Students dive into the world of robotics at the After-School All-Stars program in Washington, D.C. Mott has supported efforts to increase access to high-quality afterschool and summer learning programs for more than 80 years.

PHOTO: COURTESY OF AFTER-SCHOOL ALL-STARS

In 2018, Mott made more than $71 million in grants to help our hometown of Flint solve problems, create opportunities and build a vibrant future. That support reflects our continued concern for — and enduring commitment to — the greater Flint community.

PHOTO: CRISTINA WRIGHT

A Munduruku woman holds her child during a protest of Brazil’s San Manoel hydroelectric dam. Mott’s grantmaking seeks to reduce the social and environmental impacts of such large infrastructure projects in developing countries.

PHOTO: CAIO MOTA / COURTESY OF PROTECT AMAZON

The camera lens helps a young Syrian refugee find perspective on her new life in Turkey. It’s one way that Small Projects Istanbul helps people and communities set course for a new future. The project is funded, in part, by Support Foundation for Civil Society, a Mott grantee.

PHOTO: COURTESY OF SMALL PROJECTS ISTANBUL
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In 1969, C.S. Harding Mott, our founder’s son and the Foundation’s second president, wrote, “Inertia is the one risk that the modern foundation cannot afford.” Half a century later, this philosophy still drives us.

We remain open to emerging needs and opportunities — as well as new ways of working — while maintaining strategic support for core issues we care about. We believe all of those approaches are essential to good philanthropy. The organizations we support and the people and communities we serve have long helped to inform our work, moving us forward and keeping our grantmaking fresh and focused.

Being transparent about our work is another long-standing priority. That’s why we’ll continue to publish an annual report to help people understand what we do and why.

Here are some highlights of our 2018 work in our four grantmaking areas:
FLINT AREA

2018 marked the third year of Mott’s five-year, $100 million commitment to help our hometown recover and rise from the Flint water crisis. By year’s end, our progress toward that commitment totaled $82.6 million, with more than $17 million in grants awarded in 2018. This included funding for the Flint Community Education Initiative, which is available in all Flint Community Schools and the International Academy of Flint. Led by the Crim Fitness Foundation, the initiative brings together 65 local partners that provide a wide range of activities, services and resources for students, their families and other residents. We also supported efforts to engage residents in monitoring and improving the quality of Flint’s drinking water, and in strengthening and enhancing their neighborhoods. Other Flint-area grantmaking included support for the construction and launch of the Flint Cultural Center Academy. Opened in time for the 2019–2020 school year, this public, nonprofit charter school builds on the unique strengths and resources of all the Flint Cultural Center institutions to offer students a one-of-a-kind educational experience. And we continued our efforts to help fuel Flint’s ongoing revitalization and expand affordable housing options for residents. This included support for two nonprofit organizations that are constructing 146 new apartments and townhomes in the city, including 93 units of affordable housing.

EDUCATION

At its national conference in Washington, D.C., Mott’s 50-state afterschool network joined the National Geographic Society to unveil a partnership that will bring engaging, science-oriented content to afterschool programs across the country. The collaboration, similar to one launched in 2017 with Jazz at Lincoln Center, will help inspire students to explore, learn and achieve in — and beyond — the classroom. Our efforts to fuel the growth of children’s savings account (CSA) programs continued to yield promising results, with more programs serving more children and helping them change the way they view their future. Mott grantees are gathering and sharing best practices to help promote quality CSA programs and expand their impact for our nation’s young people. In our hometown, the Flint National Service Accelerator’s success in linking national service members with local nonprofits continued to capture national interest. Chester Spellman, director of AmeriCorps for the Corporation for National and Community Service, visited the city and praised the Accelerator for “connecting all streams of service.” At his invitation, Accelerator staff and partners presented the model at the 2018 AmeriCorps Symposium in Washington, D.C.
ENVIRONMENT

Since the 1980s, Mott has supported efforts to protect and restore the world’s natural resources, particularly in the Great Lakes region. In the aftermath of Flint’s water crisis, we’ve expanded that focus to help ensure that all people in this water-abundant region have access to safe, affordable drinking water. In 2018, Mott grantees helped to inform a state rule that requires more Michigan cities to eliminate lead from their drinking water. We also began exploring ways to help Michigan and other states to address per- and polyfluoroalkyl substances (commonly known as PFAS), a group of persistent and toxic industrial chemicals being detected in a growing number of lakes, rivers and other sources of drinking water. On the international front, our grantees hailed the 25th anniversary of the World Bank’s Inspection Panel, which investigates complaints about hydropower dams and other infrastructure projects funded by the World Bank. Over the past quarter century, those efforts have helped to shape the lending practices of other international banks and create protections for people and communities in developing countries. Also in 2018, Mott grantees delivered solar-powered energy systems to isolated villages in Brazil’s Amazon rainforest and rural Tanzania, and helped residents learn how to operate and maintain the technology. It’s part of a global effort supported, in part, by Mott to give more people access to energy without exacerbating climate change.

CIVIL SOCIETY

Recognizing the world’s ever-changing political and social dynamics, we continued to refine our efforts to help strengthen global civil society. Our grantmaking reflected the Foundation’s long-standing interest in strengthening advocacy efforts of the charitable sector and expanding community philanthropy around the world, while also allowing us to respond to new challenges. The importance of that flexibility was evidenced in 2018 as news broke that children of asylum-seekers and migrants were being separated from their parents at the U.S.–Mexico border. We moved quickly to support a philanthropic response mobilized by Hispanics in Philanthropy (HIP) and joined other foundation leaders in visiting court proceedings, detention centers, migrant shelters and the border itself. We’re heartened by the continued efforts of HIP and other Mott grantees to help alleviate this terrible crisis. We also worked to strengthen the access to justice field by supporting advocacy and research efforts tied to the 2019 United Nations High-level Political Forum, where progress toward the global Sustainable Development Goals was reviewed. We made grants to four organizations focused on raising awareness of global justice needs, securing funding commitments for justice reform and identifying effective ways to measure progress toward the goals.
These “snapshots” reflect just a small portion of Mott’s work in 2018. In the pages that follow, you’ll find lists of all the grants we made, a summary of our assets, and statements of financial position and activities.

You’ll also find a tribute to my father, William S. White. In 2018, after nearly five decades at the Mott Foundation, he retired from the position of chief executive officer. However, he continued his servant leadership, remaining chairman of the Foundation’s board of trustees until his passing on October 9, 2019. Although it is difficult to quantify the extraordinary difference he made in people’s lives and the field of philanthropy, the tribute shares some of the highlights and milestones of a life well lived. He is greatly missed.

I am humbled and grateful that our board of trustees has entrusted me to serve as president and CEO of the Mott Foundation. And I am proud to say that this time of transition has only reinforced my confidence in — and appreciation for — the Foundation’s staff at every level and the grantees we’re fortunate to have as partners in our work.

We invite you to keep up to date on that work by staying connected with us year-round. Visit our website, sign up for our e-newsletters and follow us on Facebook, Twitter, Instagram, YouTube and LinkedIn. These tools provide the latest news about our work, as well as inspiring stories about our grantees and the individuals and communities we serve.

Moving forward, we’ll continue to engage with the major issues affecting our hometown of Flint and communities around the world. And we’ll do our best, both through our grantmaking and our communications, to help support and inspire new efforts to promote a just, equitable and sustainable society.

Ridgway H. White
President and CEO
Charles Stewart Mott Foundation
“We should not be a nation of strangers, but a nation engaged. We need to realize that it is only by actively participating that we can change what we believe to be wrong. And we can start right in our own backyard.”

– William S. White
One of the longest-serving leaders of a major philanthropy in the United States, William S. White passed away peacefully on October 9, 2019, at age 82. Just two days earlier, White delivered an impassioned speech as his storied career was celebrated by the Council of Michigan Foundations at that organization’s annual conference.

Born in Cincinnati, Ohio, in 1937, he was the only child of Nathaniel Ridgway White, a business writer and editor for the Christian Science Monitor, and Mary Lowndes White, a civil engineer. He grew up in Westchester County, New York, and Boston. After graduating with a Bachelor of Arts from Dartmouth University in 1959, he completed a Master of Business Administration at the university’s Tuck School of Business the following year. From 1960 to 1962, he served with the United States Army.

In 1961, White married Claire Mott, a granddaughter of industrialist Charles Stewart Mott, who created the Foundation that bears his name. Eight years later, White’s father-in-law, C.S. Harding Mott, hired him as a consultant. In that role, White subsequently helped to reorganize and modernize the Foundation’s administrative, financial and grantmaking procedures.

His success in those efforts led to White being named vice president and secretary of the Foundation in 1971 and elected to its board of trustees. Over the coming years, he would be elected to the positions of president, chief administrative officer, CEO and the role he served until his last day: chairman of Mott’s board of trustees.
Under White’s leadership, the Mott Foundation grew from a primarily local funder with assets of roughly $377 million to an internationally recognized philanthropy with assets of more than $3 billion.

As a grantmaker, White built a reputation for seeking out solid, well-managed organizations and funding them to create infrastructure and sustainability in key sectors. He recognized that the stubbornness and complexity of the issues we seek to address means that they will not be resolved overnight. He often said that having patience and taking a “long view” are essential for meaningful, sustainable change to take root. And he embraced Charles Stewart Mott’s belief that good things happen when people work in partnership with their communities.

The possibility of failure never prevented White from taking calculated risks, and many paid off — none more than a $2 million grant and $55 million multiyear commitment to help seed and support the expansion of the federal government’s 21st Century Community Learning Centers initiative. Mott’s support helped build the fledgling, bipartisan effort to keep children safe after school into a highly regarded national program that now provides high-quality enrichment and academic programming for 1.7 million children each year.

White was known as an institution builder, both internationally and domestically. The governance of organizations was of great importance to him, especially in the charitable sector. He supported good practice and transparency in philanthropy, and he believed foundations must be accountable for the assets they have at their disposal and responsible for using them for purposes intended by the donor.

The recipient of many honors, perhaps none more gratifying to him than the Council on Foundations’ Distinguished Grantmaker Award in 2002, White also received the European Foundation Centre’s first-ever Philanthropy Compass Prize in 2009; the Beacon Award for Services to Community Philanthropy from the Community Foundation Network in the U.K. in 2010; and the Republic of Poland’s Officer’s Cross of Merit award in 2012 for his contributions to the development of civil society in Central and Eastern Europe.

He served on many local, national and international boards throughout his long career, but most enjoyed the opportunity to observe world conditions firsthand, as he did through his appointment to the Carter Center’s observer delegation to the Palestinian elections, on the U.S. Presidential Delegation led by former Ambassador Richard Holbrooke to observe the elections in Bosnia, and on a Presidential Economic and Business Development Mission to Croatia and Bosnia.
Outside his philanthropic responsibilities, White also served for many years as the chairman of the board of the U.S. Sugar Corporation. He was a member of the governing council of the European Foundation Centre and was the recipient of five honorary degrees. A generous supporter of the arts, he and his wife Claire were recognized by ArtServe Michigan with the Guvvy Award — the Michigan Governor’s Award — for lifetime achievement in advancing and supporting arts and culture in the Flint area. A deeply spiritual man, he was a member of and served three years as Reader at the First Church of Christ, Scientist, Flint.

White was preceded in death by his wife Claire and his son-in-law, Robert E. Lovett, Jr. He is survived by his second wife, Louise Hartwell; daughter Tiffany White Lovett; son Ridgway White (Shannon Easter White); stepdaughter Kathryn Pickett Davis (Andrew Davis); four grandchildren; and three step-grandchildren.

While the trustees and staff of the Charles Stewart Mott Foundation are deeply saddened by Bill White’s passing, we will be forever grateful that we had the opportunity to benefit from his wisdom, wit and counsel for so many decades.

In the pages that follow, we share some of the milestones and achievements of a philanthropic career we believe is unmatched in its longevity and impact.
1969

■ Hired as a consultant, White subsequently helped to bring the Mott Foundation into compliance with the Tax Reform Act of 1969. The results: more efficient grantmaking, a clearer emphasis on accountability and transparency — including publication of the Foundation’s first annual report in 1971 — and a long-term focus on building a global infrastructure in the field of philanthropy.

1971

■ Named vice president and secretary of the Mott Foundation and elected to its board of trustees.

1972

■ Alongside C.S. Harding Mott, guided the Foundation’s support for relocating the University of Michigan–Flint from the campus of Mott Community College to downtown Flint. The decision intensified the Foundation’s emphasis on higher education and economic revitalization as key parts of its hometown grantmaking.

■ Worked with other philanthropic leaders to launch the Council of Michigan Foundations (CMF), a nonprofit association of grantmaking organizations working to grow the sector’s impact in the state. Joined CMF’s board of trustees in 1975, later serving as chairman and holding positions on the steering committee and advisory cabinet.

1975

■ Building on the Foundation’s longstanding support for community education in Flint and elsewhere in the United States, championed the creation of a community education training center in La Paz, Bolivia. This sparked a new era in Mott grantmaking that introduced and promoted lifelong learning to communities around the world.

1976

■ Became Mott Foundation president and chief administrative officer.
1978
- Championed Mott’s support for Historically Black Colleges and Universities (HBCUs) in the U.S. That funding 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, the Foundation contributed more than $41.6 million in support of HBCUs.

1979
- Named Mott Foundation CEO.
- Launched Mott’s grantmaking to help spur the growth — domestically and, eventually, internationally — of community foundations. That support, which totaled more than $199 million through 2018, has helped expand the field from fewer than 300 community foundations in 1979 to more than 1,800 around the world today.
- Joined other philanthropic partners in providing initial capital support for the newly launched Local Initiatives Support Corporation (LISC). Created by the Ford Foundation, this nonprofit financial institution has since helped under-resourced communities in all 50 states attract investments in such key areas as education, housing and employment. Since 1988, LISC’s efforts in Flint have been supported, in part, by Mott.

1982
- Introduced Mott’s first environmental grantmaking plan, which focused largely on toxic substances, protecting the Great Lakes and improving community resource management.
- Appointed by U.S. President Ronald Reagan to a task force charged with exploring ways to engage the private sector in helping to address public needs.
- Led Mott’s partnership with the Council on Foundations (COF) — a nonprofit leadership association of grantmaking institutions in the U.S. — in launching a technical assistance program for the nation’s community foundations. Joined COF’s board of directors in 1985 and went on to serve with various committees and initiatives.
- Joined the board of trustees of GMI Engineering & Management Institute, now known as Kettering University.
1984
■ Oversaw the Mott Foundation’s launch of a national Neighborhood Small Grants Program designed to increase community foundations’ interactions with, and support for, resident-led organizations in low-income neighborhoods. Over the next decade, Mott provided more than $5.8 million in support to 20 community foundations, some of which continue that work today.
■ Named Citizen of the Year by the Flint Area Chamber of Commerce, now the Flint & Genesee Chamber of Commerce. Received the award again in 2008.

1985
■ Led Mott’s adoption of the Sullivan Principles, which aimed to help bring an end to apartheid in South Africa. Three years later, oversaw the Foundation’s first grants in response to that crisis, a decision that fueled future efforts to promote social and political progress internationally.
■ Championed the exploration by Mott staff of microenterprise as a pathway out of poverty. Over the next three decades, the Foundation’s support for the strategy, which totaled more than $56 million, fueled a nationwide movement to help low-income entrepreneurs start their own businesses and move up the economic ladder.

1986
■ Approved Mott Foundation funding for a program in East Harlem, New York, that provided low-income young people the opportunity to launch a career in construction while revitalizing their neighborhoods. Today, thanks in part to $14.2 million in Mott support through 2017, YouthBuild programs are improving lives and communities in 46 states across the U.S. and in 20 countries around the world.

1987
■ Introduced Mott’s Environment Program, which seeks to support stewardship of the world’s natural resources. Today, that grantmaking helps to protect the Great Lakes and other freshwater resources, promote global sustainability by supporting efforts to reform international development finance and increase the use of renewable energy in developing countries.
**1988**
- Helped to facilitate the hometown merger of two local philanthropies — Flint Public Trust and Flint Area Health Foundation — to create the Community Foundation of Greater Flint. Over the next 30 years, that institution made grants totaling more than $100 million in support of residents in Flint and Genesee County.
- Became chairman of the Mott Foundation’s board of trustees.
- Led Mott’s partnership with the Charities Aid Foundation to create a technical assistance program that helped foster the growth and development of community foundations in the U.K.
- Directed the Mott Foundation’s support for the creation in Flint of Mott Middle College (MMC), the nation’s first high school to allow students from multiple districts to take college courses for college credits. The Foundation subsequently has supported MMC’s efforts to replicate the model in school districts across Michigan and the country.

**1989**
- Led Mott Foundation trustees and staff on a visit to explore grantmaking opportunities in the Soviet Union, sparking more than two decades of support for initiatives in community philanthropy, community education and civil society leadership in Russia. While Mott decided to halt our grantmaking to organizations in Russia in 2015, the impact of our earlier grantmaking there endures today.

**1991**
- Partnered with the German Marshall Fund of the United States, the Rockefeller Brothers Fund and others to launch the Environmental Partnership for Central Europe. This led to long-term collaboration with the German Marshall Fund to support civil society initiatives in Central and Eastern Europe.

**1992**
- Brought a growing body of insights gleaned from Mott’s work in Central and Eastern Europe, Russia and South Africa to bear on the launch of the Foundation’s Civil Society Program, which seeks to help people create vibrant communities where everyone can engage in decision-making that affects their day-to-day lives. Today, that grantmaking focuses on strengthening the space for civic engagement, enhancing local philanthropy and increasing access to justice.
1993

- After hearing Nelson Mandela speak about the importance of — and challenges facing — South Africa’s first post-apartheid election, stepped forward to help generate support for voter education and participation activities in that country, and led a visit by a delegation of Mott trustees in advance of the 1994 elections.

- Guided Mott’s partnership with other funders in creating CIVICUS: World Alliance for Citizen Participation, which promotes international cooperation among foundations and others in the global nonprofit sector. Joined the organization’s board of directors in 1995.

- Opened Mott’s first overseas office in Johannesburg, South Africa.

1994

- Joined the governing council of the European Foundation Centre (EFC), a network of philanthropic institutions from more than 30 countries in Europe and elsewhere around the world. White served on the governing council for 24 years, shedding light on best practices from U.S. philanthropy and helping EFC to draw on diverse perspectives from the foundation community.

- Led Mott’s support for the launch of the Healthy City Community Foundation in Banská Bystrica, Slovakia, the first community foundation in continental Europe. Today there are more than 150 community foundations in 13 countries in the region, and Mott’s related grantmaking totaled $39.5 million through 2018.

1995

- Began funding initiatives aimed at building peace, healing and reconciliation in post-apartheid South Africa and, later, to capture the history of the country’s first Constitutional Court.

- Opened an office in Prague to support the Foundation’s work in Central and Eastern Europe. That office was moved to London in 2004.
1996
- Served on a U.S. delegation to observe general elections in Bosnia and Palestine.
- Served on a Presidential Economic and Business Development Mission to Bosnia and Croatia during the Clinton administration.

1998
- Brought the Mott Foundation full circle in its longstanding support for community education with a $2 million grant and $55 million multiyear commitment to help seed and support the expansion of the federal government’s 21st Century Community Learning Centers initiative. Mott’s funding helped build the fledgling, bipartisan effort to keep children safe after school into a highly regarded national program that now provides high-quality enrichment and academic programming for 1.7 million children each year.

1999
- Partnered with other funders to create Worldwide Initiatives for Grantmaker Support (WINGS), an international network of philanthropic associations and support organizations.

2000
- Worked alongside other philanthropic leaders to create the Trust for Civil Society in Central and Eastern Europe, followed in 2003 by the Balkan Trust for Democracy and in 2007 by the Black Sea Trust for Regional Cooperation. Each contributed to a model of collaborative funding that has leveraged public and private resources, both locally and internationally, for building democracy and civil society in Central and Eastern Europe.
2001

- Piloted Mott’s support for the protection of ecologically significant properties in Michigan’s Upper and Lower peninsulas. More than $25 million in grants over the next six years led to the safeguarding of 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.

- Accepted an EastWest Institute (EWI) Peace Building Award for Mott’s role in the creation of The Carpathian Foundation in 1994. This unique, cross-border initiative aims to help nonprofit organizations and local governments improve the quality of life in Hungary, Poland, Romania, Slovakia and Ukraine. EWI recognized Mott as one of the most innovative private funders working in Central and Eastern Europe.

- In response to the 9/11 terrorist attacks in the U.S., directed the Mott Foundation’s grantmaking efforts to help communities, schools and businesses recover from the catastrophic event.

2002

- Introduced Mott’s support for the creation of statewide partnerships designed to build public support for quality afterschool programs. Today, a national infrastructure with networks in all 50 states is working to develop, support and sustain afterschool and summer learning opportunities for all children, youth and families.

- Directed Mott’s support for the launch of the Genesee County Land Bank Authority, an innovative approach to transforming tax-foreclosed and abandoned properties into community assets. The success of that approach earned the Land Bank the Innovations in American Government Award in 2007 from Harvard University, and today the program serves as a national model for land use reform.

- Received the Council on Foundations’ Distinguished Grantmaker Award, which recognizes lifetime achievement in philanthropy.

- Honored with the Distinguished Citizen of the Year Award from the Tall Pine Council, Boy Scouts of America.
2003
- Awarded the Order of Merit of the Republic of Hungary, Knight’s Cross, in recognition of distinguished service in the development of civil society in Hungary.
- Honored with the Nelson Mandela Children’s Fund Legacy Award.

2004
- Joined a working group of nonprofit leaders charged with identifying ways to strengthen governance, transparency and ethical standards within the sector. Over the next three years, the Panel on the Nonprofit Sector developed 33 principles to help guide the nation’s charities and foundations, and it also provided the U.S. Congress and Internal Revenue Service with more than 150 recommendations for improving the regulatory framework under which the nonprofit community operates.

2005
- Made the Mott Foundation’s 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. Today, the hospital is one of the nation’s premier health care institutions for women and children.
- Following Hurricane Katrina, directed Mott’s grantmaking response in support of New Orleans and other communities along the Gulf of Mexico.
- Honored by the U.S. Department of Education with the first William S. White Lifetime Achievement Award, which recognized support of children, families and their communities. White was recognized for the innovative private/public partnership between the Mott Foundation and the Department to expand the availability of afterschool programs in low-income communities across the U.S.
- Recognized by The Carpathian Foundation as an outstanding world leader dedicated to civic leadership, community development and global corporate social responsibility.
- Received the Flint Jewish Federation’s Donald Riegle Community Service Award, which recognizes individuals who demonstrate dedication and service to the Flint community.
2006
- Led Mott’s partnership with other funders to create the Global Fund for Community Foundations, which seeks to promote and support institutions of community philanthropy around the world.

2007
- Brought Mott to the table alongside nine other foundations to launch a joint initiative designed to speed the transition of Metro Detroit to an innovation-based economy. With the help of $4.4 million in Mott support through 2018, the New Economy Initiative is growing a vibrant culture of entrepreneurship and economic opportunity in the Motor City.
- Recognized, along with wife Claire White, by ArtServe Michigan with the Guvvy Award — the Michigan Governor’s Award — for lifetime achievement in advancing and supporting arts and culture in the Flint area.

2009
- Honored with the European Foundation Centre’s first Philanthropy Compass Prize for contributions to the development of the Centre and the philanthropic sector in Europe.

2010
- Received the first Beacon Award for Services to United Kingdom Community Philanthropy, a special honor presented by the Community Foundation Network in the U.K.

2012
- Awarded the Republic of Poland’s Officer’s Cross of Merit for contributions to the development of civil society in Central and Eastern Europe.
- Honored by the Alliance of Community Foundations of Germany for contributions to the expansion of community philanthropy in that country.
- Received the Arab American Heritage Council’s Community Leadership Award in recognition of “steady, insightful and creative investment in the Flint Area.”
Piloted Mott’s support for the launch of a “reimagined” model of community education in the Flint Community Schools. Between 2014 and 2018, the Foundation provided nearly $27.9 million in funding for the new model, which is in place in every school in the district and is helping to support healthier families, stronger neighborhoods and higher-achieving students.

Partnered with Michigan State University to expand that school’s College of Human Medicine to a new campus in downtown Flint. In addition to educators and students, the expanded program is home to public health researchers, each working to help identify and address public health concerns in the Flint community.

Collaborated with fellow leaders from the public and private sectors in crafting a chain of agreements known as the Grand Bargain, which helped Detroit emerge from bankruptcy in just 16 months. This work supported Detroit and its citizens in efforts to revitalize the city, prevented the Detroit Institute of Arts’ priceless collections from being sold and helped Detroit honor its commitments to retirees.

In response to the water crisis in Flint, approved a $4 million grant, proposed by Mott’s newly appointed president, Ridgway White, to help the city reconnect to the Detroit water system. That funding helped to begin the process of bringing safe, clean water back to the community.

Received the first Outsized Impact Award, presented by Exponent Philanthropy in recognition of far-reaching contributions and service in the field of philanthropy in the U.S.

Retired from the position of CEO of the Mott Foundation.

Continued to serve as chairman of the Mott Foundation’s board of trustees until his passing on October 9, 2019.
“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)
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 our grantmaking, the Foundation has refined and broadened our grantmaking over time to reflect changing national and world conditions.

Through our programs of Civil Society, Education, Environment and Flint Area, and their more specific program areas, the Foundation seeks to fulfill our 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. We hope our 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 our 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 foster engaged, empowered and equitable communities throughout the world.

PROGRAM AREAS:
• Strengthening Civic Space
• Enhancing Community Philanthropy
• Increasing Access to Justice
• Special Initiatives

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
CIVIL SOCIETY OVERVIEW

To help foster engaged, empowered and equitable communities throughout the world, we make grants in the following areas:

STRENGTHENING CIVIC SPACE
GOAL: Promote, protect and reinvigorate the space for civic engagement.

OBJECTIVES:
• STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY: We support effective advocacy and outreach to help strengthen the policy environment for civil society.
• ADVANCING CIVIL SOCIETY DEVELOPMENT: We support research, policy analysis and innovative practices that help advance civil society development.

ENHANCING COMMUNITY PHILANTHROPY
GOAL: Support the development of community foundations that foster just, equitable and sustainable societies.

OBJECTIVES:
• EXPANDING THE COMMUNITY FOUNDATION FIELD: We are working to grow and strengthen community philanthropy in Africa, Europe and Latin America.
• COMMUNITY FOUNDATIONS ADVANCING SUSTAINABLE DEVELOPMENT GOALS: We are helping community foundations advance progress toward achieving the United Nations’ Sustainable Development Goals at the local level.

INCREASING ACCESS TO JUSTICE
GOAL: Promote social equity in communities by increasing access to justice.

OBJECTIVES:
• EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS: We strive to build the capacity of community-based paralegal organizations in selected countries.
• FOSTER REGIONAL AND GLOBAL LEARNING: We work to foster regional and global learning, networking and collaboration within the access to justice community.

SPECIAL INITIATIVES
GOAL: Advance the Civil Society program mission by ensuring flexibility and responsiveness.

Note: The preceding overview of Mott’s Civil Society Program reflects program areas, goals and objectives that were approved by the Foundation’s board of trustees in March 2019. Because 2018 grants were awarded under an earlier framework shown on the next page, the grants listed on pages 27-31 are categorized according to that framework.
**STRENGTHENING CIVIC SPACE**

**ADVOCACY AND OUTREACH**

**Boston Foundation**
Boston, MA
$35,000 – 17 mos.
Innovations in International Philanthropy symposium

**Centro Mexicano para la Filantropia, A.C.**
Mexico City, Mexico
$250,000 – 15 mos.
Mexican Philanthropy House

**Council of Michigan Foundations**
Grand Haven, MI
$210,000 – 24 mos.
General purposes
$250,000 – 60 mos.
Robert S. Collier Public Policy Endowment Fund

**Council on Foundations**
Washington, DC
$100,000 – 24 mos.
General purposes
$150,000 – 18 mos.
Global philanthropy program

**Eastern Cape NGO Coalition**
East London, South Africa
$75,000 – 12 mos.
General purposes

**European Foundation Centre**
Brussels, Belgium
$210,000 – 24 mos.
General purposes
$30,000 – 24 mos.
Grantmakers East Forum

**Foundation-Administered Project**
Lansing, MI
$129,160
Office of Foundation Liaison

**Independent Philanthropy Association of South Africa**
Johannesburg, South Africa
$50,000 – 24 mos.
General purposes

**Michigan Nonprofit Association**
Grand Haven, MI
$250,000 – 24 mos.
General purposes

**MozaiK Foundation**
Sarajevo, Bosnia and Herzegovina ($167,332)
Adjustment to previous grant

**Slovak Fundraising Center**
Trnava, Slovakia
$210,000 – 36 mos.
Leaders for Tomorrow

**Southern Africa Trust**
Kyalami, South Africa
$150,000 – 24 mos.
Africa Philanthropy Network

**Southern African Community Grantmakers Leadership Forum**
Mowbray, South Africa
$150,000 – 24 mos.
General purposes

**Tides Center**
San Francisco, CA
$100,000 – 29 mos.
Africa Grantmakers’ Affinity Group

**U.S.-Mexico Border Philanthropy Partnership**
San Diego, CA
$50,000 – 12 mos.
General purposes

**United Philanthropy Forum**
Washington, DC
$200,000 – 24 mos.
General purposes

**World Affairs Council of Northern California**
San Francisco, CA
$50,000 – 24 mos.
Global Philanthropy Forum

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**CIVIL SOCIETY 2018 GRANT ACTIVITY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tr>
<td><strong>STRENGTHENING CIVIC SPACE</strong></td>
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<td>Advocacy and Outreach</td>
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<td>Good Practice - United States</td>
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<td>Expansion and Development</td>
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<tr>
<td>Effectiveness and Leadership</td>
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<td><strong>INCREASING ACCESS TO JUSTICE</strong></td>
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<td>Refugee Integration</td>
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<td>Legacy</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>$17,152</td>
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</table>
### RESEARCH AND INNOVATION

Association for the Practice of Transformation  
**Brasov, Romania**  
$300,000 – 36 mos.  
INSPIRE — Initiative for Strategic Philanthropy and Intelligent Resources

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

Foundation Center  
**New York, NY**  
$1,000,000 – 36 mos.  
Foundation Center and GuideStar integration  
$240,000 – 36 mos.  
General purposes

GuideStar  
**Williamsburg, VA**  
$50,000 – 12 mos.  
General purposes

Independent Sector  
**Washington, DC**  
$100,000 – 7 mos.  
Nonprofit tax policy research

Indiana University  
**Indianapolis, IN**  
$100,000 – 18 mos.  
Global Philanthropy Environment Index

International Center for Not-for-Profit Law  
**Washington, DC**  
$400,000 – 24 mos.  
General purposes

Johns Hopkins University  
**Baltimore, MD**  
$30,000 – 39 mos.  
Global Civil Society information system  
$50,000 – 21 mos.  
Nonprofit employment data project

NEO Philanthropy  
**New York, NY**  
$200,000 – 24 mos.  
Charity & Security Network

Network of European Foundations for Innovative Cooperation  
**Brussels, Belgium**  
$300,000 – 24 mos.  
Fund for democracy and solidarity in Europe

Nonprofit Quarterly  
**Boston, MA**  
$75,000 – 12 mos.  
Nonprofit policy and research project

People in Need  
**Prague, Czech Republic**  
$600,000 – 24 mos.  
General purposes

Stanford University  
**Palo Alto, CA**  
$170,000 – 16 mos.  
Mapping policy infrastructure of digital civil society

Support Foundation for Civil Society  
**Istanbul, Turkey**  
$100,000 – 24 mos.  
General purposes

University of the Witwatersrand  
**Johannesburg, South Africa**  
$200,000 – 24 mos.  
Chair in African philanthropy

Urban Institute  
**Washington, DC**  
$100,000 – 24 mos.  
Regulation of nonprofits and philanthropy

Subtotal:  
$4,215,000  
Research and Innovation
**GOOD PRACTICE – U.S.**
National Center for Family Philanthropy
Washington, DC
$500,000 – 60 mos.
General purposes

PEAK Grantmaking Inc.
Washington, DC
$10,000 – 12 mos.
General purposes

Subtotal: $510,000
Good Practice – U.S.

Program Area Total: $7,206,828
Strengthening Civic Space

**ENHANCING COMMUNITY PHILANTHROPY**

**EXPANSION AND DEVELOPMENT**

Bundesverband Deutscher Stiftungen
Berlin, Germany
$675,000 – 36 mos.
European Community Foundation Initiative

Community Development Foundation
Western Cape
Cape Town, South Africa
$100,000 – 24 mos.
General purposes

Community Volunteers Foundation
Istanbul, Turkey
$25,000 – 24 mos.
YouthBank development in Turkey

Ednannia
Kyiv, Ukraine
$650,000 – 36 mos.
Community foundation school

Foundation Center
New York, NY
$350,000 – 25 mos.
Online global community philanthropy information resources

Funding Network
London, England
$180,000 – 36 mos.
The Funding Network Global — Developing TFN in Central/Eastern Europe and Russia

Global Fund for Community Foundations
Johannesburg, South Africa
$500,000 – 24 mos.
General purposes

Grand Valley State University
Allendale, MI
$75,000 – 12 mos.
Giving circles and community foundations

Ikhala Trust
Port Elizabeth, South Africa
$75,000 – 12 mos.
General purposes

Indiana University
Indianapolis, IN
$125,000 – 24 mos.
Community foundations and United Ways

Institute for the Development of Social Investment
São Paulo, Brazil
$125,000 – 14 mos.
Community philanthropy development in Brazil

Inter-American Foundation
Washington, DC
$150,000 – 31 mos.
Building broader communities in the Americas

Lusa Community Chest
Sasolburg, South Africa
$50,000 – 12 mos.
Generation @ Junior Community Chest

Research Foundation of the City University of New York
New York, NY
$200,000 – 24 mos.
International fellows program on community philanthropy

SGS Consulting
Johannesburg, South Africa
$450,000 – 36 mos.
Community foundation development project

Tuzla Community Foundation
Tuzla, Bosnia and Herzegovina
$250,000 – 36 mos.
General purposes

Subtotal: $4,080,000
Effectiveness and Leadership

**EFFECTIVENESS AND LEADERSHIP**

Brookings Institution
Washington, DC
$300,000 – 36 mos.
Promoting community-led implementation of sustainable development goals

Community Foundation of Marquette County
Marquette, MI
$60,000 – 12 mos.
Clean Energy Initiative

Council of Michigan Foundations
Grand Haven, MI
$10,000 – 35 mos.
Community foundations and clean energy in Michigan

Foundation Center
New York, NY
$125,000 – 19 mos.
Community foundation leadership metrics and sustainable development goals

Grand Traverse Regional Community Foundation
Traverse City, MI
$60,000 – 12 mos.
Clean Energy Initiative

Instituto Comunitario Grande Floriano
Florianopolis, Brazil
$25,000 – 22 mos.
Ibero-American Network of Community Foundations

Kweeewn Community Foundation
Hancock, MI
$60,000 – 12 mos.
Clean Energy Initiative

M&M Area Community Foundation
Menominee, MI
$60,000 – 12 mos.
Clean Energy Initiative

Subtotal: $700,000
Effectiveness and Leadership

Program Area Total: $4,780,000
Enhancing Community Philanthropy

**INCREASING ACCESS TO JUSTICE**

**DEVELOPMENT AND EXPANSION**

Black Sash Trust
Cape Town, South Africa
$250,000 – 24 mos.
General purposes

Cape Peninsula University of Technology
Cape Town, South Africa
$50,000 – 12 mos.
Bachelor of paralegal studies and community-based paralegals

Casual Workers Advice Office
Johannesburg, South Africa
$200,000 – 24 mos.
General purposes

Community Law and Rural Development Centre
Durban, South Africa
$100,000 – 12 mos.
General purposes

Foundation for Human Rights
Johannesburg, South Africa
$250,000 – 12 mos.
General purposes

Goreniye
Pavlograd, Ukraine
$100,000 – 24 mos.
General purposes

Hlanganisa Institute of Development
Southern Africa NPC
Johannesburg, South Africa
$100,000 – 24 mos.
Multi-agency grants initiative: advice office regranting project

National Alliance for the Development of Community Advice Offices
Johannesburg, South Africa
$100,000 – 12 mos.
Community advice office sustainability project

Rural Legal Trust
West Porgies, South Africa
$100,000 – 12 mos.
Advice office programme
The Social Change Assistance Trust — a Mott grantee — provides training and support to paralegals working at the Beaufort West Legal Advice & Development Office. Community advice offices have long helped to address access to justice and improve quality of life in South Africa.

**NETWORKING AND LEARNING**

**Social Change Assistance Trust**  
Mowbray, South Africa  
$500,000 – 24 mos.  
General purposes

**Support Centre for Land Change**  
George, South Africa  
$200,000 – 24 mos.  
Strengthening access to justice through community advice office support project

**Proteus Fund**  
Amherst, MA  
$180,000 – 16 mos.  
Transparency, Accountability & Participation Network

**University of the Western Cape**  
Cape Town, South Africa  
$100,000 – 12 mos.  
Access to justice in Africa and sustainable development goals

**World Justice Project**  
Washington, DC  
$200,000 – 12 mos.  
Data analysis for advancing access to justice

**Subtotal:** $1,950,000  
Development and Expansion

---

**SPECIAL INITIATIVES**

**EXPLORATORY**

**Aspen Institute**  
Washington, DC  
$25,000 – 12 mos.  
Program on philanthropy and social innovation

**European Foundation Centre**  
Brussels, Belgium  
$20,000 – 12 mos.  
Funders’ forum on sustainable cities

**Subtotal:** $45,000  
Exploratory

---

**REFUGEE INTEGRATION**

**Community Foundation for Southeast Michigan**  
Detroit, MI  
$50,000 – 14 mos.  
Southeast Michigan: Welcoming community for refugees and migrants

---

**Subtotal:** $2,630,000  
Increasing Access to Justice

---

**30**  
CHARLES STEWART MOTT FOUNDATION
**Group 484**
Belgrade, Serbia
$100,000 – 24 mos.
General purposes

**Hispanics in Philanthropy**
Oakland, CA
$150,000 – 12 mos.
Family separation crisis fund

**Network of European Foundations for Innovative Cooperation**
Brussels, Belgium
$100,000 – 36 mos.
European program for integration and migration

Subtotal: $400,000
Refugee Integration

---

**LEGACY**

**Association of Small Towns of Ukraine**
Kyiv, Ukraine
$100,000 – 13 mos.
Strengthening role of communities in managing local development in Ukraine

**Balkan Investigative Reporting Network**
Sarajevo, Bosnia and Herzegovina
$100,000 – 24 mos.
General purposes

**Center for Civic & Cultural Initiatives “Tamarisk”**
Dniproetovsk, Ukraine
$150,000 – 24 mos.
General purposes

**Community Organisation Resource Centre**
Cape Town, South Africa
$200,000 – 24 mos.
General purposes

**Ecoaction**
Kiev, Ukraine
$100,000 – 24 mos.
Civic engagement in rural communities

**Friends of the CEELI Institute**
Washington, DC
$150,000 – 36 mos.
Strengthening CEELI Institute’s rule of law programming

**Institute for Integrated Transitions**
Barcelona, Spain
$40,000 – 12 mos.
Transition assistance practice group

**Institute of Socio-Cultural Management**
Kropyvnytskyi, Ukraine
$150,000 – 24 mos.
School of civic participation

**International Centre of Excellence for Community Schools**
London, England
$300,000 – 36 mos.
General purposes

**International Council for Cultural Centers**
Sofia, Bulgaria
$150,000 – 24 mos.
Strengthening Bread Houses Network in Bulgaria

**Nelson Mandela University**
Port Elizabeth, South Africa
$20,000 – 41 mos.
Center for community schools

**New Horizons Foundation**
Lupeni, Romania
$200,000 – 24 mos.
Developing community schools in Romania

**Podolian Agency for Regional Development**
Vinnytsia, Ukraine
$100,000 – 24 mos.
E-DemLab

**Research Foundation of the City University of New York**
New York, NY
$30,000 – 18 mos.
Impact of partnerships and trusts supporting civil society in Eastern Europe

**School of Civic Education**
Loughton, England
$100,000 – 12 mos.
Fundamentals of civic engagement

**Ukrainian Step by Step Foundation**
Kyiv, Ukraine
$100,000 – 36 mos.
Community development in Ukraine through community school programs

**University of KwaZulu-Natal**
KwaZulu-Natal, South Africa
$75,000 – 12 mos.
Centre for Civil Society

**Women in Black**
Belgrade, Serbia
$25,000 – 12 mos.
Confronting the past in Serbia

Subtotal: $2,090,000
Legacy

**Program Area Total:** $2,535,000
Special Initiatives

**Program Total:** $17,151,828
Civil Society
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 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.
EDUCATION GRANTS LISTING

ADVANCING AFTERSCHOOL

BUILDING AN AFTERSCHOOL INFRASTRUCTURE

Afterschool Alliance
Washington, DC
$275,000 – 12 mos.
VISTA Project

After-School All-Stars
Los Angeles, CA
$800,000 – 24 mos.
General purposes

Alaska Children’s Trust
Anchorage, AK
$10,000 – 36 mos.
Alaska statewide afterschool network

Arizona Center for Afterschool Excellence
Phoenix, AZ
$225,000 – 36 mos.
Arizona statewide afterschool network

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

BoardSource
Washington, DC
$750,000 – 24 mos.
Statewide afterschool network support

Connecticut After School Network
Branford, CT
$225,000 – 36 mos.
Connecticut statewide afterschool network

Explora
Albuquerque, NM
$104,000 – 12 mos.
Afterschool policy and system-building initiative

Foundation for California Community Colleges
Sacramento, CA
$225,000 – 36 mos.
California statewide afterschool network

Foundation-Administered Projects

Healthcare Collaborative of Greater Columbus
Columbus, OH
$150,000 – 24 mos.
Ohio statewide afterschool network

Ignite Afterschool
St. Paul, MN
$150,000 – 24 mos.
Afterschool policy and system-building initiative

Iowa Children’s Museum
Coralville, IA
$225,000 – 36 mos.
Iowa statewide afterschool network

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

National Conference of State Legislatures
Denver, CO
$530,000 – 24 mos.
Informing state legislatures: statewide afterschool policy

National League of Cities Institute
Washington, DC
$400,000 – 24 mos.
City leaders engaged in afterschool reform

National Summer Learning Association
Baltimore, MD
$250,000 – 24 mos.
Building support for summer learning

New York State Network for Youth Success
Troy, NY
$50,000 – 24 mos.
Afterschool policy and system-building initiative

Oklahoma Public School Resource Center
Oklahoma City, OK
$225,000 – 36 mos.
Oklahoma statewide afterschool network

EDUCATION 2018 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tr>
<td>ADVANCING AFTERSCHOOL</td>
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<td>Building an Afterschool Infrastructure</td>
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<td>YOUTH ENGAGEMENT</td>
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<td>Youth Entrepreneurship</td>
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TOTAL $21,588,763
70 GRANTS

$2,082,000 6 GRANTS
$13,939,763 41 GRANTS
$3,367,000 13 GRANTS
$2,082,000 10 GRANTS
$21,588,763 TOTAL

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Public School Forum of North Carolina  
Raleigh, NC  
$120,000 – 24 mos.  
Afterschool policy and system-building initiative

School’s Out Washington  
Seattle, WA  
$225,000 – 36 mos.  
Washington statewide afterschool network

United Ways of Tennessee  
Franklin, TN  
$120,000 – 24 mos.  
Afterschool policy and system-building initiative

University of Hawaii  
Honolulu, HI  
$15,000 – 36 mos.  
Hawaii statewide afterschool network

University of Southern Maine  
Portland, ME  
$140,000 – 24 mos.  
Afterschool policy and system-building initiative

Utah Afterschool Network  
Salt Lake City, UT  
$225,000 – 36 mos.  
Utah statewide afterschool network

Vermont Afterschool  
Colchester, VT  
$120,000 – 24 mos.  
Afterschool policy and system-building initiative

West Virginia University Research Corporation  
Morgantown, WV  
$225,000 – 36 mos.  
West Virginia statewide afterschool network

Subtotal:  
$7,094,763  
Building an Afterschool Infrastructure

FOSTERING AFTERSCHOOL POLICY

Afterschool Alliance  
Washington, DC  
$2,400,000 – 12 mos.  
General purposes

Council for a Strong America  
Washington, DC  
$400,000 – 24 mos.  
Fight Crime: Invest in Kids report

Subtotal:  
$2,800,000  
Fostering Afterschool Policy

IMPROVING AFTERSCHOOL QUALITY & INNOVATION

American Institutes for Research  
Washington, DC  
$350,000 – 24 mos.  
Identifying promising practices

ExpandED Schools  
New York, NY  
$200,000 – 15 mos.  
Every Hour Counts

Foundation-Administered Project  
$1,070,000  
Mott afterschool app initiative development

Foundations Inc.  
Mt. Laurel, NJ  
$225,000 – 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  
$250,000 – 24 mos.  
Increasing literacy proficiency for the Hispanic dual-language learner

National AfterSchool Association  
Oakton, VA  
$50,000 – 10 mos.  
21st Century Community Learning Centers meeting

National Geographic Society  
Washington, DC  
$450,000 – 6 mos.  
Engaging afterschool programs in geography, exploration and science

New York City Foundation for Computer Science Education  
New York, NY  
$50,000 – 12 mos.  
Computer science in afterschool

STEM Next Opportunity Fund  
San Diego, CA  
$1,000,000 – 12 mos.  
Increasing science, technology, engineering and math in afterschool

Subtotal:  
$4,045,000  
Improving Afterschool Quality & Innovation

Program Area Total:  
$13,939,763  
Advancing Afterschool

YOUTH ENGAGEMENT

YOUTH ENTREPRENEURSHIP

Arizona Center for Afterschool Excellence  
Phoenix, AZ  
$135,000 – 24 mos.  
Afterschool youth entrepreneurship initiative

Aspen Institute  
Washington, DC  
$400,000 – 18 mos.  
Opportunity youth entrepreneurship initiative

Central Susquehanna Intermediate Unit  
Milton, PA  
$175,000 – 24 mos.  
Afterschool youth entrepreneurship initiative

Genesee Intermediate School District  
Flint, MI  
$525,000 – 33 mos.  
Genesee youth entrepreneurship network

Community Foundation of Greater Flint  
Flint, MI  
$50,000 – 6 mos.  
Flint children’s savings account planning

Community Foundation of Wabash County  
North Manchester, IN  
$475,000 – 36 mos.  
Promise Early Distribution Scholarship Program

Genesee youth entrepreneurship network  
Flint, MI  
$50,000 – 6 mos.  
Flint children’s savings account planning

Ideas42  
New York, NY  
$160,000 – 9 mos.  
Increasing parental engagement in children’s savings account programs

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

Prosperity Now  
Washington, DC  
$220,000 – 24 mos.  
Advancing children’s savings account field

Washington University  
St. Louis, MO  
$300,000 – 24 mos.  
Expanding children’s saving accounts for educational success and lifelong asset building

Subtotal:  
$2,200,000  
Advancing Innovations

Program Area Total:  
$2,200,000  
Graduating High School College & Career Ready
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare Collaborative of Greater Columbus</td>
<td>Columbus, OH</td>
<td>$175,000</td>
<td>24 mos.</td>
<td>Afterschool youth entrepreneurship initiative</td>
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<tr>
<td>Nebraska Children and Families Foundation</td>
<td>Lincoln, NE</td>
<td>$132,000</td>
<td>24 mos.</td>
<td>Afterschool youth entrepreneurship initiative</td>
</tr>
<tr>
<td>University School</td>
<td>Hunting Valley, OH</td>
<td>$600,000</td>
<td>24 mos.</td>
<td>Advancing entrepreneurship education</td>
</tr>
<tr>
<td>Wyoming Community Foundation</td>
<td>Laramie, WY</td>
<td>$175,000</td>
<td>24 mos.</td>
<td>Afterschool youth entrepreneurship initiative</td>
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<td>Subtotal:</td>
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<td>$2,317,000</td>
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<td>Youth Entrepreneurship</td>
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<td>Capital Region Community Foundation</td>
<td>Lansing, MI</td>
<td>$15,000</td>
<td>36 mos.</td>
<td>Governor’s Service Awards fund</td>
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<td>City Year Inc.</td>
<td>Boston, MA</td>
<td>$125,000</td>
<td>10 mos.</td>
<td>Impact of national service</td>
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<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$160,000</td>
<td>12 mos.</td>
<td>National service and volunteer center capacity building</td>
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<td>Youth Service America</td>
<td>Washington, DC</td>
<td>$250,000</td>
<td>12 mos.</td>
<td>Engaging youth in service</td>
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<td>Subtotal:</td>
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<td>$1,050,000</td>
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<td>Youth Engagement</td>
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<td>Program Area Total:</td>
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<td>$3,367,000</td>
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<tr>
<td>Education Trust</td>
<td>Washington, DC</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Recruiting and retaining diverse educators</td>
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<td>Focus: HOPE</td>
<td>Detroit, MI</td>
<td>$750,000</td>
<td>12 mos.</td>
<td>General purposes</td>
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<tr>
<td>Harlem Children’s Zone</td>
<td>New York, NY</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>General purposes</td>
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<td>Michigan State University</td>
<td>East Lansing, MI</td>
<td>$132,000</td>
<td>12 mos.</td>
<td>Fiscal solvency and service effectiveness project</td>
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<tr>
<td>Subtotal:</td>
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<td>$2,082,000</td>
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<tr>
<td>Special Initiatives</td>
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<td>$2,082,000</td>
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<tr>
<td>Special Opportunities</td>
<td></td>
<td>$21,588,763</td>
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<tr>
<td>In March 2018, AmeriCorps Director Chester Spellman (front row, third from left) visited with a National Civilian Community Corps team working on neighborhood safety in Flint, Michigan. The Mott-funded National Service Accelerator in Flint is becoming a national model for leveraging the power of community service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 at the community level in developing countries.

**OBJECTIVES:**
- **PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES:** We seek to increase the use of renewable energy systems in rural communities in Africa, Asia and South America.

**SPECIAL INITIATIVES**

**GOAL:** Respond to unique opportunities to advance environmental protection in the U.S. and internationally.
### ADDRESSING THE FRESHWATER CHALLENGE

**STRENGTHENING THE ENVIRONMENTAL COMMUNITY**

- **Alliance for the Great Lakes**
  Chicago, IL
  $200,000 – 24 mos.
  General purposes

- **Clean Wisconsin**
  Madison, WI
  $300,000 – 24 mos.
  Great Lakes water program

- **Conservation Fund**
  Arlington, VA
  $160,000 – 24 mos.
  Saginaw Bay Watershed Initiative Network

- **Flint River Watershed Coalition**
  Flint, MI
  $80,000 – 12 mos.
  General purposes

- **Freshwater Future**
  Petoskey, MI
  $470,000 – 24 mos.
  General purposes

- **Grand Traverse Regional Land Conservancy**
  Traverse City, MI
  $200,000 – 24 mos.
  General purposes

- **Great Lakes Environmental Law Center**
  Detroit, MI
  $150,000 – 24 mos.
  Great Lakes water resources project

- **Groundwork Center for Resilient Communities**
  Traverse City, MI
  $40,000 – 12 mos.
  Great Lakes business network

- **Meridian Institute**
  Washington, DC
  $60,000 – 15 mos.
  Articulating Great Lakes sustainability strategy

- **Michigan Environmental Council**
  Lansing, MI
  $33,000 – 24 mos.
  Great Lakes program

- **Minnesota Environmental Partnership**
  St. Paul, MN
  $300,000 – 24 mos.
  Great Lakes program

- **River Alliance of Wisconsin**
  Madison, WI
  $211,000 – 24 mos.
  Great Lakes program

- **University of Illinois at Chicago**
  Chicago, IL
  $30,000 – 11 mos.
  Great Lakes leadership program

**Subtotal:** $2,234,000

**Strengthening the Environmental Community**

### PUBLIC POLICIES

- **American Rivers**
  Washington, DC
  $300,000 – 24 mos.
  Promoting integrated water management in Great Lakes

- **Bipartisan Policy Center**
  Washington, DC
  $200,000 – 26 mos.
  Drinking water infrastructure program

- **Canadian Environmental Law Association**
  Toronto, Canada
  $275,000 – 24 mos.
  Healthy Great Lakes program

- **Center for Neighborhood Technology**
  Chicago, IL
  $300,000 – 24 mos.
  Great Lakes water infrastructure project

- **Environmental Advocates of New York**
  Albany, NY
  $75,000 – 12 mos.
  Clean water campaign

- **Environmental Law & Policy Center**
  Chicago, IL
  $75,000 – 12 mos.
  Clean Water Act implementation in Great Lakes

- **Foundation-Administered Project**
  $10,220
  Strategic planning with drinking water grantees

### ENVIRONMENT 2018 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADDRESSING THE FRESHWATER CHALLENGE</strong></td>
<td><strong>5.399</strong></td>
<td>33</td>
</tr>
<tr>
<td>Strengthening the Environmental Community</td>
<td><strong>2.234</strong></td>
<td>15</td>
</tr>
<tr>
<td>Public Policies</td>
<td><strong>3.165</strong></td>
<td>18</td>
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<tr>
<td><strong>TRANSFORMING DEVELOPMENT FINANCE</strong></td>
<td><strong>6.331</strong></td>
<td>27</td>
</tr>
<tr>
<td>Infrastructure and Energy for a Sustainable Future</td>
<td><strong>2.531</strong></td>
<td>9</td>
</tr>
<tr>
<td>Sustainable Regional Development and Integration</td>
<td><strong>3.800</strong></td>
<td>18</td>
</tr>
<tr>
<td><strong>ADVANCING CLIMATE CHANGE SOLUTIONS</strong></td>
<td><strong>3.735</strong></td>
<td>15</td>
</tr>
<tr>
<td>Providing Access to Clean Energy in Developing Countries</td>
<td><strong>3.735</strong></td>
<td>15</td>
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<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
<td><strong>.334</strong></td>
<td>5</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td><strong>.334</strong></td>
<td>5</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>15.799</strong></td>
<td>80</td>
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</table>

*Subtotal: $334,004 (5 GRANTS) $3,734,972 (15 GRANTS) $5,399,220 (33 GRANTS) $6,330,990 (27 GRANTS) $15,799,186 (80 GRANTS)
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Lakes Commission</td>
<td>Ann Arbor, MI</td>
<td>$300,000</td>
<td>27 mos.</td>
<td>Determining economic impact of protecting and restoring Great Lakes</td>
</tr>
<tr>
<td>Metropolitan Planning Council</td>
<td>Chicago, IL</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Water action agenda</td>
</tr>
<tr>
<td>Michigan United Conservation Clubs</td>
<td>Lansing, MI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Michigan land and water policy project</td>
</tr>
<tr>
<td>Midwest Environmental Advocates</td>
<td>Madison, WI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Clean and abundant Great Lakes water project</td>
</tr>
<tr>
<td>Minnesota Center for Environmental Advocacy</td>
<td>St. Paul, MN</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Lake Superior water resources project</td>
</tr>
<tr>
<td>National Wildlife Federation</td>
<td>Reston, VA</td>
<td>$135,000</td>
<td>24 mos.</td>
<td>Sustaining Great Lakes project</td>
</tr>
<tr>
<td>Nature Conservancy</td>
<td>Arlington, VA</td>
<td>$55,000</td>
<td>12 mos.</td>
<td>Clean and abundant Great Lakes water project</td>
</tr>
<tr>
<td>Northeast-Midwest Institute</td>
<td>Washington, DC</td>
<td>$30,000</td>
<td>28 mos.</td>
<td>Safe drinking water policy center</td>
</tr>
<tr>
<td>River Network</td>
<td>Boulder, CO</td>
<td>$10,000</td>
<td>21 mos.</td>
<td>Southeastern water supply security and sustainability</td>
</tr>
<tr>
<td>U.S. Water Alliance</td>
<td>Washington, DC</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>An equitable water future in the Great Lakes</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>Ann Arbor, MI</td>
<td>$250,000</td>
<td>18 mos.</td>
<td>Michigan lead and copper rule</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>Madison, WI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Mayors innovation project</td>
</tr>
<tr>
<td>Subtotal:</td>
<td></td>
<td>$3,165,220</td>
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<td></td>
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<tr>
<td>Program Area Total:</td>
<td></td>
<td>$5,399,220</td>
<td></td>
<td>Addressing the Freshwater Challenge</td>
</tr>
</tbody>
</table>

**TRANSFORMING DEVELOPMENT FINANCE**

**INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bretton Woods Project</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boston University</td>
<td>Boston, MA</td>
<td>$875,000</td>
<td>24 mos.</td>
<td>Development banks and sustainable development</td>
</tr>
<tr>
<td>Environmental Law Alliance Worldwide</td>
<td>Eugene, OR</td>
<td>$250,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Eurodad</td>
<td>Brussels, Belgium</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Building Asian civil society community of practice on climate finance</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td></td>
<td>$30,990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute for Climate and Sustainable Cities</td>
<td>Quezon City, Philippines</td>
<td>$233,500</td>
<td>24 mos.</td>
<td>Building Asian civil society community of practice on climate finance</td>
</tr>
<tr>
<td>Oil Change International</td>
<td>Washington, DC</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Development banks and sustainable development</td>
</tr>
<tr>
<td>Re:Common</td>
<td>Rome, Italy</td>
<td>$75,000</td>
<td>36 mos.</td>
<td>Promoting environmental sustainability into a changing development finance</td>
</tr>
<tr>
<td>Ugewald</td>
<td>Sassenberg, Germany</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Promoting environmental sustainability into a changing development finance</td>
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<tr>
<td>World Wildlife Fund USA</td>
<td>Washington, DC</td>
<td>$150,000</td>
<td>18 mos.</td>
<td>Promoting environmental sustainability into a changing development finance</td>
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<td>$2,530,990</td>
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<td>Infrastructure and Energy for a Sustainable Future</td>
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**SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION**

<table>
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<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Information Center</td>
<td>Washington, DC</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>China-Latin America sustainable investments initiative</td>
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<tr>
<td>Conectas</td>
<td>Sao Paulo, Brazil</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Strengthening Brazilian National Development Bank accountability</td>
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<tr>
<td>IPS-Inter Press Service</td>
<td>Montevideo, Uruguay</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Growing role of Brazil in Latin America</td>
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<td>Land is Life</td>
<td>Brooklyn, NY</td>
<td>$50,000</td>
<td>12 mos.</td>
<td>Tools for defending environmental defenders</td>
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<tr>
<td>Pontifical Catholic University</td>
<td>Rio de Janeiro, Brazil</td>
<td>$250,000</td>
<td>24 mos.</td>
<td>Strengthening new development bank safeguards</td>
</tr>
<tr>
<td>RSF Social Finance</td>
<td>San Francisco, CA</td>
<td>$25,000</td>
<td>12 mos.</td>
<td>Strengthening new development bank safeguards</td>
</tr>
</tbody>
</table>
SITAWI Finance for Good
Rio de Janeiro, Brazil
$200,000 – 24 mos.
Unlocking Brazilian National Development Bank operation lifecycle

Socio-Environmental Fund CASA
Sao Paulo, Brazil
$500,000 – 24 mos.
South America small grants program

Uruguayan Study Center of Appropriate Technologies
Montevideo, Uruguay
$200,000 – 24 mos.
Impacts and alternatives to current investment and development patterns on environmental and sustainability options in Latin America

Subtotal: $3,800,000
Program Area Total: $6,330,990

SALESIAN MISSIONS
New Rochelle, NY
$640,972 – 28 mos.
Solar electrician and entrepreneurship training

Sustainable Energy for All
$200,000 – 12 mos.
Towards Universal Energy Access

University of Michigan-Ann Arbor
Ann Arbor, MI
$250,000 – 24 mos.
Mobilizing social assets for productive use of renewable energy in rural Tanzania

World Resources Institute
Washington, DC
$480,000 – 24 mos.
Building national dialogues on integrated electricity planning in East Africa

World Wildlife Fund USA
Washington, DC
$300,000 – 24 mos.
Renewable energy for extractive reserves in Amazon

Subtotal: $3,734,972
Program Area Total: $3,734,972

PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES

CEFA International Cooperation
Bologna, Italy
$350,000 – 24 mos.
Matembwe-Ikondo mini-grid: learning from the past, preparing for the future

Centro de Estudos Avancados de Promocao Social e Ambiental
Santarem, Brazil
$200,000 – 24 mos.
Solar energy for Amazon River dwellers

Fraxen Consulting
Dar es Salaam, Tanzania
$164,000 – 24 mos.
Supporting energy access ecosystem

Hivos
The Hague, Netherlands
$150,000 – 36 mos.
Energy Change Lab Tanzania

Instituto de Clima e Sociedade
Rio de Janeiro, Brazil
$150,000 – 12 mos.
Renewable Roraima: studies for isolated community electrification

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
$50,000 – 24 mos.
Energy distributed to isolated communities

Pontifical Catholic University Peru
Lima, Peru
$100,000 – 24 mos.
Technical support for clean energy in Peruvian Amazon

After years of work by Mott grantees, the World Bank has increased funding for renewable energy projects in developing countries. Solar powered mini grids, like this one in Ghana, increase energy access without exacerbating climate change.

PHOTO: COURTESY OF WORLD BANK
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:**
- **EARLY CHILDHOOD EDUCATION:** We seek to increase access to high-quality early childhood education in Flint.
- **STRONG K–12 SYSTEMS:** We strive for a strong, sustainable K–12 system that provides local families with high-quality educational choices.
- **COMMUNITY EDUCATION:** We support a re-envisioned approach to community education for Flint residents.
- **COLLEGE AND CAREER:** We aim for broad access among residents to multiple educational and career pathways.

ENRICHING LIVES THROUGH ARTS & 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, and that attract diverse audiences from throughout the area.

RESTORING COMMUNITY VITALITY

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

**OBJECTIVES:**
- **A VIBRANT LOCAL AND REGIONAL ECONOMY:** We seek the development of a robust and diverse regional economy that builds on the area’s strengths and assets.
- **ATTRACT INVESTMENT TO DOWNTOWN FLINT:** We envision a city center that attracts both public and private investment.
- **AFFORDABLE HOUSING AND LIVABLE NEIGHBORHOODS:** We seek to cultivate affordable housing opportunities and strong neighborhoods in and around the city.
- **A CONNECTED ENTREPRENEURIAL COMMUNITY:** We aim for a vibrant and connected community of local entrepreneurs and small businesses.

MEETING EVOLVING COMMUNITY NEEDS

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

**OBJECTIVES:**
- **NONPROFIT/PHILANTHROPIC SECTOR:** We envision a strong nonprofit and philanthropic sector that supports to high 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.
REVITALIZING THE EDUCATION CONTINUUM

EARLY CHILDHOOD EDUCATION

Community Foundation of Greater Flint
Flint, MI
$250,000 – 12 mos.
Early childhood capacity building

Mott Community College
Flint, MI
$3,000,000 – 24 mos.
Lenore Croudy Family Life Center

Subtotal: $3,250,000
Early Childhood Education

STRONG K-12 SYSTEMS

Flint Community Schools
Flint, MI
$25,000 – 12 mos.
Board training and coaching
$887,726 – 12 mos.
Curriculum, technology and assessment tools
$1,900,000 – 7 mos.
Infrastructure improvements to Southwestern High School
$300,000 – 12 mos.
Middle school curriculum and teacher training
$100,000 – 12 mos.
Superintendent technical assistance

Michigan State University
East Lansing, MI
$500,000 – 12 mos.
Technical assistance for improved teaching and learning

Oakland Schools Education Foundation
Waterford, MI
$50,000 – 12 mos.
School finance research project

Subtotal: $32,516,646
Strong K-12 Systems

COMMUNITY EDUCATION

Boys & Girls Club of Greater Flint
Flint, MI
$100,000 – 12 mos.
General purposes

Cranbrook Educational Community
Bloomfield Hills, MI
$469,720 – 12 mos.
Flint Community Schools young scientists

Crim Fitness Foundation
Flint, MI
$3,100,000 – 12 mos.
Community education initiative ($92,000)
Adjustment to previous grant
$50,000 – 24 mos.
Community education First Tee

Genesee Area Focus Fund
Flint, MI
$3,000,000 – 12 mos.
YouthQuest afterschool initiative

Subtotal: $6,627,720
Community Education

FLINT AREA 2018 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVITALIZING THE EDUCATION CONTINUUM</td>
<td>$44.127</td>
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<tr>
<td>Early Childhood Education</td>
<td>$3.250</td>
</tr>
<tr>
<td>Strong K-12 Systems</td>
<td>$32.516</td>
</tr>
<tr>
<td>Community Education</td>
<td>$6.628</td>
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<tr>
<td>College and Career</td>
<td>$1.733</td>
</tr>
<tr>
<td>ENRICHING LIVES THROUGH ARTS &amp; CULTURE</td>
<td>$8.375</td>
</tr>
<tr>
<td>Flint Cultural Center Campus</td>
<td>$7.849</td>
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<tr>
<td>Smaller Arts Organizations</td>
<td>$.526</td>
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<tr>
<td>RESTORING COMMUNITY VITALITY</td>
<td>$17.935</td>
</tr>
<tr>
<td>A Vibrant Local and Regional Economy</td>
<td>$2.532</td>
</tr>
<tr>
<td>Attract Investment to Downtown Flint</td>
<td>$13.280</td>
</tr>
<tr>
<td>Affordable Housing and Livable Neighborhoods</td>
<td>$1.600</td>
</tr>
<tr>
<td>A Connected Entrepreneurial Community</td>
<td>$.524</td>
</tr>
<tr>
<td>MEETING EVOLVING COMMUNITY NEEDS</td>
<td>$2.701</td>
</tr>
<tr>
<td>Nonprofit/Philanthropic Sector</td>
<td>$2.240</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$.461</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$73.138</td>
</tr>
</tbody>
</table>

University of Michigan-Flint
Flint, MI
$415,700 – 12 mos.
Committed to Excellence and Opportunity program

Subtotal: $32,515,926

TOTAL $73,137,831
102 GRANTS

$2,700,963
20 GRANTS
$44,126,646
28 GRANTS
$17,935,193
34 GRANTS
$8,375,029
20 GRANTS

2018 ANNUAL REPORT
<table>
<thead>
<tr>
<th><strong>A Vibrant Local and Regional Economy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brookings Institution</strong></td>
</tr>
<tr>
<td><em>Washington, DC</em></td>
</tr>
<tr>
<td>$100,000 – 12 mos.</td>
</tr>
<tr>
<td>Metropolitan policy program</td>
</tr>
<tr>
<td><strong>Genesee Area Focus Fund</strong></td>
</tr>
<tr>
<td><em>Flint, MI</em></td>
</tr>
<tr>
<td>$1,765,000 – 12 mos.</td>
</tr>
<tr>
<td>Education and economic development initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Michigan Municipal League Foundation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lansing, MI</strong></td>
</tr>
<tr>
<td>$347,000 – 12 mos.</td>
</tr>
<tr>
<td>Municipal finance system reform</td>
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</table>

<table>
<thead>
<tr>
<th><strong>New America Foundation</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Washington, DC</strong></td>
</tr>
<tr>
<td>$200,000 – 12 mos.</td>
</tr>
<tr>
<td>General purposes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>University of Michigan-Flint</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flint, MI</strong></td>
</tr>
<tr>
<td>$110,000 – 12 mos.</td>
</tr>
<tr>
<td>Economic and entrepreneurial outreach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>A Vibrant Local and Regional Economy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subtotal:</strong> $7,848,635</td>
</tr>
<tr>
<td>Flint Cultural Center Campus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Restoring Community Vitality</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Vibrant Local and Regional Economy</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ENRICHING LIVES THROUGH ARTS AND CULTURE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flint Cultural Center Campus</strong></td>
</tr>
<tr>
<td><strong>Flint Cultural Center Corporation</strong></td>
</tr>
<tr>
<td><em>Flint, MI</em></td>
</tr>
<tr>
<td>$1,830,990 – 12 mos.</td>
</tr>
<tr>
<td>Endowment funds</td>
</tr>
<tr>
<td>$98,155 – 12 mos.</td>
</tr>
<tr>
<td>Flint arts and culture capacity building</td>
</tr>
<tr>
<td>$1,000,000 – 12 mos.</td>
</tr>
<tr>
<td>Operating support</td>
</tr>
<tr>
<td>$100,000 – 12 mos.</td>
</tr>
<tr>
<td>School and community programming</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>FLINT CULTURAL CENTER CAMPUS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flint Downtown Development Authority</strong></td>
</tr>
<tr>
<td><em>Flint, MI</em></td>
</tr>
<tr>
<td>$150,000 – 12 mos.</td>
</tr>
<tr>
<td>Downtown land-use plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>RE bâtissement COMMUNITY VITALITY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Vibrant Local and Regional Economy</strong></td>
</tr>
<tr>
<td><strong>Subtotal:</strong> $13,279,693</td>
</tr>
<tr>
<td>Attract Investment to Downtown Flint</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>AFFORDABLE HOUSING AND LIVABLE NEIGHBORHOODS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communities First Inc.</strong></td>
</tr>
<tr>
<td><em>Flint, MI</em></td>
</tr>
<tr>
<td>$100,000 – 12 mos.</td>
</tr>
<tr>
<td>Capacity building</td>
</tr>
<tr>
<td>$250,000 – 24 mos.</td>
</tr>
<tr>
<td>Coolidge Park Apartments</td>
</tr>
</tbody>
</table>
FLINT AREA GRANTS LISTING

A CONNECTED ENTREPRENEURIAL COMMUNITY

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$85,000 – 12 mos.
Flint Food Works commercial kitchen

Mott Community College
Flint, MI
$200,000 – 12 mos.
Teen CEO initiative

Red Ink Flint
Flint, MI
$131,500 – 12 mos.
Factory Two project

United Way of Genesee County
Flint, MI
$107,000 – 12 mos.
Flint SOUP community-funded micro-grant program

Subtotal: $523,500
A Connected Entrepreneurial Community
Program Area Total: $17,935,193
Restoring Community Vitality

MEETING EVOLVING COMMUNITY NEEDS

NONPROFIT/PHILANTHROPIC SECTOR

Carriage Town Ministries
Flint, MI
$40,000 – 12 mos.
Increasing food distribution

Catholic Charities of Shiawassee and Genesee Counties
Flint, MI
$230,000 – 12 mos.
North End Soup Kitchen, warming center and medical transportation

Community Foundation of Greater Flint
Flint, MI
$550,000 – 12 mos.
Flint National Service Accelerator Fund

Crim Fitness Foundation
Flint, MI
$100,000 – 12 mos.
General purposes

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

Food Bank of Eastern Michigan
Flint, MI
$20,000 – 12 mos.
Flint Diaper Bank

Genesee Health System
Flint, MI
$241,000 – 9 mos.
Help centers

Greater Flint Health Coalition
Flint, MI
$200,000 – 12 mos.
General purposes

Subtotal: $621,463
Special Opportunities
Program Area Total: $2,700,963
Meeting Evolving Community Needs
Program Total: $73,137,831
Flint Area

SALVATION ARMY OF GENESEE COUNTY
Flint, MI
$50,000 – 12 mos.
Rent and utility assistance program

UNITED WAY OF GENESEE COUNTY
Flint, MI
$100,000 – 14 mos.
Berston Field House capacity building
$75,000 – 12 mos.
Flint National Service Accelerator initiative
$300,000 – 12 mos.
General purposes
$123,500 – 12 mos.
Nonprofit capacity building

Subtotal: $2,239,500
Nonprofit/Philanthropic Sector

SPECIAL OPPORTUNITIES

Arab American Heritage Council
Flint, MI
$35,000 – 12 mos.
Immigration services

Disability Network
Flint, MI
$25,000 – 6 mos.
Capacity building

Foundation-Administered Project
$62,400
Community Indicators project technical assistance
$80,063
Economic analysis of water affordability program

Freshwater Future
Petoskey, MI
$24,000 – 6 mos.
Flint filter education and testing program

Michigan Nonprofit Association
Lansing, MI
$150,000 – 12 mos.
Michigan Nonprofits Count Campaign

Mott Community College
Flint, MI
$25,000 – 12 mos.
Flint and Genesee Literacy Network capacity building

United Way of Genesee County
Flint, MI
$30,000 – 6 mos.
Flint Plays Project

University of Michigan-Flint
Flint, MI
$30,000 – 12 mos.
Flint community data platform

Subtotal: $461,463
Special Opportunities

Program Area Total: $2,700,963
Meeting Evolving Community Needs

Program Total: $73,137,831
Flint Area
**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**
- **Center for Michigan**
  - Ann Arbor, MI
  - $75,000 – 12 mos.
  - Adjustment to previous grant
- **Faith & Politics Institute**
  - Washington, DC
  - ($25,000)
  - Adjustment to previous grant

**Program Area Total:** $75,000

**Program Total:** $75,000

**Forum 2000 Foundation**
- Prague, Czech Republic
- $25,000 – 12 mos.
- Vaclav Havel Circle

**Program Area Total:** $75,000

**Program Total:** $75,000

**Exploratory & Special Projects**

---

**EMPLOYEE AND TRUSTEE GRANTS**

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

**EMPLOYEE/TRUSTEE MATCHING GRANTS**
- Program Area Total: $2,139,450
  - Employee/Trustee Matching Grants

**TRUSTEE-INITIATED GRANTS**
- Program Area Total: $1,512,900
  - Trustee-Initiated
- Program Total: $3,652,350
  - Employee/Trustee Matching and Trustee-Initiated

**TOTAL** $3,652,350

---

**TOTAL MOTT GRANTMAKING IN 2018:** $131,404,958
### 2009–2018 SELECTED FINANCIAL INFORMATION *in millions*

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets – Fair Value</strong></td>
<td>$2,079.9</td>
<td>$2,227.4</td>
<td>$2,159.9</td>
<td>$2,301.1</td>
<td>$2,584.0</td>
<td>$2,794.6</td>
<td>$2,720.8</td>
<td>$2,788.2</td>
<td>$3,098.3</td>
<td>$3,005.3</td>
</tr>
<tr>
<td><strong>Total Assets – 2018 Dollars</strong></td>
<td>2,419.7</td>
<td>2,553.1</td>
<td>2,404.5</td>
<td>2,517.9</td>
<td>2,785.6</td>
<td>2,990.0</td>
<td>2,890.0</td>
<td>2,901.4</td>
<td>3,157.4</td>
<td>3,005.3</td>
</tr>
<tr>
<td><strong>12-Month Rolling Average Assets</strong></td>
<td>1,916.0</td>
<td>2,063.4</td>
<td>2,227.7</td>
<td>2,246.8</td>
<td>2,393.3</td>
<td>2,657.5</td>
<td>2,786.7</td>
<td>2,709.0</td>
<td>2,918.3</td>
<td>3,073.5</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss)</strong></td>
<td>289.3</td>
<td>275.5</td>
<td>62.8</td>
<td>252.7</td>
<td>401.4</td>
<td>313.9</td>
<td>81.8</td>
<td>209.4</td>
<td>454.4</td>
<td>65.3</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss) 2018 Dollars</strong></td>
<td>336.5</td>
<td>315.7</td>
<td>69.9</td>
<td>276.5</td>
<td>432.7</td>
<td>335.9</td>
<td>86.9</td>
<td>217.8</td>
<td>463.0</td>
<td>65.3</td>
</tr>
<tr>
<td><strong>Total Grants Awarded</strong></td>
<td>109.3</td>
<td>92.9</td>
<td>89.3</td>
<td>91.0</td>
<td>101.0</td>
<td>101.4</td>
<td>119.1</td>
<td>124.4</td>
<td>122.2</td>
<td>131.4</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>134.2</td>
<td>127.9</td>
<td>130.0</td>
<td>110.9</td>
<td>137.1</td>
<td>95.9</td>
<td>154.7</td>
<td>143.6</td>
<td>150.6</td>
<td>159.0</td>
</tr>
</tbody>
</table>

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

*Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise and income taxes, and investment expenses.*
PROFILE: 2018 GRANTMAKING

GRANTMAKING ACTIVITIES

TOTAL 358 GRANTS

in millions
- Civil Society $17.2 / 13.1%
- Education $21.6 / 16.4%
- Environment $15.8 / 12.0%
- Flint Area $73.1 / 55.6%
- Exploratory and Special Projects $0.1 / 0.1%
- Employee and Trustee Grants $3.6 / 2.8%

2009–2018 GRANTS AWARDED BY PROGRAM in millions

- Civil Society
- Education
- Environment
- Flint Area
- Exploratory and Special Projects
- Employee and Trustee Grants

Does not include Employee and Trustee Grants
REPORT OF INDEPENDENT
CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees
Charles Stewart Mott Foundation

We have audited the accompanying financial statements of Charles Stewart Mott Foundation (the Foundation), which comprise the statements of financial position as of December 31, 2018 and 2017, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

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

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles Stewart Mott Foundation as of December 31, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.
# Statements of Financial Position

**Years Ended December 31,**

### Assets

<table>
<thead>
<tr>
<th>Investments, at fair value:</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$89,552,374</td>
<td>$69,309,790</td>
</tr>
<tr>
<td>Public equities</td>
<td>385,975,815</td>
<td>487,677,676</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>273,326,064</td>
<td>263,042,953</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,578,379,329</td>
<td>1,554,023,444</td>
</tr>
<tr>
<td>Alternatives – nonpartnerships</td>
<td>654,734,735</td>
<td>669,561,385</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>-</td>
<td>25,000,000</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>4,136,410</td>
<td>9,566,136</td>
</tr>
<tr>
<td>Cash</td>
<td>8,845,593</td>
<td>9,608,750</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,066,203</td>
<td>807,491</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>2,855,451</td>
<td>3,066,346</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,430,244</td>
<td>6,594,676</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$3,005,302,218</strong></td>
<td><strong>$3,098,258,647</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

**Without Donor Restrictions**

| Investment trades payable | $428,311  | $1,241,333 |
| Grants payable            | 27,244,273 | 25,820,483 |
| Accounts payable and other liabilities | 43,899,222 | 43,428,186 |
| Deferred excise tax       | 16,313,311 | 18,996,296 |
| **TOTAL LIABILITIES**     | **87,885,117** | **89,486,298** |
| **NET ASSETS WITHOUT DONOR RESTRICTIONS** | **2,917,417,101** | **3,008,772,349** |
| **TOTAL LIABILITIES AND NET ASSETS WITHOUT DONOR RESTRICTIONS** | **$3,005,302,218** | **$3,098,258,647** |
### Statements of Activities

**Years Ended December 31, 2018 and 2017**

<table>
<thead>
<tr>
<th><strong>INCOME:</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends and interest</td>
<td>$33,141,114</td>
<td>$18,133,830</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>$149,557,674</td>
<td>$124,286,645</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>$47,947,702</td>
<td>$57,503,274</td>
</tr>
<tr>
<td>Net change in unrealized gains (losses) on investments</td>
<td>$(163,849,738)</td>
<td>$256,609,696</td>
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<tr>
<td>Other income (expense)</td>
<td>$(1,481,853)</td>
<td>$(2,176,540)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$65,314,899</strong></td>
<td><strong>$454,356,905</strong></td>
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<table>
<thead>
<tr>
<th><strong>INVESTMENT EXPENSES:</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct investment expenses</td>
<td>$8,176,966</td>
<td>$7,308,039</td>
</tr>
<tr>
<td>Provision for taxes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current excise tax</td>
<td>$1,967,890</td>
<td>$1,427,192</td>
</tr>
<tr>
<td>Deferred excise tax expense (credit)</td>
<td>$(2,682,985)</td>
<td>$5,425,711</td>
</tr>
<tr>
<td>Unrelated business income tax (credit)</td>
<td>$(165,929)</td>
<td>–</td>
</tr>
<tr>
<td>State income tax</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td><strong>Total Investment Expenses</strong></td>
<td><strong>$7,645,942</strong></td>
<td><strong>$14,510,942</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NET INVESTMENT INCOME</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$57,668,957</strong></td>
<td><strong>$439,845,963</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>GRANTS AND OPERATING EXPENSES:</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants, net of refunds</td>
<td>$129,916,872</td>
<td>$121,886,310</td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>$1,841,216</td>
<td>$753,765</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>$18,078,835</td>
<td>$17,983,632</td>
</tr>
<tr>
<td><strong>Total Grants and Operating Expenses</strong></td>
<td><strong>$149,836,923</strong></td>
<td><strong>$140,623,707</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net operating income (loss)</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(92,167,966)</strong></td>
<td><strong>299,222,256</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OTHER CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS:</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension changes other than net periodic benefit cost</td>
<td>$(3,469,119)</td>
<td>$3,070,057</td>
</tr>
<tr>
<td>Post-retirement healthcare changes other than net periodic benefit cost</td>
<td>$4,281,837</td>
<td>$(1,097,517)</td>
</tr>
<tr>
<td><strong>Increase (decrease) in net assets without donor restrictions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>(91,355,248)</strong></td>
<td><strong>301,194,796</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NET ASSETS WITHOUT DONOR RESTRICTIONS:</strong></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$3,008,772,349</td>
<td>$2,707,577,553</td>
</tr>
<tr>
<td><strong>End of year</strong></td>
<td><strong>$2,917,417,101</strong></td>
<td><strong>$3,008,772,349</strong></td>
</tr>
</tbody>
</table>
### Statements of Cash Flows

#### Years Ended December 31,

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>$(91,355,248)</td>
<td>$301,194,796</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile change in net assets without donor restrictions to net cash used by operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>$(47,947,702)</td>
<td>$(57,503,274)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>$(149,557,674)</td>
<td>$(124,286,645)</td>
</tr>
<tr>
<td>(Increase) decrease in unrealized gains on investments</td>
<td>163,849,738</td>
<td>(256,609,696)</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>3,633,445</td>
<td>2,127,668</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>248,212</td>
<td>245,660</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>$(258,712)</td>
<td>$(217,274)</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>164,432</td>
<td>(4,405,145)</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>1,423,790</td>
<td>(629,837)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and other liabilities</td>
<td>471,036</td>
<td>4,843,853</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>$(2,682,985)</td>
<td>5,425,711</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>$(30,656,420)</td>
<td>$(431,008,979)</td>
</tr>
<tr>
<td><strong>Net cash used by operating activities</strong></td>
<td>$(122,011,668)</td>
<td>$(129,814,183)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>643,610,355</td>
<td>623,855,548</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>$(522,324,527)</td>
<td>$(488,248,996)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>$(37,317)</td>
<td>$(59,782)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>121,248,511</td>
<td>135,546,770</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>$(763,157)</td>
<td>5,732,587</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>9,608,750</td>
<td>3,876,163</td>
</tr>
<tr>
<td><strong>Cash, end of year</strong></td>
<td>$8,845,593</td>
<td>$9,608,750</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, net</td>
<td>$3,708,099</td>
<td>$8,324,803</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS

December 31, 2018 and 2017

A. MISSION AND GRANT PROGRAMS

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

B. ACCOUNTING POLICIES

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

Method of Accounting

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

Income Taxes

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

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from federal income taxes under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3). However, unrelated business income is subject to taxation. The Foundation’s liability for unrelated business income taxes was $5,855 for 2017. The taxable income for 2018 is expected to be exceeded by a net operating loss available for carry forward.

On December 22, 2017, the United States enacted tax reform legislation commonly known as the Tax Cuts and Jobs Act of 2017 (the Act), resulting in significant modifications to existing tax law. There were no material effects on the Foundation’s financial statements as a result of the Act. Foundation management is evaluating the ongoing impact of the Act on the organization.

Concentration of Credit Risk

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

Cash Equivalents

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

Land, Building and Improvements

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 3-50 years. Depreciation expense for the years December 31, 2018 and 2017, was $248,212 and $245,660, respectively.

Costs of office furnishing and equipment are consistently charged to expense because the Foundation does not deem such amounts to be sufficiently material to warrant capitalization and depreciation.
B. ACCOUNTING POLICIES (continued)

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>9,866,534</td>
<td>9,829,217</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(7,408,935)</td>
<td>(7,160,723)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,855,451</strong></td>
<td><strong>$3,066,346</strong></td>
</tr>
</tbody>
</table>

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

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

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

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

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

 The Foundation’s investment in United States Sugar Corporation (USSC), a non-publicly traded security with no readily determinable fair value, is priced based on an independent appraisal of the USSC stock on a non-marketable minority interest basis. The Foundation’s investment in USSC’s outstanding shares was 16.4 percent and 16.9 percent at December 31, 2018 and 2017, respectively.

 The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2018, the Foundation has $371.1 million in outstanding limited partnership commitments, including both domestic and international partnerships.

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

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2018:

<table>
<thead>
<tr>
<th></th>
<th>FAIR VALUE</th>
<th>COST BASIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$ 89,552,374</td>
<td>$ 89,522,109</td>
</tr>
<tr>
<td>Public equities</td>
<td>385,975,815</td>
<td>397,832,825</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>273,326,064</td>
<td>276,794,964</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,578,379,329</td>
<td>986,155,999</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>654,734,735</td>
<td>445,278,837</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>4,136,410</td>
<td>4,136,410</td>
</tr>
<tr>
<td></td>
<td><strong>$ 2,986,104,727</strong></td>
<td><strong>$ 2,199,751,144</strong></td>
</tr>
</tbody>
</table>

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2017:

<table>
<thead>
<tr>
<th></th>
<th>FAIR VALUE</th>
<th>COST BASIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$ 69,309,790</td>
<td>$ 69,302,856</td>
</tr>
<tr>
<td>Public equities</td>
<td>487,677,676</td>
<td>392,440,472</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>263,042,953</td>
<td>260,414,988</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,554,023,444</td>
<td>985,056,420</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>669,561,385</td>
<td>386,197,191</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>25,000,000</td>
<td>25,000,000</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>9,566,136</td>
<td>9,566,136</td>
</tr>
<tr>
<td></td>
<td><strong>$ 3,078,181,384</strong></td>
<td><strong>$ 2,127,978,063</strong></td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (NAV) as of December 31, 2018, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>FAIR VALUE</th>
<th>UNFUNDED COMMITMENTS</th>
<th>REDEMPTION FREQUENCY</th>
<th>REDEMPTION NOTICE PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$ 557,421,665</td>
<td>$ –</td>
<td>Quarterly to annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,578,379,329</td>
<td>371,101,161</td>
<td>Quarterly to annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$ 2,135,800,994</td>
<td>$ 371,101,161</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. INVESTMENT SECURITIES (continued)

Investments valued at NAV as of December 31, 2017, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>FAIR VALUE</th>
<th>UNFUNDED COMMITMENTS</th>
<th>REDEMPTION FREQUENCY</th>
<th>REDEMPTION NOTICE PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$ 546,723,545</td>
<td>$</td>
<td>Quarterly to annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,554,023,444</td>
<td>358,512,566</td>
<td>Quarterly to annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$ 2,100,746,989</td>
<td>$ 358,512,566</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) This category includes investments in hedge funds and public equities. The NAV of the hedge and equity funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from five business days to four months, with various “lock-up” and “gate” provisions.

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

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

See footnote D for additional information regarding fair value measurements.

D. FAIR VALUE MEASUREMENTS

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

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

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

**Level 3** – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments for which fair value is determined using pricing models, discounted cash flow methodologies or similar techniques, as well as instruments for which the determination of fair value requires significant judgment or estimation.

For 2018 and 2017, the Foundation’s Level 3 assets consist solely of its investment in USSC (see Footnote B). The valuation of the Series A common stock held by the Foundation was based on a combination of market and income-valuation techniques, including discounted cash flow analysis, land sale lease-back analysis and selected public company analysis. Such techniques are reliant upon assumptions and estimates made by USSC management about future cash flows, growth rates and market share.
**D. FAIR VALUE MEASUREMENTS** (continued)

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

The following discussion describes the valuation methodologies used for financial assets measured at fair value. The techniques utilized in estimating the fair values are affected by the assumptions used, including discount rates and estimates of the amount and timing of future cash flows. Care should be exercised in deriving conclusions about the Foundation’s financial position based on the fair value information of financial assets presented below.

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

A summary of investments classified by NAV and fair value hierarchy are as follows:

**Investments at fair value as of December 31, 2018:**

<table>
<thead>
<tr>
<th>INVESTMENT TYPE</th>
<th>INVESTMENTS CLASSIFIED IN THE FAIR VALUE HIERARCHY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>INVESTMENTS MEASURED AT NAV</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$ -</td>
</tr>
<tr>
<td>Public equities</td>
<td>-</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>-</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,578,379,329</td>
</tr>
<tr>
<td>Nonpartnerships</td>
<td>557,421,665</td>
</tr>
<tr>
<td>Total</td>
<td>$2,135,800,994</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>INVESTMENT TYPE</th>
<th>INVESTMENTS CLASSIFIED IN THE FAIR VALUE HIERARCHY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2017</td>
<td>$122,837,840</td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>(3,661,980)</td>
</tr>
<tr>
<td>Realized gains</td>
<td>3,633,445</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>(25,496,235)</td>
</tr>
<tr>
<td>Balance, December 31, 2018</td>
<td>$97,313,070</td>
</tr>
</tbody>
</table>
D. FAIR VALUE MEASUREMENTS (continued)

Investments at fair value as of December 31, 2017:

<table>
<thead>
<tr>
<th>INVESTMENT TYPE</th>
<th>INVESTMENTS MEASURED AT NAV</th>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$–</td>
<td>$69,309,790</td>
<td>$–</td>
<td>$–</td>
<td>$69,309,790</td>
</tr>
<tr>
<td>Public equities</td>
<td>–</td>
<td>487,677,676</td>
<td>–</td>
<td>–</td>
<td>487,677,676</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>–</td>
<td>263,042,953</td>
<td>–</td>
<td>–</td>
<td>263,042,953</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,554,023,444</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,554,023,444</td>
</tr>
<tr>
<td>Nonpartnerships</td>
<td>546,723,545</td>
<td>–</td>
<td>–</td>
<td>122,837,840</td>
<td>669,561,385</td>
</tr>
<tr>
<td>Total</td>
<td>$2,100,746,989</td>
<td>$820,030,419</td>
<td>$–</td>
<td>$122,837,840</td>
<td>$3,043,615,248</td>
</tr>
</tbody>
</table>

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

- Balance, December 31, 2016: $118,332,573
- Sales/Grants: (2,146,014)
- Realized gains: 2,127,668
- Unrealized gains (losses): 4,523,613
- Balance, December 31, 2017: $122,837,840

E. EXCISE TAX AND DISTRIBUTION REQUIREMENTS

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2 percent (1 percent if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1 percent for 2018 and 2017. The deferred excise tax provision is calculated assuming a 2 percent rate and is based on the projected gains/losses that assume complete liquidation of all assets.

Excise tax payments of $2,092,142 and $1,302,940 were paid in 2018 and 2017, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non-charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2018, the Foundation made qualifying distributions less than the required minimum distribution by approximately $700,000. The Foundation had $16.6 million in prior year excess distributions, resulting in a net accumulated over-distribution of $15.9 million available to be carried forward, but $5.6 million of these over-distributions will expire, leaving $10.3 million to be carried forward to 2019.
F. GRANTS AND GRANTS PAYABLE

Grants payable at December 31, 2018, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>2019</th>
<th>2020</th>
<th>2021-22</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$5,672,033</td>
<td>$1,572,200</td>
<td>$462,200</td>
<td>$7,706,433</td>
</tr>
<tr>
<td>Environment</td>
<td>5,016,606</td>
<td>983,300</td>
<td>–</td>
<td>5,999,906</td>
</tr>
<tr>
<td>Flint Area</td>
<td>3,514,004</td>
<td>45,000</td>
<td>10,000</td>
<td>3,669,004</td>
</tr>
<tr>
<td>Education</td>
<td>8,256,384</td>
<td>2,237,000</td>
<td>25,000</td>
<td>10,518,384</td>
</tr>
<tr>
<td>Other*</td>
<td>20,000</td>
<td>–</td>
<td>–</td>
<td>20,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>22,479,027</td>
<td>4,837,500</td>
<td>497,200</td>
<td>27,813,727</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>-</td>
<td>491,236</td>
<td>78,218</td>
<td>569,454</td>
</tr>
<tr>
<td></td>
<td>$22,479,027</td>
<td>$4,346,264</td>
<td>$418,982</td>
<td>$27,244,273</td>
</tr>
</tbody>
</table>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $8,013,933 and $8,726,990 as of December 31, 2018 and 2017, respectively.

Grant activity for the years ended December 31, 2018 and 2017, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$26,314,241</td>
<td>$26,810,918</td>
</tr>
<tr>
<td>Grants approved</td>
<td>132,118,015</td>
<td>123,022,797</td>
</tr>
<tr>
<td></td>
<td>158,432,256</td>
<td>149,833,715</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>18,489,712</td>
<td>18,109,831</td>
</tr>
<tr>
<td>Environment</td>
<td>15,856,460</td>
<td>21,463,681</td>
</tr>
<tr>
<td>Flint Area</td>
<td>72,870,086</td>
<td>56,796,853</td>
</tr>
<tr>
<td>Education</td>
<td>19,019,921</td>
<td>22,680,725</td>
</tr>
<tr>
<td>Other*</td>
<td>4,382,350</td>
<td>4,468,384</td>
</tr>
<tr>
<td></td>
<td>130,618,529</td>
<td>123,519,474</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$27,813,727</td>
<td>$26,314,241</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.
**F. GRANTS AND GRANTS PAYABLE** (continued)

**Grantee Relationships**

The Foundation makes grants on occasion to independent organizations with board members, who are also board members, key employees or family members of the Foundation. It is the Foundation’s policy and practice to obtain any potential conflict of interest from its board members and employees on an annual basis. Board members with any potential conflict of interest are prohibited from voting on grants to such organizations. Financial benefit to any staff or board member of the Foundation resulting from our grantmaking is prohibited.

While the Foundation strives to ensure that board, staff and family members do not have undue influence or derive personal gain from their affiliations with our grantees, the Foundation encourages board and staff members to be involved with our charitable interests so as to enhance the impact of our grantmaking. In 2018, such affiliations accounted for less than 15 percent of the Foundation’s annual grantmaking total.

**G. LIQUIDITY**

Due to the various liquidity limitations on investments as discussed in footnote C, the Foundation maintains a significant portion of its investments in liquid assets to ensure that grantmaking, operating expenses, liability remediation and other cash outflow needs can be met into the foreseeable future (not less than one year). As of December 31, 2018, approximately $1.035 billion of the investment portfolio is in liquid holdings, while current annual required and/or anticipated grantmaking and operating expenditure needs are approximately $150-$160 million.

Financial assets available to meet expenditures over the next twelve months as of December 31, 2018, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>8,845,593</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>89,552,374</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,066,203</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>4,136,410</td>
</tr>
<tr>
<td>Public equities</td>
<td>385,975,815</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>273,326,064</td>
</tr>
<tr>
<td>Public equity and debt funds included with alternatives</td>
<td>272,006,555</td>
</tr>
<tr>
<td>Total</td>
<td>1,034,909,014</td>
</tr>
</tbody>
</table>

The Foundation monitors liquidity on an ongoing basis. This analysis includes consideration for redemptions from the alternative investment portfolio as well as additional cash needs for uncalled capital commitments.
H. FUNCTIONAL ALLOCATION OF EXPENSES

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

A summary of 2018 and 2017 functional expenses by major category are as follows:

<table>
<thead>
<tr>
<th></th>
<th>PROGRAM DEPARTMENT</th>
<th>OPERATIONS DEPARTMENT</th>
<th>COMMUNICATIONS DEPARTMENT</th>
<th>2018 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,035,872</td>
<td>$3,715,818</td>
<td>$1,067,256</td>
<td>$8,818,946</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,399,400</td>
<td>2,201,099</td>
<td>647,186</td>
<td>5,247,685</td>
</tr>
<tr>
<td>Operations</td>
<td>250,404</td>
<td>1,371,341</td>
<td>70</td>
<td>1,621,815</td>
</tr>
<tr>
<td>Professional fees</td>
<td>287,695</td>
<td>1,044,421</td>
<td>–</td>
<td>1,332,116</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>661,805</td>
<td>171,760</td>
<td>22,122</td>
<td>855,687</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>–</td>
<td>–</td>
<td>202,586</td>
<td>202,586</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$7,635,176</td>
<td>$8,504,439</td>
<td>$1,939,220</td>
<td>$18,078,835</td>
</tr>
<tr>
<td>Grants, net of refunds and foundation-administered projects</td>
<td>$131,758,088</td>
<td>$ –</td>
<td>$ –</td>
<td>$131,758,088</td>
</tr>
<tr>
<td></td>
<td>$139,393,264</td>
<td>$8,504,439</td>
<td>$1,939,220</td>
<td>$149,836,923</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>PROGRAM DEPARTMENT</th>
<th>OPERATIONS DEPARTMENT</th>
<th>COMMUNICATIONS DEPARTMENT</th>
<th>2017 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$3,681,085</td>
<td>$3,726,021</td>
<td>$1,045,637</td>
<td>$8,452,743</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,631,532</td>
<td>2,416,161</td>
<td>677,637</td>
<td>5,725,330</td>
</tr>
<tr>
<td>Operations</td>
<td>210,698</td>
<td>1,323,909</td>
<td>48</td>
<td>1,534,655</td>
</tr>
<tr>
<td>Professional fees</td>
<td>124,142</td>
<td>1,007,271</td>
<td>–</td>
<td>1,131,413</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>644,737</td>
<td>285,986</td>
<td>18,952</td>
<td>949,675</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>–</td>
<td>–</td>
<td>189,816</td>
<td>189,816</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$7,292,194</td>
<td>$8,759,348</td>
<td>$1,932,090</td>
<td>$17,983,632</td>
</tr>
<tr>
<td>Grants, net of refunds and foundation-administered projects</td>
<td>$122,640,075</td>
<td>$ –</td>
<td>$ –</td>
<td>$122,640,075</td>
</tr>
<tr>
<td></td>
<td>$129,932,269</td>
<td>$8,759,348</td>
<td>$1,932,090</td>
<td>$140,623,707</td>
</tr>
</tbody>
</table>
I. PENSION AND OTHER POSTRETIREMENT BENEFITS

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

<table>
<thead>
<tr>
<th></th>
<th>PENSION BENEFITS</th>
<th>POSTRETIREMENT HEALTHCARE BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2017</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(75,915)</td>
<td>$(77,589)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>59,531</td>
<td>65,894</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(16,384)</td>
<td>$(11,695)</td>
</tr>
<tr>
<td>Amounts recognized in the statements of financial position:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>$ –</td>
<td>$ 2,419</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(16,384)</td>
<td>$(14,114)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(16,384)</td>
<td>$(11,695)</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>$ 734</td>
<td>$ 637</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>$(3,336)</td>
<td>$(2,032)</td>
</tr>
<tr>
<td>Components of net periodic benefit cost:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service cost</td>
<td>$ 2,251</td>
<td>$ 2,008</td>
</tr>
<tr>
<td>Interest cost</td>
<td>2,730</td>
<td>2,804</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(4,468)</td>
<td>(3,874)</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>1,441</td>
<td>1,786</td>
</tr>
<tr>
<td>Net periodic benefit cost (income)</td>
<td>$ 1,954</td>
<td>$ 2,724</td>
</tr>
</tbody>
</table>

Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was $8,317,128 and $11,843,270 as of December 31, 2018 and 2017, respectively. The accumulated benefit obligation of the qualified plan was $59,411,595 and $57,241,245 as of December 31, 2018 and 2017, respectively.
I. PENSION AND OTHER POSTRETIREMENT BENEFITS (continued)

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

<table>
<thead>
<tr>
<th></th>
<th>PENSION BENEFITS</th>
<th>POSTRETIREMENT HEALTHCARE BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2017</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>4.15%</td>
<td>3.60%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>3.60%</td>
<td>4.10%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>7.00%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Compensation increase (benefit obligation)</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>Compensation increase (net periodic cost)</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 6.75 percent for Pre-65 and 6.0 percent for Post-65 in the per capita cost of healthcare was used. These rates were assumed to decrease gradually each year to an ultimate rate of 4.5 percent by year 2029.

Asset Holdings

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

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

<table>
<thead>
<tr>
<th>ASSET CLASS</th>
<th>2018 PERCENT OF ASSETS</th>
<th>TARGET ALLOCATION</th>
<th>2017 PERCENT OF ASSETS</th>
<th>TARGET ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>42.6%</td>
<td>40.3%</td>
<td>45.3%</td>
<td>43.4%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>23.8%</td>
<td>25.5%</td>
<td>23.3%</td>
<td>25.5%</td>
</tr>
<tr>
<td>International stock</td>
<td>19.7%</td>
<td>21.7%</td>
<td>19.1%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Real estate</td>
<td>7.0%</td>
<td>6.0%</td>
<td>5.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Real asset</td>
<td>2.1%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Multi-alternative</td>
<td>4.8%</td>
<td>4.5%</td>
<td>4.4%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
I. PENSION AND OTHER POSTRETIREMENT BENEFITS (continued)

The following table presents the pension assets reported at NAV at year end:

<table>
<thead>
<tr>
<th>INVESTMENT TYPE</th>
<th>NAV 12/31/2018</th>
<th>NAV 12/31/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$37,088,473</td>
<td>$42,479,846</td>
</tr>
<tr>
<td>Debt securities</td>
<td>14,137,473</td>
<td>15,340,332</td>
</tr>
<tr>
<td>Real estate</td>
<td>4,194,308</td>
<td>3,887,785</td>
</tr>
<tr>
<td>Real asset</td>
<td>1,235,713</td>
<td>1,302,338</td>
</tr>
<tr>
<td>Multi alternative</td>
<td>2,874,956</td>
<td>2,883,704</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$59,530,923</td>
<td>$65,894,005</td>
</tr>
</tbody>
</table>

**Expected Contributions**
The Foundation expects to contribute $1,303,440 to its pension plans and $550,000 to its postretirement medical plan in 2019. For the unfunded plans, contributions are deemed equal to expected benefit payments.

**Expected Benefit Payments**
The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PENSION PLANS</th>
<th>POSTRETIREMENT HEALTHCARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$3,913,440</td>
<td>$550,000</td>
</tr>
<tr>
<td>2020</td>
<td>4,043,440</td>
<td>600,000</td>
</tr>
<tr>
<td>2021</td>
<td>4,043,440</td>
<td>640,000</td>
</tr>
<tr>
<td>2022</td>
<td>4,023,440</td>
<td>690,000</td>
</tr>
<tr>
<td>2023</td>
<td>4,113,440</td>
<td>710,000</td>
</tr>
<tr>
<td>2024-2028</td>
<td>22,277,200</td>
<td>4,490,000</td>
</tr>
</tbody>
</table>

**Defined Contribution 401(k) Plan**
In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2018 and 2017, the Foundation contributed $227,010 and $218,895, respectively.

**J. SUBSEQUENT EVENTS**
The Foundation evaluated its December 31, 2018, financial statements for subsequent events through July 23, 2019, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.
BOARD AND COMMITTEES

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Vice Chairman
A. Marshall Acuff, Jr.
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Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard
John Morning*
Maryanne Mott
Charlie Nelms
Douglas X. Patiño*
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William H. Piper
George E. Ross
Marise M.M. Stewart
Helen J. Taylor
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Chairman
A. Marshall Acuff, Jr.
Frederick S. Kirkpatrick
Olivia P. Maynard
Charlie Nelms
Jeremy R.M. Piper

EXECUTIVE COMMITTEE
Frederick S. Kirkpatrick
Webb F. Martin
Maryanne Mott
William H. Piper
Ridgway H. White

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

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

†Serves as presiding/lead outside director.

OFFICERS AND STAFF

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Ridgway H. White
President and Chief Executive Officer
Jennifer L. Liversedge
Program Officer and Trustee Meeting Coordinator
Lisa R. Maxwell
Executive Assistant to the President/CEO and Board of Trustees

ADMINISTRATIVE GROUP
Mary A. Gailbreath
Vice President – Administration, Chief Financial Officer and Secretary/Treasurer

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Accounting and Tax Manager
Collette R. Pries
Senior Accountant
Brittany M. Knox
Accountant
Debra L. Cormier
Payroll Administrator
Annette M. Chamberlain
Ona Kay Goza
Lynne M. Mortellaro
Administrative Assistants
Kim R. McDonald
Office Assistant
Kim Stoddard
Facilities Manager
Donald Corbray
Gilbert Medrano
Facilities Maintenance Technicians
Patrick J. Turowicz
Facilities Technician

Grants Administration
Michael S. Birchmeier
Director – Grants Administration and Assistant Secretary/Treasurer
Cindy S. Compeau
Grants Manager
Ashley R. Johnson
Senior Accountant
S. Renee Jackson
Grants Accountant
Jill A. Powell
Administrative Assistant
Chelsea Mohn
Office Assistant

Human Resources
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Human Resources Manager
Aria K. Sanders
Human Resources Administrator

Information Technology
Michael L. Wright
Chief Technology Officer
Ellen Chien
Information Technology Manager
Joumana M. Klanseck
Database Administrator
Ryan C. Madar
Systems Engineer
Kallie Gentile
Technical Support Specialist

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Vice President – Communications
Jeffrey F. Alexander
Duane M. Elling
Jessica M. Jones
Sarah E. Schuch
Communications Officers
Macie D. Schriner
Communications Officer – Online Strategies
Glen A. Birdsell
Librarian
Cristina G. Wright
Web Administrator
Craig Kelley Jr.
Communications Associate
Jon'Tise S. Lewis
Administrative Assistant

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Jay C. Flaherty
Vice President – Investments and Chief Investment Officer
Kenneth C. Austin
Cheryl Garneau
Stephen W. Vessells
Investment Managers
Laura R. Bechard
Investment Operations Manager
Alicia T. Aguilar
Investment Operations Analyst
Laura D. Franco
Kelly A. Swoszowski
Administrative Assistants
TRANSITIONS

As mentioned earlier in this report, trustees and staff of the Mott Foundation mourn the passing of William S. White, chairman of the board of trustees, who guided and led our organization for half a century. He is greatly missed.

We also bid fond farewells to eight long-time, dedicated staff members who retired from the Foundation this past year. Gavin T. Clabaugh served 23 years as vice president of information services, while Ann F. Richards retired after 37 years of service in a variety of capacities, most recently as senior communications officer.

Debbie E. Bullen, hired in 1990 as an accounting assistant, served the Foundation as facilities manager, while Billy M. Powell joined Mott in 1992 and was our senior facilities maintenance technician. Four administrative assistants — Jean M. Bamberg (25 years of service), Delia Cappel (41 years), Michele H. Neuman (18 years) and Sandra J. Smith (23 years) — also retired. Collectively, these eight staff members contributed more than 200 years of dedicated service, and each played an integral role in helping the Foundation advance its mission. While we will miss their daily presence, we offer congratulations and best wishes to all.

Lists are current as of October 31, 2019.
For up-to-date lists, please visit our website at mott.org.
The global benchmark for responsible forest management. The FSC Logo identifies products which contain wood from well managed forests certified by Bureau Veritas Certification in accordance with the rules of the Forest Stewardship Council.

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