnering with such leaders and supporting their vision over time can spur progress and lead to significant change. While there may occasionally be some difference of opinion about practice, approach or objectives, it is essential that both funder and grant recipient listen and respond truthfully and respectfully when that occurs. In the end, a bit of controversy can often lead to trust and better outcomes.

And never forget that you might find some of your strongest partners among the leaders of other foundations.

Evaluate your work. John Porter, a former president of Eastern Michigan University who was elected to our board of trustees in 1981 and served for nearly 32 years, was a hard-liner when it came to defining the purpose of a grant, and he constantly advocated for benchmarking the progress of our major grantmaking initiatives. This is a core grantmaking issue. Without evaluation, how can we know if we are making a difference or understand how to make a good project even better?

Residents of Stara Zagora, Bulgaria, gather at an event designed to unite people through the simple act of baking. Photo circa 2014.





Trevor Maizland received a life-saving bone marrow transplant at the C.S. Mott Children's Hospital in 2003. Pictured here in 2006 and 2017, Trevor is now a two-sport athlete and member of the Class of 2018 at Luke M. Powers Catholic High School in Flint.

Evaluation takes time – another reason for staying with projects over the long haul – and it can be expensive. But if we are looking to sustain or replicate good work, then we know we must test projects and programs over the long term. So we assess our work – not to produce reports that gather dust on a shelf, but to help ourselves and our grantees know how to make positive change.

Measure impact, but make grants with the head and the heart. As important as it is to measure impact, it is not the only consideration in determining the value of work. Sometimes you make a grant just because it is the right thing to do.

Flint's water crisis provides a good example. Was it philanthropy's role to provide \$4 million to switch Flint back to Detroit water once it was discovered that the levels of lead in the city's drinking water were harming our children? Probably not. Yet our president and board of trustees did not hesitate to step out of their comfort zone to make the grant because it was the right thing to do to prevent further harm.

And we have made multiple grants to the C.S. Mott Children's Hospital in Ann Arbor, Michigan – including the Foundation's largest single grant of \$25 million – without requiring a formal evaluation of the work done there. But through the years, we've received unsolicited feedback from parents who have told us that, without the hospital, their children would not be alive today.

Tell your stories. There will be many audiences you will want to reach, educate and move. Chief among them should always be public officials at the local, state and

national levels. Make sure they understand what you fund and why. Let me share one experience to illustrate why this is so important.

At the first meeting of the Council of Michigan Foundations – I believe it was in 1973 – former Congresswoman Martha Griffiths was asked if it had been the intent of Congress to put private foundations out of business with the Tax Reform Act of 1969. She answered, "Yes, it was, but it's no longer the case." That is due, at least in part, to the fact that the entire philanthropic field came together to create various infrastructure organizations. By banding together and telling our stories, we regained the trust of our elected officials and the good will of the American public. And that leads nicely to the next lesson.

Support the sector. Our ability to do the work we do is not a given. I believe it is up to all of us – foundations and nonprofits – to advocate for a policy environment that supports and encourages charitable giving. It is equally important that we support and participate in the national and regional organizations that do this work.

Preserve the seed corn. I'm going to spend a little more time on this lesson because it has been one of the most important for the Mott Foundation.

Harding Mott had a mantra: Always preserve the seed corn. Long before it came to pass, Harding foresaw there might be a time when Flint's tax base would erode and the Foundation would be called up to provide more support to the community. Just as farmers must preserve their seed corn so they can plant and harvest again the following year, Harding wanted to be sure the Foundation always protected enough of our asset

base to be able to serve our mission year after year, and decade after decade. This is not as easy as it sounds.

If you look at the Mott Foundation's assets since our founding in 1926, you'll see that there have been six times when they have dropped by 25 percent or more from one year to the next. I also have looked at the stocks held by the Foundation in our earliest days to compare their value in 1929 and 1930. Such exercises are sobering. They make it abundantly clear that foundations that wish to exist in perpetuity must continuously manage their investments and grantmaking in service of that goal.

What does "manage their investments" mean? At Mott, it means having trustees and an investment committee that understand their fiduciary responsibilities, establish sound policies and provide appropriate guidance. Preserving the seed corn requires a team effort.

Other key members of the Mott team include our talented and dedicated staff in investments, programs and grants administration. Thanks to them, we have always been able to meet the Foundation's commitments while protecting our asset base. For instance, in the wake of the Great Recession that began in December 2007, we honored all grants already awarded and didn't lay off a single employee. However, we had to reduce our grantmaking budget and enact a temporary hiring freeze as we waited for the financial markets and our assets to recover.

It is precisely because we strive to preserve the seed corn that we are still here nine decades after our founding. And that is why we recently were able to commit up to \$100 million to help our hometown of Flint recover and rise from its water crisis. Just as Harding predicted, our community needed us at a time when it had few resources to fall back on. Thankfully, we have never forgotten his advice.

That is the strength and value of philanthropic dollars reserved in perpetuity – a civic nest egg held in reserve to pay for something in the future, something we couldn't possibly predict, but for which we are prepared. Those funds – coupled with smart ideas, good leadership and community partners – are a buttress in bad times and a boon in good times.

Remember that it is all about the people. I have written this message based on a perspective formed over 49 years at Mott. During that time, the Foundation has been blessed to work with wonderful trustees, staff,

grantees and advisers. Without their vigor, intellect, integrity and passion, the Foundation could not have accomplished what is highlighted in this report. As Harding once said, "All the philosophy about our Mott Foundation can be boiled down to just one word – people." To all of those people, past and present, I extend profound gratitude on behalf of the Foundation.

Looking ahead

I realize I am writing this message in a pugilistic time. Partisan divides threaten to rend the fabric of the United States, and the entire world faces both environmental and political peril.

At a recent unveiling of a statue of C.S. Mott in downtown Flint, Ridgway shared something his great-grandfather said about the city in 1972 that reflects our hope for our hometown, our nation and the world today:

Let our community never lose its farsighted vision, its bright hopes for the future, its faith in our growth as a fine place in which to live – a place where everyone has a chance to improve his own life.

The Mott Foundation remains committed to helping people partner with their communities to realize this hope, and that is why I am as excited and energized by our work as I have ever been. History has shown that the social sector can bring down walls, build bridges, and broker solutions. We can do this again if we rise to the challenges of our time and face them head on.

No matter what the tools and trends might be in philanthropy over the coming decades, we must never forget that its essential function is to satisfy the charitable impulse – to help good people make good things happen in their communities. Philanthropy in its many forms – from giving while living to grantmaking in perpetuity – is valuable. It is something our society should nurture.

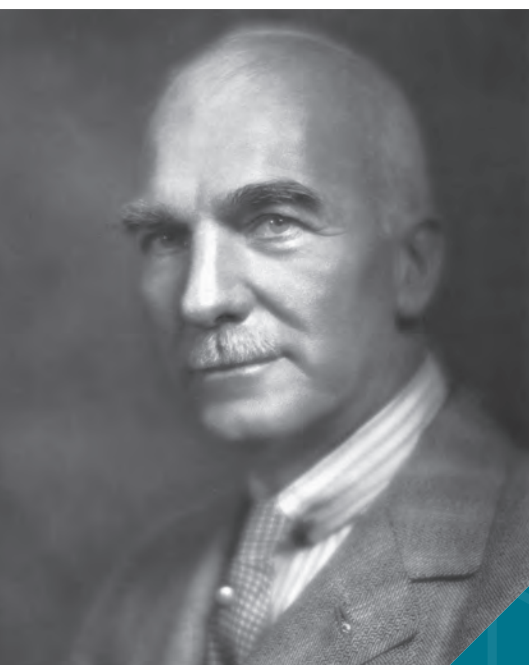
The Charles Stewart Mott Foundation will continue to do that over our next 90 years, and I can hardly wait to see the work now under development as it unfolds.



William S. White, Chairman and CEO



FOUNDATION **TIMELINE**



Charles Stewart Mott circa 1920s.

1926

Charles Stewart Mott Foundation is established

On June 19, 1926, Charles Stewart Mott signed the Articles of Incorporation that created the Foundation bearing his name. Endowed with 2,000 shares of General Motors stock, then valued at \$320,000, the Foundation has since experienced significant growth, marking \$3 billion in giving over our first 90 years.

Throughout our history, we have endeavored to remain true to the vision and values of our founder, even as we have adapted to changes that have occurred in Flint, across the United States and around the globe. The timeline that follows provides a snapshot of some of our grants and places them in the context of our evolution as a grantmaking organization.

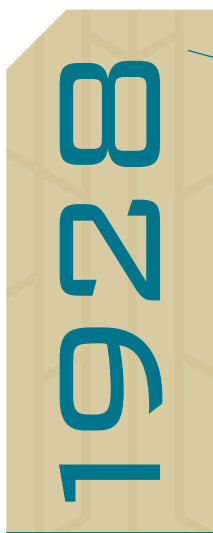


Christ Episcopal Church in Flint, Michigan - 2017.

First grant

The Mott Foundation's first grant, for \$1,000, was given to Christ Episcopal Church, or Christ's Mission, as it was then known. Founded in Flint in 1902, the church now houses the Christ Enrichment Center, a nonprofit, nonsectarian community center serving children and adults.

1926



First international grant



Mott's first grant for international work helped establish a weather station on the Greenland ice sheet, where scientists studied how ice influenced regional weather patterns. The \$500 grant confirmed Mott's willingness to consider groundbreaking research with international and environmental implications.

Michigan Alumnus magazine reported on the trip to Greenland by university faculty members - 1928.



Campers jumping off the dock at Pero Lake, circa 1960.

Mott Camp for Boys

One of the Foundation's first signature projects, Mott Camp for Boys was established in 1933 to serve 10- to 14-year-old boys from Flint's most underserved neighborhoods. Located about 15 miles east of the city at Pero Lake, the camp was an early indicator of C.S. Mott's lifelong concern with the health and welfare of children. The camp operated for 40 years, imparting lessons about the importance of physical fitness, service to others, teamwork and cooperation.

1933

1935

Birth of community schools

Intrigued by Flint educator Frank J. Manley's remarks at a local Rotary meeting, C.S. Mott invited him to share his ideas about using school buildings after hours and on weekends as "community centers" offering educational and recreational programs for children, families and neighborhood residents. The "Mott Program of Recreation," initiated in six Flint schools, was quickly adopted by all public schools in the city. Together with the Mott Health Achievement Program, Visiting Teachers Program and Mott Camp for Boys, the Mott Program would shape the development of a school-based model for community education that eventually spread across the U.S. and around the world.



Frank Manley (left) at a community meeting – 1932.



Tot Lot at Garfield Community School in Flint, Michigan – 1940.

Tot Lot

Possibly the longest-running of all Mott-funded summer initiatives for children, the Flint Community Schools' Tot Lot program was created in 1937 to provide local youngsters with quality recreation and learning opportunities. Eight decades later, Tot Lot continues to help the community's youngest residents prepare for success in the classroom and beyond.

1937

1939

The Health Guarded Child

The Mott Health Achievement Program for the Health Guarded Child was instituted in all Flint-area public and parochial schools. Each fall, children were immunized and examined for treatable problems. Each spring, children were re-examined. If health issues had been addressed, the child received a ribbon or medal. The program operated through the end of the 1977-78 school year.



A child has her vision tested circa 1940.



Dr. Arthur Tuuri circa 1930s.

1939

Mott Children's Health Center

In 1939, a small health clinic that the Mott Foundation funded through the Flint Board of Education moved to Hurley Hospital and officially became known as the Mott Children's Health Center. Dr. James Olson, who served as director of Flint's school health program, became its first director. Dr. Arthur L. Tuuri, a pediatrician who treated thousands of Flint children, took over as director in 1948 until his retirement in 1985. In 2016, the center provided dental, medical and mental health services to more than 26,000 children and adolescents.



Young women at Hamady House circa 1940s.

Stepping Stones

Generations of Flint women took part in Stepping Stones, a school-based club for girls ages 10 to 18. While its primary purpose was to introduce members to the art of homemaking, the club also used mentoring, sports, arts and recreational activities to help girls "feel good about themselves." Elizabeth "Ma" Pollock created the program in 1938 and acquired funding from Mott to expand the club in 1943. She also convinced the Hamady Brothers Corporation, a local grocery store chain, to donate a 22-room mansion on the Flint River to house club members for a one-week residency – considered a treat by all who participated. Stepping Stones continued to operate until 1980.

1943

Mott Foundation Building

C.S. Mott purchased the Union Industrial Building on the corner of First and Saginaw streets in downtown Flint. The 16-story, art deco "skyscraper" was renamed the Mott Foundation Building on January 1, 1945.



Union Industrial Building circa 1944.

1944

Flint's first full-service school

During the Depression, Principal Elizabeth Welch opened Flint's Fairview Elementary School to parents and other residents, linking them with services and involving them in school and community issues. In 1940, Josephine McDougall took over as principal and, together with home economics teacher Odell Broadway, continued to operate the school as a community center. In 1947, McDougall and Broadway sought help from Frank Manley and the Mott Program to bring a variety of health, social service and educational programs to Fairview. This helped to establish a model for Flint's full-service community schools.

1947



Fairview teacher and students circa 1940s.



Frank Manley (standing) with C.S. Mott – 1952.

1948

Frank Manley joins Foundation

Frank Manley's loss of his own mother at a young age contributed to his lifelong concern for troubled kids. A star athlete, he went to Eastern Michigan University so he could play sports. There he studied under Wilbur P. Bowen, a physical education professor who believed school buildings should be made available for community activities of all kinds, an idea that led to the development of Flint's community school model. After working with C.S. Mott to develop the concept, Manley joined the Mott Foundation staff in 1948.



Breaking ground for a building on the campus of Flint Junior College – 1955.

Opening doors to higher education in Flint

On the eve of his 75th birthday, C.S. Mott offered up to \$1 million in land and funds to create a four-year college in Flint. Construction of a new campus for the Flint Junior College, which would also serve as the first home for what is now the University of Michigan-Flint, began in 1952. In 1973, the junior college was renamed the Charles Stewart Mott Community College, in recognition of its longtime champion and benefactor.

1950

C.S. Mott named "Big Brother" of the year

President Dwight D. Eisenhower presented the International Big Brother of the Year award to C.S. Mott, honoring his "outstanding work with the Flint Youth Bureau and for broad humanitarian endeavor."

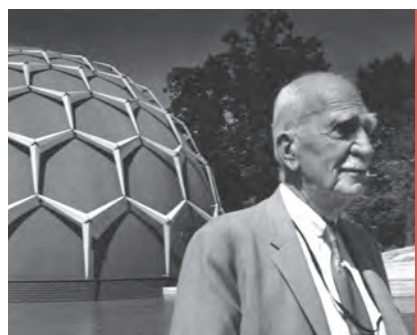
1954

C.S. Mott (left) and President Eisenhower – 1954.



Flint College and Cultural Center

Local school children, residents, businesses and foundations pitched in to raise about \$30 million to support the creation of a College and Cultural Center in Flint. Construction started in the mid-1950s, and in rapid succession the Flint Institute of Arts, Flint Institute of Music, Sloan Museum, Whiting Auditorium, Bower Theater (home to the Flint Youth Theatre), Longway Planetarium and the main branch of the Flint Public Library opened to the public. One of the first cultural districts in the nation, the Flint College and Cultural Center originally included the campus of Mott Community College, which became an independent, tax-supported institution in 1969. Through



C.S. Mott at Longway Planetarium – 1971.

1954

2016, the Mott Foundation granted more than \$155 million in endowment, operating, long-range planning and program support for the benefit of Flint Cultural Center institutions. In 2016, the Cultural Center welcomed 630,000 visitors.



1957

Community schools spark interest

By 1957, Flint became a destination for others seeking to replicate its community education model. Over the next decade, the number of annual visitors grew to more than 12,000.

Frank Manley (standing, third from left) with Mexico City educators – 1966.



CANUSA athletes pose for the camera – 1959.

CANUSA Games

Young athletes from Flint, Michigan, and Hamilton, Ontario, gathered in the summer of 1958 for the first CANUSA games, a friendly competition that continues today. Originally funded by the Mott Foundation, the CANUSA games are among the longest-running international sports competitions in the world.

1958

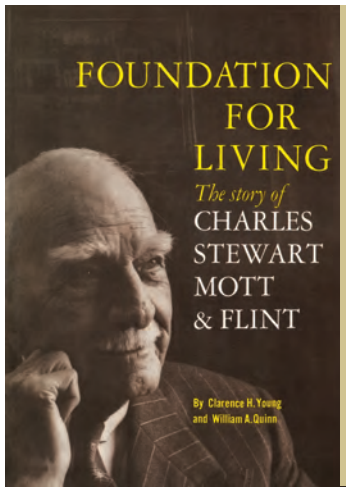
Film helps to spread community school model

"To Touch a Child" is a Mott-funded training film that was instrumental in spreading community schools and community education across the United States and around the world. For more than 20 years, Flint Community Schools used the 30-minute movie to introduce visitors to the community school concept.

1962



Still photo from the film "To Touch a Child" – 1962.



Cover, "Foundation for Living" – 1963.

1963

Foundation for Living

C.S. Mott was 87 years old and still running his Foundation when his biography was published in 1963. Written by Clarence H. Young and William A. Quinn, "Foundation for Living" focuses on Mott's life, his career with General Motors, and the 50-year relationship between the Mott Foundation and the Flint Board of Education that produced a national model of community education.



General Motors Building in Detroit circa 1970s.

Gift expands grantmaking

C.S. Mott transferred General Motors stock, other stocks and securities totaling \$195 million to the Foundation, providing the impetus to expand grantmaking on a national scale.

1963



Flint community school directors circa 1960s.

Mott Intern Program

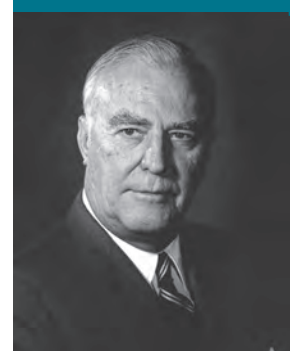
The Mott Intern Program, known formally as the Mott Inter-University Clinical Preparation Program for Educational Leadership, began as a pilot program in 1963 and was offered at seven Michigan colleges and universities between 1964 and 1974. Through a year-long residential program, 694 Mott Interns earned master's or doctoral degrees in community education. Mott interns were critical to spreading the community school concept across the U.S.

1963

1965

Harding Mott becomes president of the Foundation

Charles Stewart Harding Mott, known as "Harding," was the second president of the Mott Foundation. The son of C.S. Mott, Harding Mott served for more than 60 years as a trustee, vice president, president and chairman before being named chairman emeritus in 1988. Harding Mott's leadership bridged the Foundation's transition from a locally focused institution to a major funder of critical national issues.



Charles Stewart Harding Mott – 1965.



Bluebell Beach on Mott Lake circa 1960s.

1965

Genesee County Parks

With a \$2 million grant awarded by Mott in 1965, the newly formed Genesee County Parks and Recreation Commission was able to begin acquiring property. The Genesee County Parks began to take shape in 1970, when the Foundation granted an additional \$2.5 million for construction of Mott Lake. Between 1965 and 2016, the Foundation granted nearly \$25 million in support of the parks. The county park system – the largest in Michigan – now includes: 24 parks; 15 fishing sites; 11,000 acres of woods, water and beaches; a nature preserve; a historic village; and parts of the Flint River Trail. In 2016, the parks welcomed more than a half million visitors.

1968

Mott Children's Health Center incorporates

The Mott Children's Health Center became an independent organization in 1968 and moved to its present, freestanding site near Hurley Medical Center in 1969. Dr. Fleming Barbour was named chair and Dr. Arthur L. Tuuri president of the newly independent entity. Since 1968, the Mott Foundation has granted almost \$30 million in support of the health center, with a majority of the funds going toward its permanent endowment, which had grown to more than \$350 million by 2016.



C.S. Mott and Dr. Arthur Tuuri – 1969.



C.S. Mott (right) and Frank Manley voluntarily testify before Congress – 1969.

Tax Reform Act

Because the Tax Reform Act of 1969 contained major provisions that would affect the way private foundations do business, C.S. Mott and Frank Manley traveled to Washington, D.C., and voluntarily testified before Congress while the legislation was being debated. Upon passage of the Act, we revised the Foundation's Articles of Incorporation, clarifying future governance of the organization. We took steps to promote greater transparency, such as publishing Facts on Grants and an annual report. We also supported efforts to build a national infrastructure for the philanthropic field, which bolstered its capacity, efficiency and ability to advocate on behalf of the sector. This experience also informed our efforts to create a global infrastructure for civil society organizations in the 1990s.

1969



A groundbreaking at the University of Michigan-Flint - 1976.

Expanded support for higher education in Flint

The Foundation intensified our focus on higher education as a key part of our hometown grantmaking with the announcement in 1972 of \$5 million to help relocate the University of Michigan-Flint from the campus of Mott Community College to downtown Flint. The 73-acre, riverfront campus now is home to more than 8,000 students. Through 2016, the Foundation granted more than \$144 million in support of the University of Michigan-Flint, Mott Community College, Baker College, Kettering University and Michigan State University.

1972

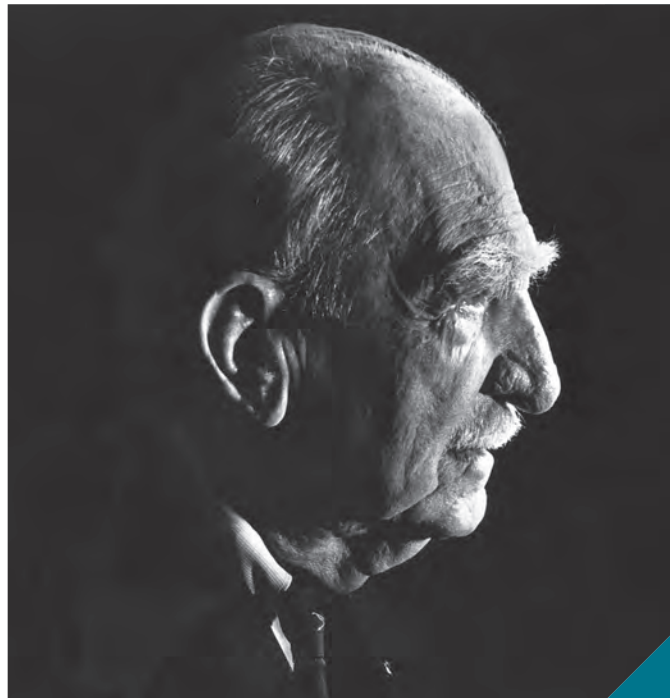
Revitalizing downtown Flint

The launch of the University of Michigan-Flint campus coincided with the Mott Foundation's decision to implement a formal grantmaking program to support the revitalization of downtown Flint. These efforts continued through the 1980s, when we pursued several large economic development projects, including a hotel and entertainment and shopping venues. While not all of these projects were successful, they laid the groundwork for future revitalization efforts that would begin in the new millennium.

1972



New construction in the central city - 1978.



C.S. Mott passes away at age 97

Charles Stewart Mott passed away just after midnight on February 18, 1973.

He once described the Mott Foundation as the realization of the purpose of his life. Because he had the vision to create a Foundation that could adapt to a changing world and new challenges, that purpose lives on.

1973

Charles Stewart Mott - 1963.

1976



William S. White - 1986.

William S. White becomes Foundation president

William S. White was working as a management consultant with Bruce Payne & Associates of New York City when Harding Mott asked him to come to the Mott Foundation in 1968 to help position the organization for growth. White became a consultant to the Foundation in 1969. In 1971, he became vice president and secretary of the Foundation and was elected to the board of trustees. Under White's leadership, the Foundation significantly expanded our national and international grantmaking. He was named chairman of Mott's board of trustees in 1988, and he continues to serve as chairman and CEO today.



Foot patrol officer in downtown Flint, Michigan, circa 1980s.

Neighborhood Foot Patrol Program

From 1976 through 1985, Mott made grants totaling almost \$6.5 million to strengthen and expand community policing. It is a strategy that builds upon an old approach: police officers walking the beat and getting to know people in the communities they serve. In our home community, we granted approximately \$3 million to the Flint Police Department over a six-year period beginning in 1977 to establish an experimental neighborhood foot patrol program. To assess the effectiveness of the foot patrol, we funded two evaluations conducted by Michigan State University, which led the university to seek funding to establish a National Neighborhood Foot Patrol Center (now the National Center for Community Policing) in 1982.

1976



Students at Georgia's Fort Valley State University - 1979.

Historically Black Colleges and Universities

Mott's program aimed at strengthening Historically Black Colleges and Universities (HBCUs) was launched in 1978 with a \$1 million grant to the United Negro College Fund. The Foundation recognized HBCUs as vital to the education of historically underserved people, as well as to the preparation of black leaders nationally and globally. Through 2010, Mott contributed more than \$41.6 million in support of HBCUs.

1978

1979

Engaging the grassroots in change

Beginning in 1979 and lasting for more than three decades, Mott's Intermediary Support Organization program provided seed grants and technical assistance to local community groups serving low-income neighborhoods across the country. In all, 239 grants totaling more than \$42.5 million were made to grassroots organizations that worked with residents to identify common values, concerns and goals, and to increase civic participation.



Mississippi Action for Community Education (MACE) in Quitman County – 1998.



There are more than 1,800 community foundations around the world – 2016.

Commitment to community foundations

A longtime supporter of community foundations, Mott began making grants in 1979 to develop and strengthen the field in the United States. Our efforts soon expanded internationally through challenge grants in the United Kingdom, resources for community foundation support organizations in Central and Eastern Europe, and leadership training for practitioners from 63 countries. Mott's support, which totaled approximately \$185 million through 2016, has played a role in expanding the field from fewer than 300 community foundations in 1979 to more than 1,800 around the world today.

1979



Scientists at Love Canal, New York, circa 1980s.

First environmental grantmaking plan

In response to groundwater contamination crises in Woburn, Massachusetts, and Love Canal, New York, Mott trustees approved the Foundation's first five-year plan for environmental grantmaking. The plan focused largely on toxic substances, but it also strengthened efforts to protect the Great Lakes and improve community resource management. Under the plan, Mott funded one of the nation's first community-wide studies of how hazardous wastes could threaten human health. We also bolstered national efforts to reduce toxic pollution through improved waste management practices.

1982



Sunset on Kettering's campus in Flint, Michigan - 2014.

Kettering University

The only fully cooperative engineering and management university in the United States, Kettering University has been an integral component of Flint's higher education system since 1919, when it was known as the School of Automobile Trades, and when it was later known as General Motors Institute. Since 1983, Mott has made 45 grants totaling more than \$45 million to support the institution's efforts to increase the size of its undergraduate and graduate programs and contribute to the economic revitalization of Flint and the region.

1983



Small loans catalyzed small businesses, such as Gwen Riley's vintage clothing shop in Los Angeles - 1992.

Microenterprise

Between 1985 and 2016, Mott invested more than \$56 million in microenterprise as a pathway out of poverty. The strategy relied on cooperative groups and lending approaches to encourage self-employment among low-income people. Goals of the grantmaking went beyond economic development to include self-esteem, social development and empowerment of the individuals served. Our grantmaking also supported development, evaluation and replication of effective models to strengthen the microenterprise field.

1985

1984

Neighborhood Small Grants Program

Mott's focus on building and maintaining strong neighborhoods led to the creation of a national Neighborhoods Small Grants Program that ran in the United States from 1984 to 1994. The goal was to increase community foundations' interactions with, and support for, resident-led organizations in low-income neighborhoods. Mott provided more than \$5.8 million in support to 25 community foundations across the country. Some of those foundations continue that work today.



Tool lending library in Phoenix, Arizona - 1985.

1987

Environment Program

Informed by our earlier work on toxics, Mott formally established our Environment Program in 1987. Protecting freshwater ecosystems, primarily in the Great Lakes basin, and promoting global sustainability have been key components of the Environment Program from the outset. Our grantmaking also has strengthened the environmental community in the United States and abroad, supported hydropower reform that improved thousands of miles of U.S. rivers, and informed policy changes that reduced the volume of persistent toxic chemicals entering the Great Lakes.



Big Trout Bay, Lake Superior, Ontario, Canada - 2017.



A teacher and his students at Mott Middle College High School in Flint, Michigan, circa 1980s.

Mott Middle College

The nation's first middle college high school serving multiple school districts, Mott Middle College was created in Flint with the support of a planning grant from the Mott Foundation. Over the years, the dual-enrollment institution, which allows students to accrue college credits while earning their high school diplomas, has used Mott funding to expand the middle college high school model to school districts in Michigan and across the country.

1988

888
1961

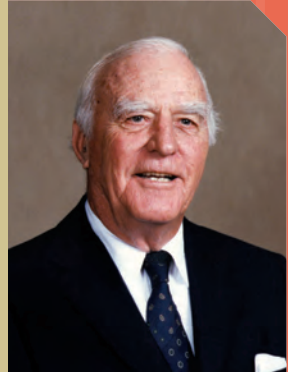
First grant in South Africa

As early as 1985, Mott began taking steps to help the people of South Africa by adopting the Sullivan Principles. In 1988, the Foundation made its first grants in South Africa in response to the country's apartheid crisis. Mott's work in South Africa led the Foundation to consider more direct grantmaking to promote social and political progress internationally.

A representative of a paralegal organization helps citizens understand their rights circa early 1990s.



C.S. Harding Mott passes away



A charter trustee of the Mott Foundation, Harding Mott was successively named to every key Foundation post, including chairman. He helped to guide the work of the Foundation for more than 63 years.

The late Homer Dowdy, who had been vice president of programs at Mott and a longtime friend, remembered Harding as a humble and loving man, noting, "He had a heart for people."

Charles Stewart Harding Mott - 1981.

1989

1990

£1 million challenge grant in U.K.

In 1988, the Charities Aid Foundation (CAF) and Mott Foundation supported an expert assistance program aimed at fostering the growth and development of community foundations in the U.K. Within two years, Mott launched a £1 million challenge grant program to help U.K. community foundations build endowments that would help to ensure their long-term sustainability. CAF raised an additional £1 million that was used for a matching grant program. The partnership between Mott and CAF proved so successful that Doug Jansson, who served as a consultant on the program, referred to it as "one of the great stories in philanthropy, with a multiplier effect that few grant programs anywhere can match."



1993

Mott opens first regional office

A year after establishing the Foundation's Civil Society grantmaking program, we opened our first overseas regional office in Johannesburg.

Shortly thereafter, our expanded work in Central and Eastern Europe led us to open a second regional office in Prague. That office was relocated to London in 2004. Today, Mott continues to operate offices in Flint and Troy, Michigan, as well as London and Johannesburg.

Johannesburg cityscape - 2009.



Artist works at the 2014 CIVICUS International Civil Society Week conference in Johannesburg.

1993

New environment plan bolsters international work

Trustees approved a new grantmaking plan for our Environment Program that would strengthen Mott's efforts to promote global sustainability through reform of international trade and lending practices. Our grantmaking has since helped grantees develop and monitor environmental and social safeguards that provide greater protection for indigenous communities threatened by hydropower dams and other large infrastructure projects. In some cases, those safeguards have empowered indigenous communities to halt construction of high-risk dams.

1993

Global Civil Society infrastructure

Through our early Civil Society work, Mott recognized the need to develop global infrastructure for the field. In 1993, we joined with other funders to create CIVICUS: World Alliance for Citizen Participation, which promotes international cooperation among foundations and others in the global nonprofit sector. CIVICUS was followed by the Worldwide Initiative for Grantmaker Support (WINGS) in 1999 and the Global Fund for Community Foundations (GFCF) in 2006. CIVICUS has since grown to include more than 3,500 members from 176 countries; WINGS' global network includes 90 organizations representing more than 15,000 foundations in 39 countries; and GFCF offers grants, technical support and networking to community foundations around the world.



Protecting indigenous people, such as this young girl in a Peruvian rainforest, has been a cornerstone of Mott's efforts to reform international development finance - 2012.



Nelson Mandela casts his first vote – 1994.

1994

South Africa's first free election

One of the first focus areas of the Foundation's newly established Civil Society plan was widespread voter education efforts in advance of South Africa's 1994 general elections. Our funding, including a \$1 million grant to the South Africa Free Election Fund, supported groups that registered voters, taught people how to vote and carried out election monitoring. Eighty-seven percent of registered voters cast ballots in the historic election.

1994

First community foundation in continental Europe

When Mott began working in post-communist Central and Eastern Europe and Russia in the early 1990s, there were no community foundations in the region. That's why we decided to focus on initiatives to introduce and develop community philanthropy there. With Mott support, the Healthy City Community Foundation in Banska Bystrica, Slovakia, was established in 1994 as the first community foundation in continental Europe. We have consistently funded in the area for nearly 25 years, and there are now 154 community foundations in 13 countries in the region. Mott's related support totaled approximately \$31.6 million through 2016.



The Healthy City Community Foundation continues to serve Banska Bystrica.



William S. White with President and Mrs. Clinton – 1998.

\$55 million for afterschool

In the late 1990s, Terry K. Peterson, who served as chief education adviser to Secretary of Education Richard W. Riley, approached the Mott Foundation for help. He asked William S. White, who was then chairman, CEO and president of the Foundation, to grant "a couple million dollars" to support technical assistance and training to help communities launch and operate high-quality afterschool programs through the nation's 21st Century Community Learning Centers (21st CCLC) initiative. In addition to an initial \$2 million grant, the Foundation committed \$55 million to a multiyear expansion effort during the Clinton administration. The 21st CCLC initiative now serves more than 1.6 million students at more than 11,000 sites across the U.S. Mott's support for afterschool in the U.S. through 2016 totaled nearly \$250 million.

1998

Renewed focus on revitalization

We renewed our focus on revitalizing downtown Flint in 1998 with grantmaking that sought to engage local leaders and business owners in bringing new energy and investment to the city center. Efforts gained momentum in 2004 as the transformation of a vacant building into modern loft apartments kicked off a growing list of Mott-supported projects. Those eventually would include construction of commercial, residential and mixed-use properties; expansion of the University of Michigan-Flint and Kettering University campuses; and creation of the city's Health and Wellness District. In all, the Mott Foundation granted \$305 million between 1972 and 2016 to help revitalize the city's core. This grantmaking reflects our hope that such development will continue to attract employers, residents, students and visitors to Flint.



First Street loft apartments in Flint, Michigan – 2017.

1998

2001

9/11

In response to the 9/11 terrorist attacks in the U.S., Mott joined with other foundations to help communities, schools and businesses recover from the catastrophic event. The Foundation provided 22 grants totaling almost \$4 million to help with recovery efforts.

World Trade Center Light Memorial – 2004.

Land preservation around the Great Lakes

Mott made the first in a series of grants totaling \$7.75 million to help the Grand Traverse Regional Land Conservancy acquire 6,000 acres of ecologically significant property in northwest Lower Michigan. Part of that land became Arcadia Dunes: The C.S. Mott Nature Preserve.

2001

The Foundation also granted \$10 million to support The Nature Conservancy's "Big U.P. Deal," which preserved 271,000 acres of forest, lakes and streams in Michigan's Upper Peninsula.

From 2001-2007, the Foundation provided more than \$7.7 million to launch and support the Great Lakes Revolving Fund, which helps nonprofits and government agencies purchase and preserve critical natural resources. Overall, Mott funding has helped protect more than 360,000 acres of land in the Great Lakes basin, 14 miles of shoreline and the Humbug Marsh, a cornerstone of the Detroit River International Wildlife Refuge.



A Flint home is transformed from a neighborhood eyesore (2011) into an asset (2013).

Genesee County Land Bank

The Mott-funded launch in 2002 of the Genesee County Land Bank Authority – initially called the Genesee County Land Reutilization Council – marked an innovative new approach to the management of tax-foreclosed and abandoned properties in the U.S. Whereas other land banks around the country served primarily as custodians of problem properties, the Genesee County program, born out of research supported by Mott, adopted a leadership role in transforming such properties into community assets. The success of that approach earned the Land Bank the Innovations in American Government Award in 2007 by Harvard University, and today the program serves as a national model for land use reform.

2002



Michigan's Arcadia Dunes – 2014.

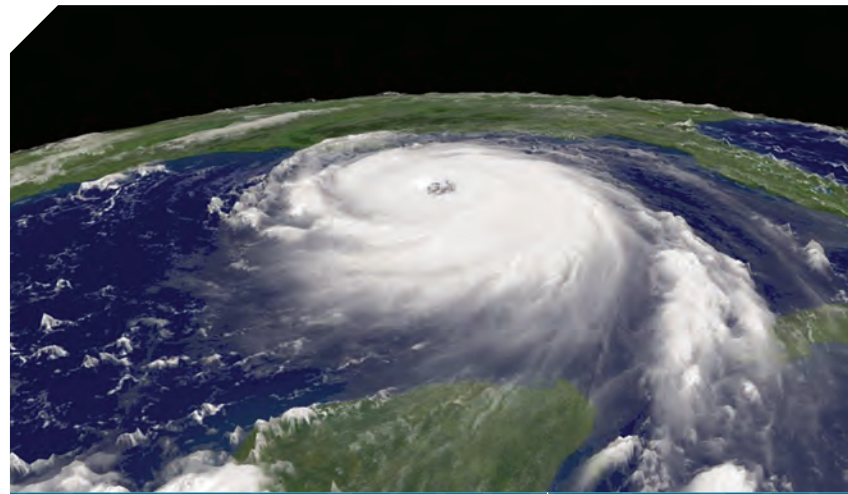
Community Advice Offices

Mott's support for South Africa's paralegals and community advice offices (CAOs) began in the late 1980s. After apartheid ended, advice offices proved to be crucial to democracy, social justice reform and the realization of people's rights. However, the sector was fractured, with no unified voice to advocate on issues of common interest, and CAOs were closing due to lack of funding. In 2004, after more than a decade of helping to stabilize the sector, Mott joined with other funders to ensure the sector's long-term sustainability by establishing what later became known as the National Alliance for the Development of Community Advice Offices, followed in 2013 by the launch of the Association of Community Advice Offices of South Africa. Today, more donors are contributing, and the number of advice offices is growing, making social justice real for thousands of poor people.

2004



Community advice office in Mabopane, Pretoria – 2015.



Satellite image of Hurricane Katrina when the storm was a Category 5 hurricane, courtesy of NOAA – 2005.

Hurricane Katrina

When Hurricane Katrina ravaged New Orleans and other communities along the Gulf of Mexico, Mott awarded \$5.8 million in grants. The funds supported immediate disaster relief, as well as long-term efforts to restore Louisiana's coastal ecosystems and revitalize its nonprofit community.

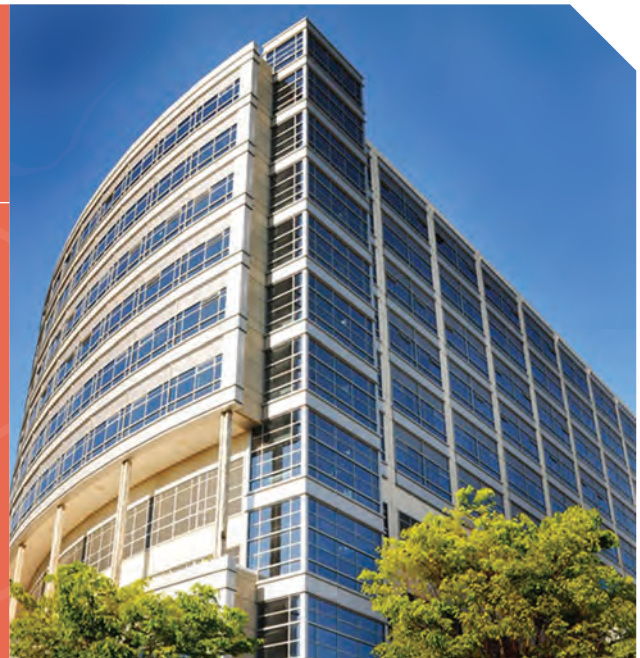
2005

2005

\$25 million for Mott Children's Hospital

The Mott Foundation awarded our largest single grant to date, \$25 million, to the University of Michigan Health System for construction of a new C.S. Mott Children's Hospital in Ann Arbor. We previously granted \$6.5 million to build the original hospital in 1964-1965 and \$2 million for a major renovation of the facility in 1984. Today, C.S. Mott Children's Hospital is one of the premier health care institutions for children and women in the country.

C.S. Mott Children's Hospital in Ann Arbor, Michigan – 2011.



2008

Great Lakes Compact

In the late 1990s, a Canadian firm's audacious plan to fill tankers with water from Lake Superior and ship it to Asia for use in high-end hotels exposed an alarming truth: there were no laws to prevent diversions from or excessive use of Great Lakes water. After a decade of work by many organizations, including several Mott grantees, the Great Lakes – St. Lawrence River Basin Water Resources Compact became federal law. The historic agreement severely restricted diversions of water and required the eight Great Lakes states to improve management of water resources. The Canadian provinces of Ontario and Quebec approved a nearly identical companion agreement.

Satellite image of the Great Lakes, courtesy of NASA.



Residents from Flint and Albany visit Pittsburgh for a learning exchange – 2017.

Center for Community Progress

Launched in 2010 with the support of the Mott and Ford foundations, the Center for Community Progress soon emerged as an energizing and guiding force in the movement to rethink and revitalize the country's vacant properties. Building on the work of leading advocates, including the Genesee Institute, an affiliate of the Genesee County Land Bank, the Center helps communities explore policy and system changes that can bring neglected land back to productive use. It also connects municipalities and provides them with opportunities to learn from one another's challenges and successes. Mott granted more than \$7.7 million to support the Center's work through 2016.

2010



Emmett D. Carson, Ph.D. – 2014.

Community foundation centennial

As part of the celebration marking the 100th anniversary of the first community foundation in the United States, Mott made a series of grants to help elevate the field, including \$1.5 million to Indiana University to establish the C.S. Mott Foundation Chair on Community Foundations. Dr. Emmett Carson, president of the Silicon Valley Community Foundation, was the first holder of the chair.

2014



The Flint Farmers' Market is a key part of the city's Health and Wellness District – 2014.

2014

Community schools for the 21st century

As part of a master planning process that began in 2012, Flint residents called for a new model of community schools, reimagined for the 21st century, as a top priority. When Flint Community Schools (FCS) approached the Mott Foundation for help with the endeavor, we seized the opportunity to return to working on one of the Foundation's first and longest-standing priorities. We provided support to the Crim Fitness Foundation in 2014 to serve as the lead partner in launching a pilot program at the Brownell-Holmes STEM Academy. With leadership from Crim and help from more than 30 other community partners, the model was expanded to five schools in the 2015-2016 school year and all 11 schools in the FCS district by the 2016-2017 school year. Between 2014 and 2016, Mott provided more than \$4.5 million in funding for the new model, which is helping FCS support healthier families, stronger neighborhoods and high-achieving students.

School's out in Flint, Michigan – 2015.



Flint Health and Wellness District

Flint's Health and Wellness District has transformed the way the community uses and experiences the city center. At the heart of the district is the Flint Farmers' Market, which was named one of the country's top six great public spaces in 2015 by the American Planning Association. Located on the top floor of the market, the Hurley Children's Center – Sumathi Mukkamala Children's Center provides state-of-the-art pediatric care to 11,000 patients annually. Just steps away is the Michigan State University (MSU) College of Human Medicine's medical school and public health program in Flint. The district also features facilities serving the health care needs of families and seniors, as well as a small public plaza and green space. Through 2016, Mott provided a total of nearly \$24 million – almost \$12 million each for the development of the district and for the expansion and endowment of MSU's medical school and public health program in Flint.

2014



2014

Detroit's Grand Bargain

Philanthropy played a catalytic role in the chain of agreements known as the Grand Bargain, which helped Detroit emerge from bankruptcy in just 16 months. With a grant of \$10 million, Mott joined other philanthropies, the state of Michigan, the city of Detroit, its pensioners and the Detroit Institute of Arts (DIA) in a unique collaboration conceived by U.S. District Judge Gerald Rosen to help avoid years of prolonged litigation. The Grand Bargain supported Detroit and its citizens in efforts to revitalize the city, prevented the DIA's priceless art collection from being sold, and helped Detroit honor its commitments to retirees.

A couple pauses to reflect on "Detroit Industry," a series of fresco murals by Diego Rivera. Painted between 1932 and 1933, they grace the walls of Rivera Court at the Detroit Institute of Arts. Photo provided courtesy of the Detroit Institute of Arts.

New ventures in environmental grantmaking

As part of a new grantmaking plan, Mott began funding climate change solutions — primarily solar power systems — in Michigan, Tanzania and isolated villages in Brazil's Amazon rainforest. The Foundation also provided a \$4 million grant to launch Blue Accounting, a program to help Great Lakes leaders set goals, work collaboratively and track progress in restoring, protecting and maintaining the world's largest freshwater system.

2014



Installing solar panels in Pyulaga Village, Brazil – 2016.

2015

Ridgway H. White becomes Foundation president



Ridgway H. White – 2017.

Ridgway H. White became president of the Mott Foundation on January 1, 2015, and was elected trustee the following year. The great-grandson of C.S. Mott, he first began working at the Foundation as an intern in 2002. He was hired as a program assistant for the Flint Area team in 2004 and worked his way up through the program ranks. He was named vice president for special projects and chair of the Foundation's management working group in 2011.

As part of his earlier program work for the Foundation, White also served as a loaned executive for the Uptown Reinvestment Corporation, a nonprofit organization focused on revitalizing Flint. Over the course of a decade, he oversaw the development of more than 1 million square feet of mixed use space, paving the way for new businesses and restaurants to open. Notable projects included the creation of the Flint Health and Wellness District, a four-block area that's home to the Flint Farmers' Market and the Flint campus of the Michigan State University College of Human Medicine. Within the first year of his presidency, White would be called upon to lead the Foundation's response to the Flint water crisis.

2016



Bottled water distribution in Flint, Michigan – 2016.

Flint water crisis

Mott's hometown became the focus of international attention in 2015 with the discovery of high levels of lead in Flint's drinking water and, as a result, in the blood of many local children. The failure of government officials to properly test, treat and protect the city's water supply prompted national debates about the safety of the country's aging infrastructure. It also sparked swift action by Foundation President Ridgway White and our board of trustees to help bring clean drinking water back to our home community. Immediate support included \$4 million to help reconnect Flint to the Detroit water system and \$100,000 for the distribution of free water filters to local families. Our focus on the water crisis remains at the forefront of Mott's Flint Area grantmaking.

Ten philanthropies pledge \$125 million for Flint

Mott and nine other foundations together committed \$125 million to help Flint recover and rise from its water crisis. Of that total, Mott committed up to \$100 million over five years. The funding will help to ensure clean drinking water for all Flint residents. It also will help to expand early education for local children, meet the health needs of Flint families, support local nonprofit organizations that are responding to the water crisis, promote community engagement and strengthen Flint's economy. Other local and national philanthropies joining the effort include: Carnegie Corporation of New York, FlintNOW Foundation, Ford Foundation, The Hagerman Foundation, The Kresge Foundation, Robert Wood Johnson Foundation, Ruth Mott Foundation, Skillman Foundation, and W.K. Kellogg Foundation.



Cityscape from the north bank of the Flint River – 2016.

2016

2016

Early childhood education

Recognizing the importance of an educational continuum that extends from the cradle to college and career, the Mott Foundation made two grants totaling \$10 million in 2016 to help expand access to high-quality educational opportunities for Flint's youngest residents. The Cummings Great Expectations Early Childhood Learning Center, located in a former elementary school on the city's southwest side, opened in November 2016. A second early childhood education center is being constructed on the campus of Flint's Durant-Tuuri-Mott Elementary School and is expected to open in late 2017. Together, the two programs will provide high-quality care to roughly 400 children ages 2 months to 5 years, and will help to link the youngsters, their parents and other residents with a range of services and resources. In addition, both will work with other child care providers to help improve the quality of early childhood education across the city.



Young student at Flint's Cummings Great Expectations Early Childhood Learning Center – 2016.

2016

Integrated water management

It wasn't just Mott's hometown grantmaking that changed because of the Flint water crisis. We also committed more than \$4 million to promote a more holistic approach to managing drinking water, storm water and wastewater in Great Lakes cities. Known as integrated water management, the approach could help cities reduce water use, improve water quality at the tap and in nearby surface waters, cut operating costs and prevent floods.



Urban wastewater treatment plant - 2016.



Capitol Theatre

One of Flint's most iconic and enduring structures, the historic Capitol Theatre, an "atmospheric" movie palace designed by John Eberson and built in 1928, is beloved by generations of local audiences. In 2016, we announced a \$15 million grant to support the renovation of the 1,600 seat performance and concert hall. When it reopens in late 2017, the restored venue will add to the city's downtown revitalization and provide local students with opportunities to train and work in theater.

2016

Flint's historic Capitol Theatre, shown circa 1928 and in 2017.

2017 To be continued ...



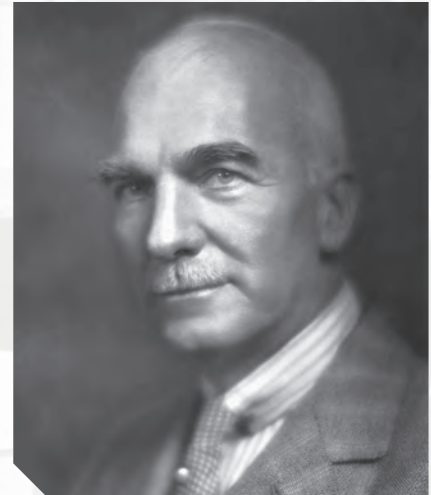
FOUNDATION **OVERVIEW**

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 its home city, as the content of this annual report makes clear.

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 of Mott's 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 & 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 expand opportunities for children and youth to succeed in school, work and, ultimately, life.

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



The Women's Hope, Education and Training Trust supports the organic gardening program of the Siyakhathala orphan project – 2016.

CIVIL SOCIETY OVERVIEW

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.

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

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

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

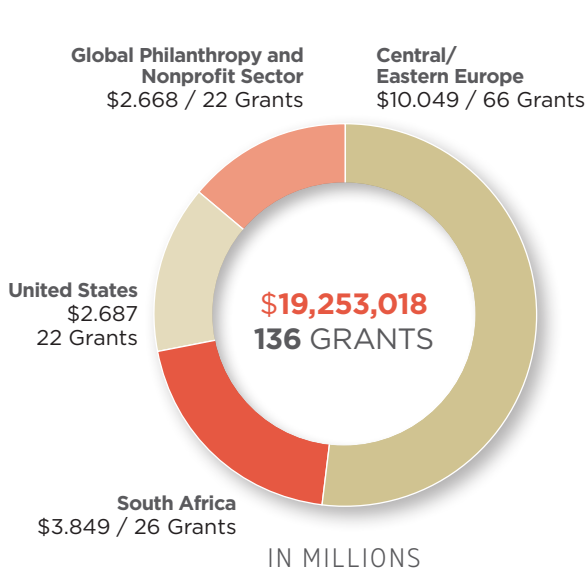
OBJECTIVES:

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.

***Note:** Until 2015, this area of grantmaking included support for organizations in Russia. In that year, the Charles Stewart Mott Foundation was included on a list of organizations 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.

CIVIL SOCIETY 2016 GRANT ACTIVITY



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CENTRAL/EASTERN EUROPE		
Southeast Europe	\$ 4.394	37
Western Former Soviet Union	\$ 2.325	16
CEE Regional	\$ 3.330	13
SOUTH AFRICA		
Community Advice Office Sector	\$ 2.055	12
Philanthropy Development	\$ 1.156	9
Special Opportunities	\$.638	5
UNITED STATES		
Nonprofit Sector Responsiveness	\$ 2.535	20
Community Philanthropy	\$.102	2
Special Opportunities	\$.050	0
GLOBAL PHILANTHROPY AND NONPROFIT SECTOR		
Philanthropy and Nonprofit Sector	\$ 2.318	20
Special Opportunities	\$.350	2
TOTALS	\$ 19.253	136

Central/Eastern Europe

SOUTHEAST EUROPE

AGORA Platform: Active Communities for Development Alternatives

Sofia, Bulgaria
\$150,000 – 36 mos.
General purposes

Anadolu Kultur
Istanbul, Turkey
\$150,000 – 18 mos.
Art for Social Change

Association for Community Relations
Cluj-Napoca, Romania
\$180,000 – 24 mos.
General purposes

Balkan Investigative Reporting Network Kosovo
Pristina, Kosovo
\$120,000 – 24 mos.
General purposes

Bulgarian Donors' Forum
Sofia, Bulgaria
\$180,000 – 36 mos.
General purposes

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

Center for Civic Cooperation

Livno, Bosnia and Herzegovina
\$60,000 – 24 mos.
General purposes

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

Centre for Research, Documentation and Publication
Pristina, Kosovo
\$70,000 – 24 mos.
Planning and administrative support

Citizen Participation Forum
Sofia, Bulgaria
\$100,000 – 24 mos.
General purposes

Civic Alliance
Podgorica, Montenegro
\$70,000 – 24 mos.
Towards enhanced civic activism and sustainable civic participation in Montenegro

Civic Initiatives
Belgrade, Serbia
\$100,000 – 24 mos.
General purposes

Community Building Mitrovica
Mitrovica, Kosovo
\$70,000 – 24 mos.
General purposes

East West Centre Sarajevo

Sarajevo, Bosnia and Herzegovina
\$100,000 – 24 mos.
Civic engagement through civic theater

Forum for Civic Initiatives
Pristina, Kosovo
\$150,000 – 36 mos.
General purposes

Fund for Active Citizenship
Podgorica, Montenegro
\$200,000 – 24 mos.
General purposes

Group 484
Belgrade, Serbia
\$150,000 – 24 mos.
General purposes

Heartefact Fund
Belgrade, Serbia
\$120,000 – 24 mos.
General purposes

Institute for Public Environment Development
Sofia, Bulgaria
\$120,000 – 24 mos.
General purposes

Integra
Prishtina, Kosovo
\$60,000 – 24 mos.
Dealing with the past – transitional justice in Kosovo

International Council for Cultural Centers*Sofia, Bulgaria*

\$150,000 – 24 mos.

Strengthening Bread Houses Network in Bulgaria

National Network for Children*Sofia, Bulgaria*

\$200,000 – 24 mos.

Developing community schools in Bulgaria

Network for the Affirmation of NGO Sector - MANS*Podgorica, Montenegro*

\$75,000 – 24 mos.

General purposes

New Horizons Foundation*Lupeni, Romania*

\$200,000 – 24 mos.

Developing community schools in Romania

Populari*Sarajevo, Bosnia and Herzegovina*

\$60,000 – 24 mos.

General purposes

Regional Foundation for Local Development Zamah*Zagreb, Croatia*

\$75,000 – 24 mos.

General purposes

Resource Center for Public Participation*Bucharest, Romania*

\$150,000 – 36 mos.

General purposes

Romanian-American Foundation*New York, NY*

\$64,200 – 12 mos.

Consultative process for national endowment for community foundations in Romania

SENSE – Central European News Service Ltd.*Zagreb, Croatia*

\$60,000 – 17 mos.

Local documentation centers in Western Balkans

Support Foundation for Civil Society*Istanbul, Turkey*

\$110,000 – 24 mos.

General purposes

Time Heroes Foundation*Sofia, Bulgaria*

\$120,000 – 24 mos.

General purposes

Truth, Justice and Memory Studies Association*Istanbul, Turkey*

\$140,000 – 18 mos.

Documentation, verification and dissemination of gross human rights violations in Turkey

Tuzla Community Foundation*Tuzla, Bosnia and Herzegovina*

\$150,000 – 24 mos.

General purposes

United Way Romania*Bucharest, Romania*

\$130,000 – 24 mos.

General purposes

Yayla (Gola) Culture, Arts and Ecology Association*Istanbul, Turkey*

\$60,000 – 24 mos.

Cultural, ecological and economic rejuvenation of Eastern Black Sea region

Youth Initiative for Human Rights - Bosnia*Sarajevo, Bosnia and Herzegovina*

\$100,000 – 24 mos.

General purposes

Zajecar Initiative*Zajecar, Serbia*

\$100,000 – 24 mos.

General purposes

Subtotal:

\$4,394,200

Southeast Europe

WESTERN FORMER SOVIET UNION**Association for International Education and Exchange***Dortmund, Germany*

\$100,000 – 24 mos.

Encouraging development of non-governmental organizations in Belarus

Association of Small Towns of Ukraine*Kyiv, Ukraine*

\$150,000 – 24 mos.

Strengthening role of communities in managing local development in Ukraine

Association of Ukrainian Human Rights Monitors on Law Enforcement*Kyiv, Ukraine*

\$120,000 – 24 mos.

Strengthening youth capacity to protect and restore their rights

Center for Civic & Cultural Initiatives "Tamarisk"*Dniproetrovsk, Ukraine*

\$150,000 – 24 mos.

General purposes

East Europe Foundation*Kyiv, Ukraine*

\$180,000 – 18 mos.

Act Now

Garage Gang Kollektiv*Kyiv, Ukraine*

\$150,000 – 24 mos.

Culture of giving: powering strategic philanthropy

Goreniye*Pavlohrad, Ukraine*

\$100,000 – 24 mos.

General purposes

Municipal Center for Humanistic Technologies "AHALAR"*Chernihiv, Ukraine*

\$125,000 – 24 mos.

Territory of development: community mobilization in Ukraine

openDemocracy Limited*London, England*

\$150,000 – 24 mos.

oDRussia

Podolian Agency for Regional Development*Vinnitsia, Ukraine*

\$150,000 – 24 mos.

E-DemLab

School of Civic Education*Loughton, England*

\$200,000 – 24 mos.

Civic engagement fundamentals



Local community leaders participate in the VIA Foundation's ViabilityNet 2.0 program, which ran from 2014–2016.

Step by Step Moldova

Chisinau, Moldova
\$150,000 – 24 mos.
Community school development in Moldova

Ukrainian Helsinki Human Rights Union

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

Ukrainian Step by Step Foundation

Kyiv, Ukraine
\$200,000 – 36 mos.
Community development in Ukraine through community school programs

West-Ukrainian Resource Center

Lviv, Ukraine
\$150,000 – 24 mos.
General purposes

Wild Salmon Center

Portland, OR
\$150,000 – 24 mos.
Russian Far East Public Watershed Council Network

Subtotal: \$2,325,000
Western Former Soviet Union

CEE REGIONAL**Academy for the Development of Philanthropy in Poland**

Warsaw, Poland
\$600,000 – 36 mos.
Community foundation development fund

Association for Community Relations

Cluj-Napoca, Romania
\$300,000 – 24 mos.
INSPIRE – Initiative for Strategic Philanthropy and Intelligent Resources

CEE Bankwatch Network

Prague, Czech Republic
\$400,000 – 24 mos.
General purposes

Community Foundation for Northern Ireland

Belfast, Ireland
\$200,000 – 24 mos.
International YouthBank support model

European Foundation Centre

Brussels, Belgium
\$30,000 – 24 mos.
Grantmakers East Forum

European Venture Philanthropy Association

Brussels, Belgium
\$100,000 – 12 mos.
Introducing venture philanthropy in Central and Eastern Europe

Foundation for Social Entrepreneurs – UnLtd

London, England
\$100,000 – 24 mos.
Strengthening Global Social Entrepreneurship Network in CEE region

German-Russian Exchange

Berlin, Germany
\$150,000 – 24 mos.
EU-Russia Civil Society Forum

International Centre of Excellence for Community Schools

Coventry, England
\$150,000 – 24 mos.
General purposes

Network of European Foundations for Innovative Cooperation

Brussels, Belgium
\$300,000 – 36 mos.
European program for integration and migration

Roots and Wings Foundation

Budapest, Hungary
\$200,000 – 24 mos.
General purposes

Spanish Association of Foundations

Madrid, Spain
\$200,000 – 36 mos.
Donors and Foundations Networks in Europe

VIA Foundation

Prague, Czech Republic
\$600,000 – 36 mos.
ViabilityNet – regional non-governmental organizations capacity-building program

Subtotal: \$3,330,000
CEE Regional

Program Area Total: \$10,049,200
Central/Eastern Europe

South Africa**COMMUNITY ADVICE OFFICE SECTOR****Black Sash Trust**

Cape Town, South Africa
\$220,000 – 24 mos.
General purposes

Casual Workers Advice Office

Johannesburg, South Africa
\$200,000 – 24 mos.
General purposes

Community Law and Rural Development Centre

Durban, South Africa
\$150,000 – 12 mos.
General purposes

Eastern Cape NGO Coalition

East London, South Africa
\$150,000 – 24 mos.
General purposes

Isandla Institute

Cape Town, South Africa
\$150,000 – 24 mos.
Good Governance Learning Network

National Alliance for the Development of Community Advice Offices

Johannesburg, South Africa
\$200,000 – 24 mos.
Community advice office sustainability project

\$150,000 – 12 mos.
Feasibility study for community advice office center of excellence

ProBono.Org

Johannesburg, South Africa
\$145,000 – 24 mos.
Backup legal services for advice offices

Project for Conflict Resolution and Development

Port Elizabeth, South Africa
\$140,000 – 24 mos.
General purposes

Rhodes University

Grahamstown, South Africa
\$300,000 – 30 mos.
Rhodes University Law Clinic: advice office project

Southern Cape Land Committee

George, South Africa
\$100,000 – 24 mos.
Community advice offices and farm/forestry committees project

University of KwaZulu-Natal

Durban, South Africa
\$150,000 – 24 mos.
Centre for Civil Society

Subtotal: \$2,055,000
Community Advice Office Sector

PHILANTHROPY DEVELOPMENT**Community Development Foundation Western Cape**

Cape Town, South Africa
\$150,000 – 24 mos.
General purposes

Community Organisation Resource Centre

Cape Town, South Africa
\$120,000 – 24 mos.
General purposes

Ikhala Trust

Port Elizabeth, South Africa
\$120,000 – 24 mos.
General purposes

Lusa Community Chest

Sasolburg, South Africa
\$60,000 – 24 mos.
Generation @ Junior Community Chest

Social Change Assistance Trust

Cape Town, South Africa
\$250,000 – 24 mos.
General purposes

Southern Africa Trust

Midrand, South Africa
\$150,000 – 24 mos.
Change4ever campaign

\$206,000 – 24 mos.
Chair in African philanthropy

Southern African Community Grantmakers Leadership Forum

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

Subtotal: \$1,156,000
Philanthropy Development



Seth Mnguni (pictured at right) is a community-based paralegal in Mabopane, Pretoria, and chairman of the Association of Community Advice Offices of South Africa – 2015.

SPECIAL OPPORTUNITIES

Foundation-Administered Project

\$43,122

Learning and sharing sessions

Institute for Healing of Memories

Cape Town, South Africa

\$100,000 – 24 mos.

General purposes

Nelson Mandela Metropolitan University

Port Elizabeth, South Africa

\$100,000 – 24 mos.

Centre for Community Schools

SGS Consulting

Johannesburg, South Africa

\$200,000 – 24 mos.

Technical support and dialogue platform

South African History Online

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

Southern African NGO Network

Johannesburg, South Africa

\$75,000 – 12 mos.

NGO Pulse and Prodder

Subtotal: \$638,122

Special Opportunities

Program Area Total \$3,849,122

South Africa

United States

NONPROFIT SECTOR RESPONSIVENESS

Association for Research on Nonprofit Organizations and Voluntary Action

Indianapolis, IN

\$88,000 – 42 mos.

General purposes

BoardSource

Washington, DC

\$50,000 – 24 mos.

General purposes

Communications Network

Washington, DC

\$30,000 – 24 mos.

General purposes

Council of Michigan Foundations

Grand Haven, MI

\$61,600 – 24 mos.

General purposes

Council on Foundations

Arlington, VA

\$100,000 – 24 mos.

General purposes

Forum of Regional Associations of Grantmakers

Washington, DC

\$200,000 – 24 mos.

General purposes

Foundation-Administered Project

\$120,096

Office of Foundation Liaison

Foundation Center

New York, NY

\$150,000 – 24 mos.

General purposes

\$500,000 – 48 mos.

Building the future of philanthropy

Grantmakers for Effective Organizations

Washington, DC

\$40,000 – 24 mos.

General purposes

Grants Managers Network

Washington, DC

\$65,000 – 24 mos.

General purposes

GuideStar

Williamsburg, VA

\$100,000 – 24 mos.

General purposes

Johns Hopkins University

Baltimore, MD

\$55,000 – 24 mos.

Nonprofit employment data project

Michigan Nonprofit Association

Lansing, MI

\$270,000 – 24 mos.

General purposes

Multistate Registration and Filing Portal Inc.

Washington, DC

\$30,000 – 12 mos.

Single online filing portal

National Center for Family Philanthropy

Washington, DC

\$200,000 – 24 mos.

General purposes

Nonprofit Quarterly

Boston, MA

\$100,000 – 24 mos.

General purposes

Third Sector New England

Boston, MA

\$125,000 – 24 mos.

Nonprofits Integrating Community Engagement

Urban Institute

Washington, DC

\$100,000 – 15 mos.

Regulation of nonprofits and philanthropy

\$150,000 – 24 mos.

Center on Nonprofits and Philanthropy

Subtotal: \$2,534,696

Nonprofit Sector Responsiveness

COMMUNITY PHILANTHROPY**Grand Valley State University***Allendale, MI*

\$77,000 – 24 mos.

Giving circles and community foundations

Puerto Rico Community Foundation*San Juan, Puerto Rico*

\$25,000 – 17 mos.

Connecting U.S. and Ibero-American community foundations with Puerto Rico

Subtotal:	\$102,000
Community Philanthropy	

SPECIAL OPPORTUNITIES**Foundation-Administered Project**

\$50,000

Fluxx app development

Subtotal:	\$50,000
Special Opportunities	

Program Area Total:	\$2,686,696
United States	

Global Philanthropy and Nonprofit Sector**PHILANTHROPY AND NONPROFIT SECTOR****CIVICUS: World Alliance for Citizen Participation***Washington, DC*

\$50,000 – 24 mos.

General purposes

\$150,000 – 36 mos.

Affinity group of national associations

European Foundation Centre*Brussels, Belgium*

\$100,000 – 12 mos.

General purposes

\$100,000 – 12 mos.

General purposes

Global Dialogue*London, England*

\$100,000 – 36 mos.

Funders' initiative for civil society

Global Fund for Community Foundations*Johannesburg, South Africa*

\$250,000 – 12 mos.

Small grants and capacity-building program

\$25,000 – 16 mos.

Global community philanthropy summit

Indiana University*Indianapolis, IN*

\$140,000 – 12 mos.

Index of philanthropic freedom

Inter-American Foundation*Washington, DC*

\$300,000 – 36 mos.

Mexican community foundation development

\$150,000 – 18 mos.

Building broader communities in the Americas

Johns Hopkins University*Baltimore, MD*

\$85,000 – 36 mos.

International Society for Third-Sector Research

\$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

Research Foundation of the City University of New York*New York, NY*

\$200,000 – 24 mos.

International community foundation fellows program

Southern Africa Trust*Midrand, South Africa*

\$150,000 – 21 mos.

Africa Philanthropy Network

TechSoup*San Francisco, CA*

\$100,000 – 18 mos.

NGOsource

U.S.-Mexico Border Philanthropy Partnership*San Diego, CA*

\$100,000 – 24 mos.

General purposes

UK Community Foundations*London, England*

\$150,000 – 24 mos.

General purposes

World Affairs Council of Northern California*San Francisco, CA*

\$50,000 – 24 mos.

Global Philanthropy Forum

Worldwide Initiatives for Grantmaker Support*São Paulo, Brazil*

\$30,000 – 24 mos.

General purposes

Hudson Institute*Washington, DC*

(\$40,000)

Adjustment to previous grant

Subtotal:	\$2,318,000
Philanthropy and Nonprofit Sector	

SPECIAL OPPORTUNITIES**Carnegie Endowment for International Peace***Washington, DC*

\$200,000 – 24 mos.

Advancing next generation of civil society assistance

International Academy for Innovative Pedagogy, Psychology and Economy gGmbH*Berlin, Germany*

\$150,000 – 12 mos.

Youth empowerment partnership program

Subtotal:	\$350,000
Special Opportunities	

Program Area Total:	\$2,668,000
Global Philanthropy and Nonprofit Sector	

Program Total:	\$19,253,018
Civil Society	



School girls participating in a mentorship program at the Thope Foundation in Khayelisha, Cape Town, South Africa, circa 2016.



After-School All-Stars serves more than 14,000 students annually – and an average of 6,000 students a day – at 48 school sites in Los Angeles – 2017.

EDUCATION OVERVIEW

TO EXPAND OPPORTUNITIES for children and youth to succeed in school, work and, ultimately, life, we make grants in the following areas:

ADVANCING AFTERSCHOOL

GOAL: Promote access to quality afterschool educational opportunities.

OBJECTIVES:

Building an Afterschool Infrastructure: Our grants support a national infrastructure of organizations dedicated to increasing the quality of afterschool programs for children, youth and families.

Fostering Afterschool Policy: Our funding supports the development of effective policies and partnerships to increase quality afterschool programs for children, youth and families.

Improving Afterschool Quality & Innovation:

Our grantmaking advances research and exemplary models that increase student engagement in learning and prepare students for college and career.

GRADUATING HIGH SCHOOL COLLEGE & CAREER READY

GOAL: Increase high school graduation and college and career readiness outcomes for youth.

OBJECTIVES:

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

Advancing Innovations: Our funding seeks to broaden the implementation of and investment in innovative college and career readiness strategies.

YOUTH ENGAGEMENT

GOAL: Advance strategies that lead to greater and more meaningful youth participation in schools, communities and the economy.

OBJECTIVES:

Youth Entrepreneurship: We seek to expand entrepreneurial education and experiences for youth in low- and moderate-income communities.

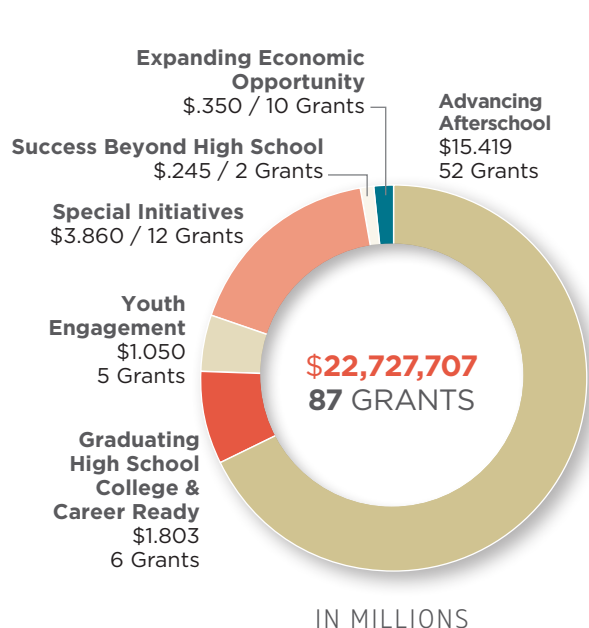
Engaging Youth Through Service: We seek to increase youth engagement in the K-12 system through service.

SPECIAL INITIATIVES

GOAL: Maintain the Foundation's flexibility to respond to new strategies; unique opportunities; and changing social, economic, and political contexts.

Note: 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 2017. Because 2016 grants were awarded under an earlier framework shown on the next page, the grants listed on pages 51-53 are categorized according to that framework.

EDUCATION 2016 GRANT ACTIVITY



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ADVANCING AFTERSCHOOL		
Policy and Partnerships	\$ 12.089	42
Quality and Innovation	\$ 3.330	10
GRADUATING HIGH SCHOOL COLLEGE & CAREER READY		
Advancing Innovations	\$ 1.803	6
YOUTH ENGAGEMENT		
Youth Entrepreneurship	\$.300	1
Engaging Youth Through Service	\$.750	4
SUCCESS BEYOND HIGH SCHOOL		
Educational Opportunities for Vulnerable Youth	\$.245	2
EXPANDING ECONOMIC OPPORTUNITY		
Income Security	\$.350	10
SPECIAL INITIATIVES		
Special Opportunities	\$ 3.660	11
Microenterprise	\$.200	1
TOTALS	\$ 22.728	87

Advancing Afterschool

POLICY AND PARTNERSHIPS

After-School All-Stars

Los Angeles, CA
\$300,000 – 24 mos.
General purposes

Afterschool Alliance

Washington, DC
\$2,300,000 – 12 mos.
General purposes

AfterSchool Works! New York

Albany, NY
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

Alaska Children's Trust

Anchorage, AK
\$225,000 – 36 mos.
Alaska statewide afterschool network

Alliance for Justice

Washington, DC
\$225,000 – 30 mos.
Advocacy training

Alternatives Inc.

Fort Monroe, VA
\$225,000 – 36 mos.
Virginia statewide afterschool network

Arkansas State University

Jonesboro, AR
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

BoardSource

Washington, DC
\$651,875 – 24 mos.
Statewide afterschool network support

Central Susquehanna Intermediate Unit

Milton, PA
\$225,000 – 36 mos.
Pennsylvania statewide afterschool network

Collaborative Communications Group

Washington, DC
\$400,000 – 12 mos.
Afterschool education and outreach project

Explora

Albuquerque, NM
\$225,000 – 36 mos.
New Mexico statewide afterschool network

Foundation-Administered Project

\$145,000
Afterschool technical assistance collaborative and statewide afterschool networks
\$169,987
Advancing afterschool technical assistance

Foundation for California Community Colleges

Sacramento, CA
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

Fund for Educational Excellence

Baltimore, MD
\$265,000 – 36 mos.
Maryland statewide afterschool network

George W. Bush Foundation

Dallas, TX
\$350,000 – 24 mos.
Mayors' Report Card on Education

Indiana Afterschool Network Inc.

Indianapolis, IN
\$225,000 – 36 mos.
Indiana statewide afterschool network

Louisiana Tech University

Ruston, LA
\$225,000 – 36 mos.
Louisiana statewide afterschool network

Massachusetts Afterschool Partnership
Boston, MA
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

Michigan Association of United Ways
Lansing, MI
\$325,000 – 36 mos.
Michigan statewide afterschool network

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

\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

National Conference of State Legislatures
Denver, CO
\$510,000 – 24 mos.
Informing state legislatures: statewide afterschool policy

National League of Cities Institute
Washington, DC
\$350,000 – 18 mos.
City leaders engaged in afterschool reform and New Day for Learning

National Summer Learning Association
Baltimore, MD
\$200,000 – 24 mos.
Building support for summer learning

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

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

Operation Shoestring
Jackson, MS
\$225,000 – 36 mos.
Mississippi statewide afterschool network

Save the Children
Fairfield, CT
\$225,000 – 36 mos.
Kentucky statewide afterschool network

South Carolina Afterschool Alliance
Columbia, SC
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

South East Education Cooperative
Fargo, ND
\$225,000 – 36 mos.
North Dakota statewide afterschool network

United Way of Delaware
Wilmington, DE
\$225,000 – 36 mos.
Delaware statewide afterschool network

United Ways of Texas
Austin, TX
\$200,000 – 24 mos.
Afterschool policy- and system-building initiative

University of Southern California
Los Angeles, CA
\$110,000 – 12 mos.
Summit on afterschool

Voices for Georgia's Children
Atlanta, GA
\$225,000 – 36 mos.
Georgia statewide afterschool network

Voices for Illinois Children
Chicago, IL
\$112,500 – 18 mos.
Illinois statewide afterschool network

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

YMCA of Rapid City
Rapid City, SD
\$225,000 – 36 mos.
South Dakota statewide afterschool network

Subtotal: \$12,089,362
Policy and Partnerships

QUALITY AND INNOVATION

American Institutes for Research
Washington, DC
\$350,000 – 24 mos.
Identifying promising practices
\$500,000 – 32 mos.
21st Century Community Learning Centers and literary skills

Asia Society
New York, NY
\$300,000 – 24 mos.
International approaches and 21st century competencies

Expanded Schools
New York, NY
\$400,000 – 22 mos.
Every Hour Counts

Foundations Inc.
Mt. Laurel, NJ
\$100,000 – 12 mos.
21st Century Community Learning Centers Institute

Institute for Educational Leadership
Washington, DC
\$300,000 – 24 mos.
Coalition for community schools

Massachusetts Afterschool Partnership
Boston, MA
\$300,000 – 24 mos.
Increasing literacy proficiency for Hispanic dual-language learner

Pacific Science Center
Seattle, WA
\$100,000 – 12 mos.
Science, technology, engineering and math fellowship

Synergy Enterprises Inc.
Silver Spring, MD
\$250,000 – 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: \$3,330,000
Quality and Innovation

Program Area Total: \$15,419,362
Advancing Afterschool

Graduating High School College & Career Ready

ADVANCING INNOVATIONS

CFLeads
Braintree, MA
\$250,000 – 25 mos.
Children's savings account strategies for community foundations

Community Economic Development Association of Michigan
Lansing, MI
\$200,000 – 24 mos.
Michigan Communities for Financial Empowerment Network

Corporation for Enterprise Development
Washington, DC
\$250,000 – 24 mos.
Advancing children's savings account field

Heartland Alliance for Human Needs and Human Rights
Chicago, IL
\$527,945 – 30 mos.
Midwest Children's Savings Account Initiative

National League of Cities Institute
Washington, DC
\$275,000 – 24 mos.
Cities building bridges to postsecondary success

New America Foundation
Washington, DC
\$300,000 – 24 mos.
Asset-building program

Subtotal: \$1,802,945
Advancing Innovations

Program Area Total: \$1,802,945
Graduating High School College & Career Ready

Youth Engagement

YOUTH ENTREPRENEURSHIP

Aspen Institute
Washington, DC
\$300,000 – 12 mos.
Role of microenterprise and sector strategies in connecting young people to prosperous livelihoods

Subtotal: \$300,000
Youth Entrepreneurship

ENGAGING YOUTH THROUGH SERVICE

Points of Light Foundation

Atlanta, GA

\$250,000 – 18 mos.

Service as a strategy

\$50,000 – 7 mos.

National conference on volunteering and service

Service Year Exchange Inc.

Washington, DC

\$250,000 – 24 mos.

Service in support of afterschool

YouthBuild USA

Somerville, MA

\$200,000 – 12 mos.

Service continuum improving career and postsecondary pathways

Subtotal: \$750,000
Engaging Youth Through Service

Program Area Total: \$1,050,000
Youth Engagement

Success Beyond High School

EDUCATIONAL OPPORTUNITIES FOR VULNERABLE YOUTH

Cleveland Botanical Garden

Cleveland, OH

\$45,000 – 24 mos.

Green Corps urban youth program

Lansing Community College

Lansing, MI

\$200,000 – 24 mos.

High School Diploma Completion Initiative

Subtotal: \$245,000
Educational Opportunities for Vulnerable Youth

Program Area Total: \$245,000
Success Beyond High School

Expanding Economic Opportunity

INCOME SECURITY

Arise Citizens' Policy Project

Montgomery, AL

\$35,000 – 36 mos.

State fiscal analysis initiative

California Budget Project

Sacramento, CA

\$35,000 – 36 mos.

State fiscal analysis initiative

Center on Budget and Policy Priorities

Washington, DC

\$35,000 – 36 mos.

State fiscal analysis initiative – DC Fiscal Policy Institute

Colorado Fiscal Institute

Denver, CO

\$35,000 – 36 mos.

State fiscal analysis initiative

Fiscal Policy Institute

Latham, NY

\$35,000 – 36 mos.

State fiscal analysis initiative



Elementary students in Wabash County, Indiana, sign up for college savings accounts during a visit to Manchester University – 2016.

Hope Enterprise Corporation

Jackson, MS

\$35,000 – 36 mos.

State fiscal analysis initiative

Maine Center for Economic Policy

Augusta, ME

\$35,000 – 36 mos.

State fiscal analysis initiative

Massachusetts Budget and Policy Center

Boston, MA

\$35,000 – 36 mos.

State fiscal analysis initiative

Michigan League for Public Policy

Lansing, MI

\$35,000 – 36 mos.

State fiscal analysis initiative

North Carolina Justice Center

Raleigh, NC

\$35,000 – 36 mos.

State fiscal analysis initiative

Subtotal: \$350,000

Income Security

Program Area Total: \$350,000

Expanding Economic Opportunity

Special Initiatives

SPECIAL OPPORTUNITIES

Center for Community Change

Washington, DC

\$200,000 – 24 mos.

General purposes

Center on Budget and Policy Priorities

Washington, DC

\$500,000 – 24 mos.

State fiscal and low-income initiatives project

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

Jazz at Lincoln Center

New York, NY

\$350,400 – 18 mos.

Jazz for young people – Flint and national afterschool taskforce

National Association for the Advancement of Colored People

Baltimore, MD

\$300,000 – 36 mos.

ACT-SO program

Prima Civitas Foundation

East Lansing, MI

\$150,000 – 9 mos.

General purposes

Schaffer&Combs

San Francisco, CA

\$600,000 – 32 mos.

Education program data collection and assessment

Urban Entrepreneurship Initiative

Detroit, MI

\$10,000 – 12 mos.

Urban entrepreneurship symposium

YouthBuild USA

Somerville, MA

\$200,000 – 22 mos.

Capacity building and program support

Subtotal: \$3,660,400

Special Opportunities

MICROENTERPRISE

Association for Enterprise Opportunity

Washington, DC

\$200,000 – 12 mos.

General purposes

Subtotal: \$200,000

Microenterprise

Program Area Total: \$3,860,400

Special Initiatives

Program Total: \$22,727,707

Education



Kayakers paddle along an undeveloped stretch of the Flint River. As water quality and fish populations have improved in recent years, the river has attracted more paddlers and anglers – 2014.

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 to support sustainable development and reduce environmental degradation.

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 investments that contribute to local sustainable development, with a focus on South America.

ADVANCING CLIMATE CHANGE SOLUTIONS

GOAL: Advance the adoption of clean energy technologies in developing countries in South America, Africa and Asia.

OBJECTIVES:

Providing Access to Clean Energy in

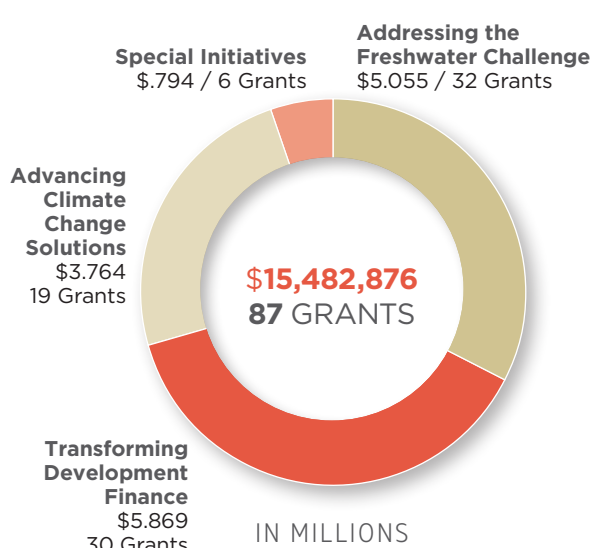
Developing Countries: We seek to increase the use of renewable energy systems in rural areas of South America, Asia and Africa.

SPECIAL INITIATIVES

GOAL: Respond to unique opportunities to advance environmental protection in the U.S. and internationally.

Note: The preceding overview of Mott's Environment Program reflects program areas, goals and objectives that were approved by the Foundation's board of trustees in September 2017. Because 2016 grants were awarded under an earlier framework shown on the next page, the grants listed on pages 55-57 are categorized according to that framework.

ENVIRONMENT 2016 GRANT ACTIVITY



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ADDRESSING THE FRESHWATER CHALLENGE		
Strengthening the Environmental Community	\$ 2.410	12
Informing Sound Public Policies	\$ 2.645	20
TRANSFORMING DEVELOPMENT FINANCE		
Securing Infrastructure and Energy for a Sustainable Future	\$ 3.234	16
Promoting Sustainable Regional Development and Integration	\$ 2.635	14
ADVANCING CLIMATE CHANGE SOLUTIONS		
Providing Access to Clean Energy in Developing Countries	\$ 2.798	10
Stimulating Clean Energy Use in Michigan	\$.966	9
SPECIAL INITIATIVES		
Special Opportunities	\$.794	6
TOTALS	\$ 15.483	87

Addressing the Freshwater Challenge

STRENGTHENING THE ENVIRONMENTAL COMMUNITY

Clean Wisconsin

Madison, WI
\$300,000 – 24 mos.
Great Lakes water program

Conservation Fund

Arlington, VA
\$150,000 – 24 mos.
Saginaw Bay Watershed Initiative Network

Flint River Watershed Coalition

Flint, MI
\$105,000 – 12 mos.
General purposes

Freshwater Future

Petoskey, MI
\$150,000 – 24 mos.
General purposes

Grand Traverse Regional Land Conservancy

Traverse City, MI
\$250,000 – 24 mos.
General purposes

Institute for Conservation Leadership

Takoma Park, MD
\$200,000 – 24 mos.
Freshwater leadership initiative

Land Trust Alliance

Washington, DC
\$340,000 – 24 mos.
Strengthening land trusts and promoting collaboration to conserve freshwater ecosystems in Great Lakes basin

Michigan Environmental Council

Lansing, MI
\$35,000 – 24 mos.
Great Lakes program

Minnesota Environmental Partnership

St. Paul, MN
\$230,000 – 24 mos.
Northeast Minnesota program

Ohio Environmental Council

Columbus, OH
\$300,000 – 24 mos.
Great Lakes ecosystem project

River Alliance of Wisconsin

Madison, WI
\$150,000 – 24 mos.
Great Lakes program

University of Illinois-Chicago

Chicago, IL
\$200,000 – 12 mos.
Connecting freshwater leaders beyond the Great Lakes

Subtotal: \$2,410,000
Strengthening the Environmental Community

INFORMING SOUND PUBLIC POLICIES

Bipartisan Policy Center

Washington, DC
\$100,000 – 9 mos.
Drinking water infrastructure program

Bonneville Environmental Foundation

Portland, OR
\$120,000 – 24 mos.
Change the Course

Canadian Environmental Law Association

Toronto, Ontario
\$200,000 – 24 mos.
Great Lakes program

Center for Neighborhood Technology

Chicago, IL
\$400,000 – 24 mos.
Great Lakes water infrastructure project

Chattahoochee Riverkeeper

Atlanta, GA
\$315,000 – 24 mos.
New approach to water management in Georgia

Flint Riverkeeper

Albany, GA
\$100,000 – 24 mos.
General purposes

Great Lakes Environmental Law Center

Detroit, MI
\$100,000 – 24 mos.
Water quality project



Mott-funded solar power systems are generating electricity in dozens of Amazon rainforest villages. A resident of the village of Pyulaga is shown here using a computer powered by the sun – 2016.

Institute for Georgia Environmental Leadership

Atlanta, GA
\$100,000 – 24 mos.
Georgia sustainable water-management outreach program

Michigan United Conservation Clubs

Lansing, MI
\$125,000 – 12 mos.
Michigan land and water policy project

Midwest Environmental Advocates

Madison, WI
\$150,000 – 24 mos.
Water quantity protection and conservation project

Minnesota Center for Environmental Advocacy

St. Paul, MN
\$150,000 – 24 mos.
Lake Superior water quality project

National Wildlife Federation

Reston, VA
\$50,000 – 24 mos.
Sustaining Great Lakes project

Natural Resources Defense Council

New York, NY
\$40,000 – 12 mos.
Implementation of Great Lakes Compact

Nature Conservancy

Arlington, VA
\$29,000 – 24 mos.
Saginaw Bay initiative

\$100,000 – 18 mos.
Lower Flint River project

Northeast-Midwest Institute

Washington, DC
\$175,000 – 12 mos.
Safe Drinking Water Policy Center

Southern Environmental Law Center

Charlottesville, VA
\$23,000 – 24 mos.
Southern water-management project

U.S. Water Alliance

Washington, D.C.
\$250,000 – 24 mos.
Great Lakes urban water-management project

University of Michigan

Ann Arbor, MI
\$43,000 – 9 mos.
Right-sizing water infrastructure

University of Wisconsin-Madison

Madison, WI
\$75,000 – 9 mos.
Improving Great Lakes water resources management

Subtotal: \$2,645,000
Informing Sound Public Policies

Program Area Total: \$5,055,000
Addressing the Freshwater Challenge

Transforming Development Finance

SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE

ActionAid

London, England
\$300,000 – 24 mos.
Bretton Woods project

Beijing Greenovation Forwards Culture Communication Co. Ltd.

Beijing, China
\$200,000 – 18 mos.
Monitoring Chinese development finance and global climate policy

Boston University

Boston, MA
\$400,000 – 24 mos.
Development banks and sustainable development

Eurodad

Brussels, Belgium
\$150,000 – 24 mos.
Addressing changes in international development finance

Forest Peoples Programme

Moreton-in-Marsh, England
\$125,000 – 12 mos.
Protecting the environment and securing rights of forest peoples in international development finance

Foundation-Administered Project

\$19,380
Transforming Development Finance convenings

Global Environmental Institute

Beijing, China
\$200,000 – 18 mos.
Pivoting shift in overseas lending of China's policy banks towards greener and more sustainable path

Green Watershed

Kunming, China
\$115,000 – 18 mos.
Mainstreaming green credit policy in Chinese policy banks

Institute for Climate and Sustainable Cities

Quezon City, Philippines
\$250,000 – 24 mos.
Supporting southern civil society engagement in finance

International Rivers

Berkeley, CA
\$375,000 – 24 mos.
Strengthening dam standards and protecting rivers

NGO Forum on ADB

Quezon City, Philippines
\$250,000 – 24 mos.
General purposes

Oil Change International

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

PLATFORM

London, England
\$50,000 – 32 mos.
Reforming energy investment

Pontifical Catholic University

Rio de Janeiro, Brazil
\$200,000 – 24 mos.
Strengthening new development bank safeguards

Re:Common

Rome, Italy
\$200,000 – 24 mos.
Mainstreaming environmental sustainability into a changing development finance

Urgewald

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

Subtotal: \$3,234,380
Securing Infrastructure and Energy for a Sustainable Future

PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION

Bank Information Center

Washington, DC
\$220,000 – 24 mos.
China-Latin America sustainable investments initiative

Conectas

Sao Paulo, Brazil
\$100,000 – 24 mos.
Strengthening Brazilian National Social and Economic Development Bank accountability

Derecho Ambiente y Recursos Naturales
Lima, Peru
\$350,000 – 24 mos.
General purposes

Ecoa – Ecology and Action
Campo Grande, Brazil
\$200,000 – 24 mos.

Monitoring environmental impacts of financial flows for infrastructure and energy in South America

Fundacion Ambiente y Recursos Naturales

Buenos Aires, Argentina

\$300,000 – 24 mos.

Monitoring infrastructure investments in Argentina

Indian Law Resource Center

Helena, MT

\$200,000 – 24 mos.

Integration investments and indigenous peoples in South America

Instituto de Energia e Meio Ambiente

Sao Paulo, Brazil

\$200,000 – 24 mos.

Monitoring Brazilian National Social and Economic Development Bank sustainability

Instituto Socioambiental

Sao Paulo, Brazil

\$225,000 – 24 mos.

Impacts of investments of Brazilian National Social and Economic Development Bank on regional sustainability

Interamerican Association for Environmental Defense

San Francisco, CA

\$220,000 – 24 mos.

Promoting sustainability in energy and infrastructure investments in Latin America

SITAWI Finance for Good

Rio de Janeiro, Brazil

\$200,000 – 24 mos.

Unlocking Brazilian National Social and Economic Development Bank operation lifecycle

Socio-Environmental Fund CASA

Juquitiba, Brazil

\$150,000 – 12 mos.

General purposes

\$20,000 – 24 mos.

South America small grants program

Uruguayan Study Center of Appropriate Technologies

Montevideo, Uruguay

\$250,000 – 24 mos.

Impacts and alternatives to current investment and development patterns on environmental and sustainability options in Latin America

Subtotal: \$2,635,000

Promoting Sustainable Regional Development and Integration

Program Area Total: \$5,869,380

Transforming Development Finance

Advancing Climate Change Solutions

PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES

Centro de Estudos Avancados de Promocao Social e Ambiental

Santarém, Brazil

\$400,000 – 24 mos.

Solar energy for Amazon River dwellers

Energy 4 Impact

London, England

\$198,400 – 12 mos.

Productive use of energy applications in Devery smart solar microgrids pilot

Hivos

Den Haag, Netherlands

\$300,000 – 24 mos.

Energy Change Lab Tanzania

Instituto de Energia e Meio Ambiente

Sao Paulo, Brazil

\$200,000 – 24 mos.

Technical support to maximize renewable energy access success

Instituto Socioambiental

Sao Paulo, Brazil

\$100,000 – 24 mos.

Energy distributed to isolated communities

Katalytix

San Francisco, CA

\$250,000 – 24 mos.

Platform for energy access knowledge

United Nations Foundation

Washington, DC

\$500,000 – 28 mos.

Sustainable Energy for All

\$300,000 – 24 mos.

Towards universal energy access

World Resources Institute

Washington, DC

\$250,000 – 24 mos.

Building national dialogues on integrated electricity planning in East Africa

World Wildlife Fund

Washington, DC

\$300,000 – 24 mos.

Renewable energy for extractive reserves in Amazon

Subtotal: \$2,798,400

Providing Access to Clean Energy in Developing Countries

STIMULATING CLEAN ENERGY USE IN MICHIGAN

Clean Energy Coalition

Ann Arbor, MI

\$15,936 – 9 mos.

Flint anchor institutions clean energy initiative

EcoWorks

Detroit, MI

\$200,000 – 24 mos.

Community energy management in southeast Michigan

Elevate Energy

Chicago, IL

\$120,000 – 12 mos.

Energy efficiency in Michigan

Groundwork Center for Resilient Communities

Traverse City, MI

\$100,000 – 24 mos.

Sustainable energy use in northern Michigan

Michigan Energy Options

East Lansing, MI

\$150,000 – 24 mos.

General purposes

Minneapolis Foundation

Minneapolis, MN

\$100,000 – 24 mos.

Re-AMP local solutions working group

SEEDS

Traverse City, MI

\$100,000 – 24 mos.

Advancing climate solutions in Traverse City

Superior Watershed Partnership

Marquette, MI

\$100,000 – 18 mos.

Upper Peninsula energy-planning project

University of Michigan

Ann Arbor, MI

\$80,000 – 18 mos.

Community acceptance of wind

Subtotal: \$965,936

Stimulating Clean Energy Use in Michigan

Program Area Total: \$3,764,336

Advancing Climate Change Solutions

Special Initiatives

SPECIAL OPPORTUNITIES

Consultative Group on Biological Diversity

San Francisco, CA

\$40,000 – 24 mos.

General purposes

Environmental Grantmakers Association

New York, NY

\$50,000 – 24 mos.

General purposes

Foundation-Administered Project

\$64,160

Blue Accounting Communications

Funders' Network for Smart Growth and Livable Communities

Coral Gables, FL

\$240,000 – 42 mos.

General purposes

Land Trust Alliance

Washington, DC

\$300,000 – 24 mos.

General purposes

New America Foundation

Washington, DC

\$100,000 – 6 mos.

Climate Leadership Council

Subtotal: \$794,160

Special Opportunities

Program Area Total: \$794,160

Special Initiatives

Program Total: \$15,482,876

Environment



The YouthQuest afterschool program offers Flint students a variety of educational, enrichment and physical fitness activities – 2014.

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 support 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

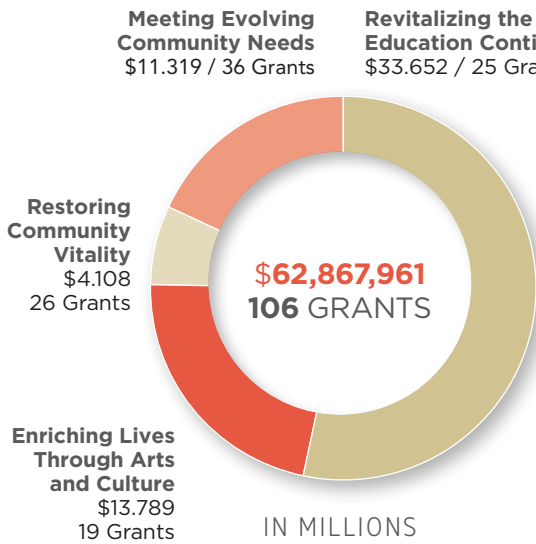
GOAL: Strengthen the capacity of Flint area programs and organizations to help children and families meet their needs and improve their lives.

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 2016 GRANT ACTIVITY



REVITALIZING THE EDUCATION CONTINUUM

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
Flint K-12 Education	\$ 3.430	6
Community Schools	\$ 16.780	8
College, Careers and Connections	\$ 13.442	11

ENRICHING LIVES THROUGH ARTS AND CULTURE

Flint Cultural Center Campus	\$ 13.273	13
Smaller Arts Organizations	\$.516	6

RESTORING COMMUNITY VITALITY

Regional Economy	\$.340	4
Downtown Revitalization	\$.869	5
Community Development	\$ 2.310	12
Entrepreneurship	\$.589	5

MEETING EVOLVING COMMUNITY NEEDS

Nonprofit/Philanthropic Sector	\$ 4.092	24
Special Opportunities	\$ 7.227	12

TOTALS	\$ 62.868	106
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Revitalizing the Education Continuum

FLINT K-12 EDUCATION

Flint Community Schools

Flint, MI
 \$100,000 – 24 mos.
 Superintendent technical assistance
 \$250,000 – 12 mos.
 Student retention and recruitment
 \$417,415 – 18 mos.
 Framework for aligning teaching and learning
 \$234,000 – 14 mos.
 Data office

Flint Cultural Center Corporation

Flint, MI
 \$250,000 – 12 mos.
 Cultural Center school feasibility study

Foundation-Administered Project

\$58,298
 Demographic analysis in Flint

Michigan State University

East Lansing, MI
 \$2,120,000 – 12 mos.
 Technical assistance for improved teaching and learning

Subtotal: \$3,429,713
 Flint K-12 Education

COMMUNITY SCHOOLS

Boys & Girls Club of Greater Flint

Flint, MI
 \$55,000 – 12 mos.
 General purposes

Community Foundation of Greater Flint

Flint, MI
 \$300,000 – 15 mos.
 Early childhood capacity building

Cranbrook Educational Community

Bloomfield Hills, MI
 \$263,660 – 12 mos.
 Flint Community Schools Young Scientists

Crim Fitness Foundation

Flint, MI
 \$2,900,000 – 12 mos.
 Community education initiative

Flint Community Schools

Flint, MI
 \$87,000 – 3 mos.
 Summer Tot Lot program

Foundation-Administered Project

\$73,978
 Technical assistance to support early childhood education

Foundation for Flint

Flint, MI
 \$9,000,000 – 15 mos.
 Early childhood education facility construction

Foundation for the Uptown Reinvestment Corporation

Flint, MI
 \$1,000,000 – 12 mos.
 Cummings School renovations

Genesee Area Focus Fund

Flint, MI
 \$3,100,000 – 12 mos.
 YouthQuest afterschool initiative

Subtotal: \$16,779,638
 Community Schools

COLLEGE, CAREERS AND CONNECTIONS

Genesee Area Focus Fund

Flint, MI
 \$825,000 – 12 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

Metro Community Development

Flint, MI
 \$52,708 – 9 mos.
 Metro Flint YouthBuild Program

Mott Community College*Flint, MI*

\$49,050 – 12 mos.

Increasing literacy levels for at-risk youth in college-connected programs

\$400,000 – 12 mos.

Adult career pathway program

Specialized Employment Services Inc.*Flint, MI*

\$150,000 – 12 mos.

Flint STRIVE replication program

\$85,000 – 12 mos.

Flint STRIVE Academy youth empowerment program

St. Luke N.E.W. Life Center*Flint, MI*

\$140,000 – 12 mos.

Employment preparation program

University of Michigan-Flint*Flint, MI*

\$415,700 – 12 mos.

Committed to Excellence and Opportunity program

\$11,000,000 – 48 mos.

Flint science, technology, engineering and math expansion and recruitment

Subtotal: \$13,442,458

College, Careers and Connections

Program Area Total: \$33,651,809

Revitalizing the Education Continuum

Enriching Lives Through Arts and Culture**FLINT CULTURAL CENTER CAMPUS****Community Foundation of Greater Flint***Flint, MI*

\$2,205,402 – 12 mos.

Endowment funds

Flint Cultural Center Corporation*Flint, MI*

\$1,705,000 – 12 mos.

Operating support

\$100,000 – 12 mos.

School and community programming

\$300,000 – 19 mos.

Sloan Museum expansion/renovation

Flint Cultural Center Foundation*Flint, MI*

\$5,500,000 – 29 mos.

Flint Institute of Arts glass studio and gallery

Flint Institute of Arts*Flint, MI*

\$1,915,000 – 12 mos.

Operating support

Flint Institute of Music*Flint, MI*

\$1,300,000 – 12 mos.

Operating support

\$50,000 – 6 mos.

Tapology Tap Dance Festival for Youth

\$50,000 – 6 mos.

Music in the Parks

Flint Public Library*Flint, MI*

\$48,000 – 10 mos.

Design a library for the future

Sphinx Organization*Detroit, MI*

\$100,000 – 12 mos.

Overture program and partnership with Flint Institute of Music

Subtotal: \$13,273,402

Flint Cultural Center Campus

SMALLER ARTS ORGANIZATIONS**Buckham Fine Arts Project***Flint, MI*

\$30,000 – 12 mos.

General purposes

City of Flint*Flint, MI*

\$125,523 – 4 mos.

Event policing and public safety

Community Foundation of Greater Flint*Flint, MI*

\$50,000 – 12 mos.

S. Jean Simi Fund for the Arts

Flint Downtown Development Authority*Flint, MI*

\$25,000 – 1 mo.

Downtown festivals

Greater Flint Arts Council*Flint, MI*

\$150,000 – 12 mos.

General purposes

\$135,000 – 12 mos.

Parade of Festivals

Subtotal: \$515,523

Smaller Arts Organizations

Program Area Total: \$13,788,925

Enriching Lives Through Arts and Culture

Restoring Community Vitality**REGIONAL ECONOMY****Brookings Institution***Washington, DC*

\$50,000 – 12 mos.

Older industrial cities analysis

Genesee Area Focus Fund*Flint, MI*

\$50,000 – 12 mos.

Education and economic development initiatives

Genesys Health Foundation*Grand Blanc, MI*

\$140,000 – 22 mos.

Life sciences market-needs study

United Way of Genesee County*Flint, MI*

\$100,000 – 3 mos.

Flint Area Reinvestment Office

Subtotal: \$340,000

Regional Economy

DOWNTOWN REVITALIZATION**Foundation-Administered Project**

\$116,763

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

\$30,000 – 12 mos.

Real estate development support services

\$300,000 – 19 mos.

Flint Farmers' Market operating support

Subtotal: \$868,836

Downtown Revitalization

COMMUNITY DEVELOPMENT**Center for Community Progress***Flint, MI*

\$1,100,000 – 12 mos.

General purposes

Communities First Inc.*Flint, MI*

\$75,000 – 12 mos.

Capacity building

Court Street Village Non-Profit Housing Corporation*Flint, MI*

\$40,000 – 12 mos.

General purposes

Genesee Chamber Foundation*Flint, MI*

\$159,000 – 11 mos.

Online Flint publication

\$150,000 – 18 mos.

Flint grocer improvement program

Genesee County Habitat for Humanity*Flint, MI*

\$140,000 – 12 mos.

Neighborhood impact program

Genesee County Land Bank Authority*Flint, MI*

\$240,000 – 12 mos.

Neighborhood and community planning

Historic Elmwood Foundation*Detroit, MI*

\$25,000 – 12 mos.

Glenwood Cemetery maintenance and planning

Kettering University*Flint, MI*

\$105,822 – 12 mos.

Blight remediation

Local Initiatives Support Corporation*New York, NY*

\$100,000 – 12 mos.

Flint and Genesee County community development project

Metro Community Development*Flint, MI*

\$135,000 – 12 mos.

Capacity building

Urban Renaissance Center*Flint, MI*

\$40,000 – 5 mos.

Civic Park construction program

Subtotal:	\$2,309,822
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

\$78,196 – 12 mos.

FABLAB for the community

Red Ink Flint*Flint, MI*

\$200,000 – 12 mos.

Factory Two project

United Way of Genesee County*Flint, MI*

\$143,000 – 12 mos.

Flint SOUP community funded micro-grant program

Subtotal:	\$589,196
Entrepreneurship	

Program Area Total:	\$4,107,854
Restoring Community Vitality	

Meeting Evolving Community Needs**NONPROFIT/
PHILANTHROPIC SECTOR****Catholic Charities of Shiawassee and Genesee Counties***Flint, MI*

\$500,000 – 12 mos.

Center for Hope

\$300,000 – 12 mos.

North End Soup Kitchen, warming center and medical transportation

Community Foundation of Greater Flint*Flint, MI*

\$520,000 – 12 mos.

Flint National Service Accelerator Fund

\$250,000 – 12 mos.

Capacity building

Crim Fitness Foundation*Flint, MI*

\$100,000 – 12 mos.

General purposes

Fair Food Network*Ann Arbor, MI*

\$100,000 – 12 mos.

Double Up Food Bucks project

Family Service Agency of Mid Michigan*Flint, MI*

\$30,000 – 12 mos.

Technology upgrades

Food Bank of Eastern Michigan*Flint, MI*

\$85,000 – 12 mos.

Increasing food distribution and access

\$20,000 – 12 mos.

Flint diaper bank

\$160,000 – 12 mos.

Frozen produce program

\$284,000 – 12 mos.

Help centers

Greater Flint Health Coalition*Flint, MI*

\$245,000 – 12 mos.

General purposes

\$300,000 – 12 mos.

Flint Future Action Coordination Team

Salvation Army of Genesee County*Flint, MI*

\$100,000 – 12 mos.

Rent and utility assistance program

Shelter of Flint Inc.*Flint, MI*

\$50,000 – 12 mos.

One Stop Housing Resource Center

United Way of Genesee County*Flint, MI*

\$220,000 – 12 mos.

Building Excellence, Sustainability and Trust (BEST) nonprofit capacity building

\$250,000 – 12 mos.

General purposes

\$75,000 – 12 mos.

Flint National Service Accelerator initiative

\$100,000 – 12 mos.

National service and volunteer center capacity building

\$190,500 – 12 mos.

Flint National Service Accelerator initiative evaluation

\$65,120 – 12 mos.

Berston Field House capacity building

Valley Area Agency on Aging*Flint, MI*

\$43,000 – 12 mos.

Senior outreach program

Whaley Children's Center*Flint, MI*

\$42,000 – 12 mos.

Facility upgrades

YWCA of Greater Flint*Flint, MI*

\$62,500 – 12 mos.

Real estate consulting

Subtotal:	\$4,092,120
Nonprofit/Philanthropic Sector	

SPECIAL OPPORTUNITIES**American Arab Heritage Council***Flint, MI*

\$45,000 – 12 mos.

Immigration services

City of Flint*Flint, MI*

\$120,000 – 12 mos.

Residential service line technical assistance

\$417,199 – 19 mos.

Financial recovery technical assistance

Community Foundation of Greater Flint*Flint, MI*

\$100,000 – 12 mos.

Water quality transparency

Foundation-Administered Project

\$70,000

Technical assistance to prepare request for qualifications to redesign new water infrastructure system for city of Flint

Foundation for Flint*Flint, MI*

\$5,000,000 – 234 mos.

Flint Child Health and Development Fund

Genesee County Parks and Recreation Commission*Flint, MI*

\$25,000 – 27 mos.

General purposes

\$750,000 – 12 mos.

Flint River restoration project

Genesee Health System*Flint, MI*

\$473,000 – 12 mos.

Mobile mental health unit project

Mott Community College*Flint, MI*

\$47,054 – 12 mos.

Flint and Genesee Literacy Network capacity building

Pew Charitable Trusts*Philadelphia, PA*

\$50,000 – 12 mos.

National report on lead exposure in children

United Way of Genesee County*Flint, MI*

\$90,000 – 12 mos.

Community communications

University of Michigan-Flint*Flint, MI*

\$40,000 – 12 mos.

Flint community data platform

Subtotal:	\$7,227,253
Special Opportunities	

Program Area Total:	\$11,319,373
Meeting Evolving Community Needs	

Program Total:	\$62,867,961
Flint Area	

PROGRAM OVERVIEW 2016

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
Bill, Hillary and Chelsea Clinton Foundation
New York, NY
 \$20,000 – 12 mos.
 Clinton Global Initiative
Center for Michigan
Ann Arbor, MI
 \$75,000 – 12 mos.
 General purposes

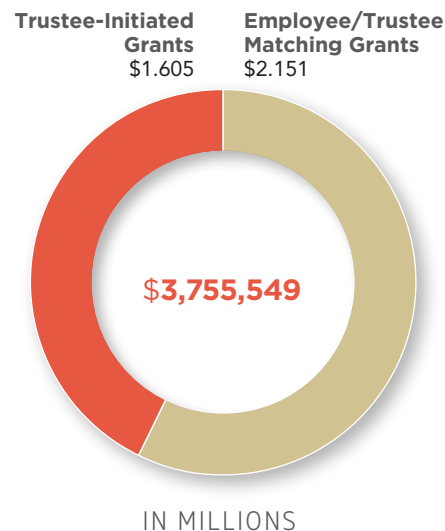
Institute for Behavior and Health Inc.
Rockville, MD
 \$200,000 – 24 mos.
 Youth substance abuse reduction program

Program Area Total: Special Projects	\$295,000
Program Total: Exploratory and Special Projects	\$295,000

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: Employee/Trustee Matching Grants	\$2,150,549
TRUSTEE-INITIATED GRANTS	
Program Area Total: Trustee-Initiated	\$1,605,000
Program Total: Employee/Trustee Matching and Trustee-Initiated	\$3,755,549



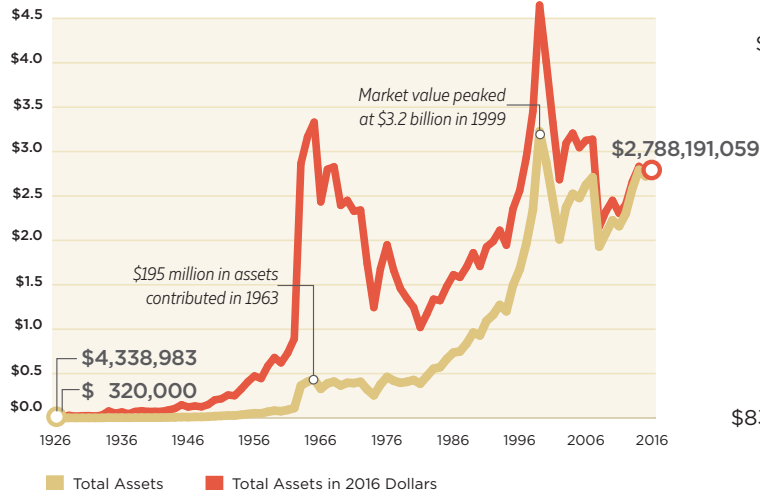
TOTAL MOTT GRANTMAKING IN 2016: \$124,382,111



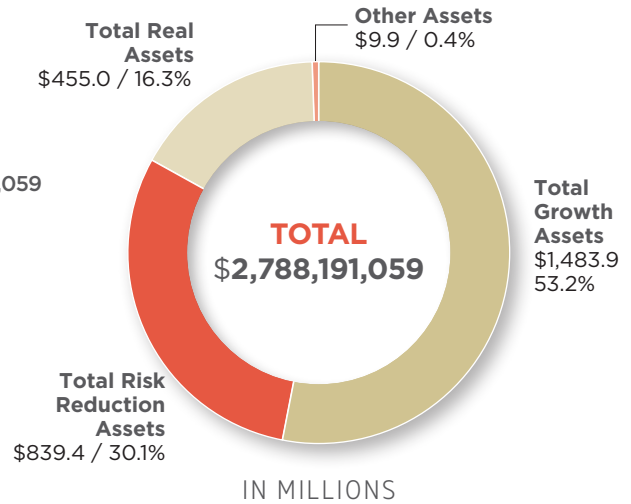
FINANCE

PROFILE: 2016 ASSETS

Total Foundation Assets Market Value vs. Inflation Adjusted (in billions)



Asset Allocation 12.31.16



2007-2016 Selected Financial Information (in millions)

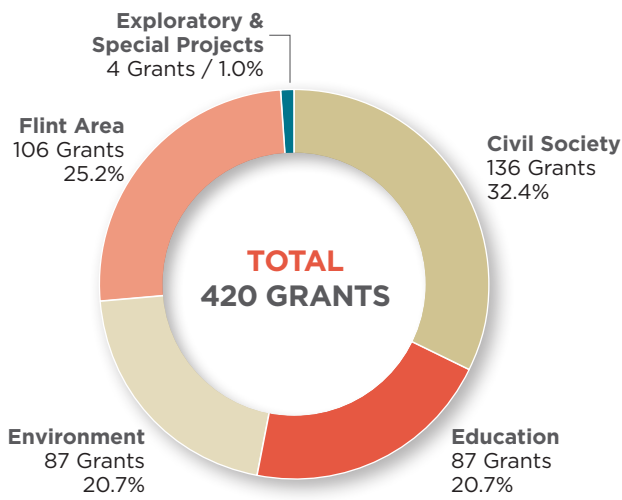
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Assets – Fair Value	\$2,711.5	\$1,929.9	\$2,079.9	\$2,227.4	\$2,159.9	\$2,301.1	\$2,584.0	\$2,794.6	\$2,720.8	\$2,788.2
Total Assets – 2016 Dollars	3,116.8	2,216.4	2,325.3	2,453.5	2,310.7	2,419.7	2,676.9	2,873.4	2,777.3	2,788.2
12-Month Rolling Average Assets	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	2,709.0
Total Investment Income (Loss)	245.0	(684.6)	289.3	275.5	62.8	252.7	401.4	313.9	81.8	209.4
Total Investment Income (Loss) 2016 Dollars	281.6	(786.2)	323.4	303.4	67.2	265.7	415.8	322.8	83.5	209.4
Total Grants Awarded	108.7	110.4	109.3	92.9	89.3	91.0	101.0	101.4	119.1	124.4
Total Expenditures*	158.2	100.6	134.2	127.9	130.0	110.9	137.1	95.9	154.7	143.6

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.

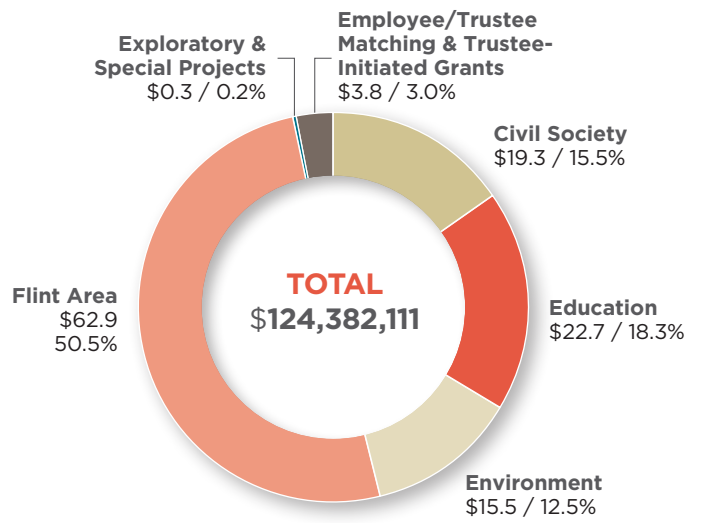
*Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise and income taxes, and investment expenses.

PROFILE: 2016 GRANTMAKING

Grantmaking Activities 2016

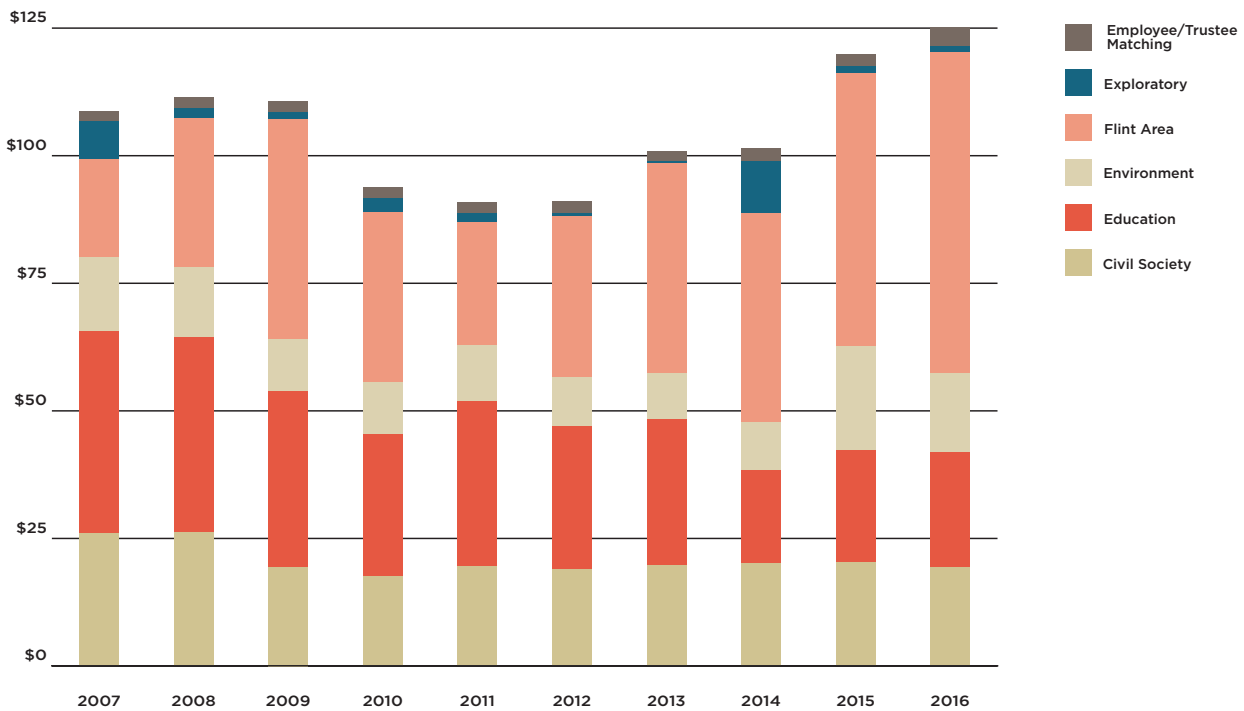


Does not include Employee/Trustee Matching & Trustee-Initiated Grants



IN MILLIONS

2007-2016 Grants Awarded by Program (in millions)



STATEMENTS OF FINANCIAL POSITION

Years Ended December 31,

ASSETS	2016	2015
Investments, at fair value:		
Cash equivalents	\$ 109,525,718	\$ 94,809,743
Public equities	414,665,494	444,062,832
Fixed income securities	151,948,970	135,219,317
Alternatives – limited partnerships	1,386,640,285	1,356,120,801
Alternatives – nonpartnerships	671,812,635	604,562,017
Investment deposits in transit	10,000,000	30,000,000
Investment trades receivable	<u>33,689,822</u>	<u>33,127,865</u>
	2,778,282,924	2,697,902,575
Cash	3,876,163	15,241,498
Accrued interest and dividends	590,217	562,676
Land, building and improvements, net	3,252,224	3,482,155
Other assets	<u>2,189,531</u>	<u>3,629,406</u>
Total assets	<u>\$ 2,788,191,059</u>	<u>\$ 2,720,818,310</u>
LIABILITIES AND UNRESTRICTED NET ASSETS		
Investment trades payable	\$ 2,008,268	\$ 924,448
Grants payable	26,450,320	18,662,700
Accounts payable and other liabilities	38,584,333	34,814,076
Deferred excise tax	<u>13,570,585</u>	<u>12,011,558</u>
Total liabilities	80,613,506	66,412,782
Unrestricted net assets	<u>2,707,577,553</u>	<u>2,654,405,528</u>
Total liabilities and unrestricted net assets	<u>\$ 2,788,191,059</u>	<u>\$ 2,720,818,310</u>

STATEMENTS OF ACTIVITIES

	<i>Years Ended December 31,</i>	
	2016	2015
Income:		
Dividends and interest	\$ 15,688,692	\$ 21,574,560
Limited partnership income (loss)	67,328,644	134,576,486
Net realized gain (loss) on investments	13,925,723	67,190,540
Net unrealized gain (loss) on investments	113,780,664	(143,723,582)
Other income (expense)	(1,372,465)	2,667,426
	<u>209,351,258</u>	<u>82,285,430</u>
Investment expenses:		
Direct investment expenses	7,110,659	6,312,344
Provision for taxes:		
Current excise tax	1,302,442	2,297,863
Deferred excise tax expense (income)	1,559,027	(2,198,803)
Unrelated business income tax	95,526	245,251
State income tax	94,930	--
	<u>10,162,584</u>	<u>6,656,655</u>
Net investment income	199,188,674	75,628,775
Grants and operating expenses:		
Grants, net of refunds	123,919,223	119,194,271
Foundation-administered projects	930,784	757,559
Administration expenses	17,878,902	16,765,514
	<u>142,728,909</u>	<u>136,717,344</u>
Net operating income (loss)	56,459,765	(61,088,569)
Other changes in unrestricted net assets:		
Pension changes other than net periodic benefit cost	(3,199,338)	(7,289,617)
Post-retirement healthcare changes other than net periodic benefit cost	(88,402)	1,860,040
	<u>(3,287,740)</u>	<u>(5,429,577)</u>
Increase (decrease) in unrestricted net assets	53,172,025	(66,518,146)
Unrestricted net assets:		
Beginning of year	2,654,405,528	2,720,923,674
End of year	<u>\$ 2,707,577,553</u>	<u>\$ 2,654,405,528</u>

FINANCIAL STATEMENT NOTES

An audit of the Charles Stewart Mott Foundation's financial statements is conducted annually by an independent accounting firm. The Statements of Financial Position and Statements of Activities (including changes in net assets) presented here were derived from the Mott Foundation's audited financial statements for the year ended December 31, 2016. The audit was performed by Grant Thornton, LLP. The complete audited financial statements, along with Grant Thornton's unqualified opinion, are available on the Foundation's website: www.mott.org.



TRUSTEES &
STAFF

TRUSTEE, STAFF & INTERN NEWS

TRUSTEES

We welcomed George E. Ross, a Flint native and president of Central Michigan University (CMU), to Mott's board of trustees in January 2017. One of 12 children, George was a first-generation college graduate who went on to



George E. Ross

earn a doctorate in Higher Education Administration from the University of Alabama in Tuscaloosa. Early in his professional career, he worked as a certified public accountant before becoming director of finance for the Center for Creative Studies in Detroit. During the next two decades, he assumed positions of increasing responsibility with the University of Tennessee at Chattanooga, Clark-Atlanta University and CMU before becoming president of Mississippi's Alcorn State

University in 2008. He returned to Michigan to become president of CMU in 2010.

We are pleased that George agreed to join our board of trustees, where his background and professional expertise will greatly inform and enrich our work.

STAFF

With sadness, we bid farewell to Jean Simi, who passed away on January 14, 2017. Rising to the position of executive assistant and corporate assistant secretary for the Foundation, Jean joined Mott in 1983, serving an impressive 28 years before retiring in 2010.

To say Jean was considered an institution at Mott would be an understatement. Her sure presence and tireless efforts to keep the Foundation's Executive Office calm and organized were legendary. She expected a high degree of professionalism from every member of the Foundation's staff, but also held her colleagues close to her heart.

INTERNS

Once again, Mott's class of summer interns brought enthusiasm, energy and insight to our Flint and Troy offices. Over a 10-week period in 2017, eight interns worked with staff in our Programs, Communications, Investments and Information Services departments. They gained practical experience, took part in learning sessions with leaders from foundations and nonprofit organizations, and received professional coaching — all while being mentored by our staff. It is our hope that this internship program will help undergraduate and graduate students with diverse interests and backgrounds gain an understanding of the field of philanthropy and consider a career in the social sector. With their input, we continue to fine-tune the paid internship experience, with the hope that it will be as rewarding for them as it always is for us.



Mott's 2017 intern class (left to right): Anna Vicari, Ryan Madar, Sydnie Switzer, Anna Eby, Matthew St. Germain, Andrea Pugh, MoNeka Young and Katlyn Koegel.

TRUSTEES TRIBUTE

SINCE 1926, 41 individuals have served as trustees for the Charles Stewart Mott Foundation, volunteering their time, talents and expertise for the benefit of communities across the country and throughout the world. These men and women have preserved the legacy of our founder while guiding the development of the institution, providing the Foundation's staff with the flexibility, authority and confidence to explore and pursue creative ideas in response to prevailing challenges. We owe them a debt of thanks for their extraordinary commitment and service.

TRUSTEE	DATES OF ACTIVE SERVICE	TRUSTEE	DATES OF ACTIVE SERVICE
Marshall Acuff	01/01/2002 - Present	John Morning	01/01/2000 - 12/31/2016
Marjorie P. Allen	01/01/1985 - 09/24/1992	C. S. Mott	06/19/1926 - 02/18/1973
Joseph A. Anderson	07/25/1962 - 11/25/1985	C. S. Harding Mott	11/06/1926 - 05/10/1989
Lizabeth Ardisana	01/01/2014 - Present	C. S. Harding Mott, II	01/01/1975 - 12/15/1995
William S. Ballenger, Jr.	10/01/1971 - 12/31/1984	Maryanne Mott	02/24/1973 - Present
Roy E. Brownell	06/19/1926 - 03/05/1971	Ruth R. Mott	05/15/1943 - 01/31/1974
Aimee Mott Butler	06/19/1926 - 12/31/1962	Charlie Nelms	01/01/2008 - 12/31/2008*
Alonzo D. Crim	01/01/1988 - 05/03/2000		01/01/2010 - Present
Charles B. Cumings	10/01/1971 - 12/31/1990	Douglas X. Patiño	01/01/1995 - 12/31/2010**
Ruth M. Dill	07/08/1955 - 09/17/1958		01/01/2013 - Present
Katherine W. Fanning	01/01/1991 - 10/19/2000	Jeremy R.M. Piper	01/01/2016 - Present
Ralph E. Gault	05/15/1943 - 12/31/1954	William H. Piper	12/02/1985 - Present
John G. Getz	01/05/1937 - 12/31/1941	Willa B. Player	01/01/1981 - 12/31/1995
Elsa B. Mott Ives	06/19/1926 - 12/31/1936	John W. Porter	01/01/1981 - 06/27/2012
Rushworth M. Kidder	01/01/1990 - 03/05/2012	Harold P. Rodes	10/21/1964 - 12/31/1992
Frederick S. Kirkpatrick	01/01/2010 - Present	George E. Ross	01/01/2017 - Present
Tiffany W. Lovett	01/01/2000 - Present	Marise M.M. Stewart	01/01/2000 - Present
Edward E. MacCrone	06/19/1926 - 12/31/1936	Helen J. Taylor	01/01/2016 - Present
Webb. F. Martin	10/08/1992 - Present	Claire M. White	01/01/1998 - 03/24/2014
Olivia P. Maynard	11/27/2000 - Present	Ridgway H. White	01/01/2016 - Present
Hamish Mitchell	01/05/1937 - 12/31/1942	William S. White	01/01/1971 - Present
		George L. Whyel	10/01/1971 - 12/31/1990

* C. Nelms served one year (2008) on the board, then was re-elected on 1/1/10.

** D. Patiño served as a trustee from 1/1/95 through 12/31/10, was elected a trustee emeritus on 1/1/11, and was re-elected to the board of trustees beginning 1/1/13.

TRUSTEES & STAFF

Board and Committees

BOARD OF TRUSTEES*

William S. White
Chairman

Frederick S. Kirkpatrick +
Vice Chairman

A. Marshall Acuff, Jr.
Lizabeth Ardisana
Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard
John Morning #
Maryanne Mott
Charlie Nelms
Douglas X. Patiño
Jeremy R. M. Piper
William H. Piper
George E. Ross
Marise M.M. Stewart
Helen J. Taylor
Ridgway H. White

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Webb F. Martin
Chairman

Frederick S. Kirkpatrick
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Charlie Nelms

EXECUTIVE COMMITTEE

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Chairman

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Webb F. Martin
Maryanne Mott
William H. Piper
Ridgway H. White

INVESTMENT COMMITTEE

William S. White
Chairman

A. Marshall Acuff, Jr.
John K. Butler
Elizabeth T. Frank
Frederick S. Kirkpatrick
Webb F. Martin
William H. Piper
Alan H. Van Noord

* 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.

Trustee Emeritus

Board and committees lists are current as of July 31, 2017.

Officers and Staff

EXECUTIVE OFFICE

William S. White
Chairman and Chief Executive Officer

Ridgway H. White
President

Jennifer L. Liversedge
Assistant to the Chairman/Chief Executive Officer and Program Officer

Lisa R. Maxwell
Administrative Assistant to the Chairman/Chief Executive Officer and President

ADMINISTRATIVE GROUP

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Vice President – Administration, Chief Financial Officer and Secretary/Treasurer

Administrative Services
Gregory S. Hopton
Accounting and Tax Manager

Rebecca Burns
Administrative Accountant

Collette R. Pries
Senior Accountant

Debra L. Cormier
Payroll Administrator

Annette M. Chamberlain
Ona Kay Goza
Lynne M. Mortellaro
Administrative Assistants

Kim R. McDonald
Jill A. Powell
Office Assistants

Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

Gilbert Medrano
Patrick J. Turowicz
Building Operations Assistants

Grants Administration

Frederick L. Kump
Interim Director – Grants Administration

Michael S. Birchmeier
Grants Manager

Cindy S. Compeau
S. Renee Jackson
Grants Accountants

Jean M. Bamberg
Deborah K. Reid
Mary Beth Smith
Administrative Assistants

Human Resources

Julie M. Flynn
Human Resources Manager

Aria Staffne
Human Resources Administrator

Information Services

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Vice President – Information Services

Michael L. Wright
Information Services Manager

Glen A. Birdsall
Librarian

Ellen Chien
IT Support Analyst

Joumana M. Klanseck
Database Administrator

Asia B. McHaney
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Ann F. Richards
Senior Communications Officer

Jeff Alexander
Duane M. Elling
Jessica Martin Jones
Communications Officers

Macie D. Schriener
Communications Officer – Online Strategies

Cristina G. Wright
Web Administrator

Craig Kelley Jr.
Communications Assistant

Jon'Tise S. Lewis
Administrative Assistant

INVESTMENTS

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Vice President – Investments and Chief Investment Officer

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Cheryl Garneau
Stephen W. Vessells
Investment Managers

Laura R. Bechard
Investment Operations Manager

Alicia T. Aguilar
Assistant Investment Administrator

Laura D. Franco
Kelly A. Swoszowski
Administrative Assistants

PROGRAMS

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Vice President – Programs

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Civil Society

Shannon L. Lawder
Program Director

Natalie LaCour-Young
Michele H. Neumann
Administrative Assistants

Central/Eastern Europe

J. Walter Veirs
Regional Director

Vera B. Dakova
Ross Maclaren
Program Officers

South Africa

Vuyiswa V. Sidzumo
Director

Mamotshidisi P. Mohapi
Program Officer

Lydia Molapo
Administrative Assistant

**United States and
Global Philanthropy
and Nonprofit Sector**

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Program Officer

Environment

Sam Passmore
Program Director

Traci R. Romine
Sandra N. Smithey
Program Officers

Sarah Murray
Dondré D. Young
Program Assistants

Sandra J. Smith
Judy L. Wallace
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Flint Area

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Program Director

Joseph M. Martin
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Jennifer M. Acree
Brian R. Larkin
Christopher J. Stallworth
Associate Program Officers

Amy Hovey
Special Projects Coordinator

Kaitlyn C. Adler
Program Assistant

Christine L. Anderson
Delia Cappel
Administrative Assistants

Education

Benita D. Melton
Program Director

Gwynn Hughes
Senior Program Officer

Kari M. Pardoe
Associate Program Officer

Crystal L. Bright
Bethany Thayer
Administrative Assistants

LOANED STAFF

Karen B. Aldridge-Eason
Foundation Liaison
Office of the Governor, State of Michigan

**CONTRACT EMPLOYEES/
CONSULTANTS**

Shaun Samuels
Civil Society program (South Africa)

Linda W. Helstowski
Environment program

Staff list is current as of July 31, 2017.

**For a current staff list, please visit our
website at www.mott.org.**

PHOTO CREDITS

Many of the photos used in the historical timeline of this year's annual report were taken from the Mott Foundation's archival collection. Whenever possible, we have credited the photographer or the organization providing a photo, but in some cases, the source of a photo is unknown.

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- Page 50: Courtesy of the After-School All-Stars
- Page 53: Courtesy of Promise Indiana/Wabash County YMCA
- Page 54: Mayberry Media
- Page 56: Traci Romine
- Page 58: Rick Smith
- Page 70: George E. Ross/courtesy of Central Michigan University; Interns/Cristina Wright

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