Children watch as a solar-powered boat is outfitted in the Amazon basin. The project is one example of how Mott grantees are working to make clean, safe and reliable energy more accessible to people living in isolated communities in South America, Africa and Asia.

PHOTO: KAYLA VANDERVOORT, COURTESY OF KARA SOLAR

As a member of the AmeriCorps National Civilian Community Corps, Katherine Kuhn worked on education programs in Flint, Michigan, and planted native trees in East Moline, Illinois. She then served as an AmeriCorps VISTA member for the Pennsylvania Statewide Afterschool Youth Development Network, one of 50 statewide afterschool networks funded by Mott. The Foundation’s grantmaking to engage young people in service helps them build 21st century skills as they fuel social good.

PHOTO: JAIMELEE MILD

Following a lengthy legal battle — and with assistance from the Kituo Cha Sheria Legal Advice Centre, a Mott grantee — Alice Wairimu Kinyagia was awarded ownership in 2021 of the home in Kenya where she has lived since 1947. The Foundation supports efforts to expand access to justice for underrepresented people in that country and elsewhere.

PHOTO: COURTESY OF KITUO CHA SHERIA LEGAL ADVICE CENTRE

Folklorico dance and mariachi music come together for an exciting, entertaining and educational experience in Flint. As it celebrates and raises awareness of Mexican culture, El Ballet Folklorico Estudiantil — a Mott grantee — also demonstrates how the arts can help to bridge racial, social and other divides.

PHOTO: MIKE NADDEO
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Two-and-a-half years into a pandemic, the world continues to grapple with its far-reaching effects. From matters of public health and well-being, to how we live, learn, work, play and interact with one another — and even how we view the world around us — the global health crisis has changed our collective lives.

It also has made it abundantly clear that we must seize this and every opportunity to address the longstanding inequities that disproportionately affect marginalized communities. These were laid bare and exacerbated by the pandemic. Any path forward will be misguided if it does not help to correct systemic injustices.

The Mott Foundation exists to support efforts that promote a just, equitable and sustainable society. As I reflect on the grants we made in 2021 across our four programs, I find hope and inspiration in the people, organizations and communities working together to help the world move in that direction.

Here are a few examples — some related to the pandemic and others reflecting longtime grantmaking interests and strategies — of how our work is helping more people and communities to envision, construct and bring fellow travelers along on the road to recovery.

Finding hope and inspiration on the road to recovery

Students dive into an experiential STEM project at the Boys & Girls Club of Cabarrus County in North Carolina. Mott-funded afterschool networks in all 50 states are working to help more children around the country gain access to high-quality afterschool programs.
Education

The Mott Foundation has long recognized the varied and vital roles afterschool and summer learning programs can play in the lives of all children — and particularly those in underserved communities. As the pandemic continued to drive home that importance, we made a series of grants to help Mott-funded afterschool networks in all 50 states leverage historic funding available for education through the American Rescue Plan to help more children have access to high-quality afterschool programs. Recognizing that all students stand to benefit from exposure to a broad and inclusive range of experiences and perspectives, we also supported a coordinated effort to help the afterschool networks center diversity, equity and inclusion in their policies, practices and programs.

To boost the impact of afterschool programs on students’ learning and their recovery from the pandemic, we continued to fund the development and delivery of high-quality academic, enrichment and social-emotional supports. Mizzen by Mott played a key role in that effort. A comprehensive curriculum and professional development tool, Mizzen is packed with engaging activities and lessons from content partners such as NASA, PBS NewsHour Student Reporting Labs, the Pulitzer Center and Jazz at Lincoln Center. Available via an easy-to-use app and web-based platform, Mizzen provides resources to afterschool professionals in more than 1,800 programs that serve nearly 102,000 young people. And those numbers are growing!

Mott grantees also continued to drive interest and investment in children’s savings accounts, enabling more families to raise their children’s expectations for academic success and save for college or technical training. As of 2021, there were 123 CSA programs operating in 39 states. Today, more than 1.2 million young people have a CSA in their name.

Young people learn and grow, they also have opportunities to lead and serve. Even during a pandemic, our support for service learning in 2021 helped more than 113,000 youth around the U.S. engage with their communities to address such key issues as education, social justice and racial discrimination.
Civil Society

As the world sought to emerge from the chaos and distress sparked by the pandemic, civil society organizations, including Mott grantees, pushed back against severe restrictions to civic freedom. Our funding supported efforts to track related legislation in the U.S., inform the United Nations’ landmark guidance regarding the right to peaceful assembly, and promote security norms that protect human rights and civic space.

The role of digital technology in how people communicate and participate in civic space — and its potential use as a weapon against marginalized communities and people of color — continues to have significant implications for civil society. We responded with funding to help grantees monitor and inform related policy debates, assist nonprofits in expanding their technology expertise, and engage the sector on such issues as digital surveillance and the misuse and abuse of data in ways that undermine justice, freedom and equity.

The federal CARES Act and the American Rescue Plan signaled both the need and opportunity for public funding to help those hardest hit by the pandemic. With a grant to the Council of Michigan Foundations, we supported the launch of a collaborative approach by the state’s philanthropic sector to help channel and leverage those resources in ways that address issues of equity in public health, education and economic prosperity.

To help engage policymakers in Africa in expanding access to justice on that continent, we funded a unique initiative designed to increase news coverage of Africans who face injustice daily, and of the positive impact being made by Mott grantees and other organizations that serve them.

Woven throughout Mott’s grantmaking is our belief that communities are best equipped to identify and respond to their unique concerns and opportunities. To that end, we continued to make grants to promote, strengthen and expand locally driven philanthropy in the U.S., Europe, Latin America and Africa. For example, with the help of the PureTrust Foundation LBG, a Mott grantee, the first community foundation in Ghana opened its doors in 2021.

Flint Area

As the pandemic’s implications for public health continued to make headlines around the world, the well-being of Flint area residents remained an important focus of Mott’s hometown grantmaking. As in 2020, our funding helped to provide meals for health care workers and volunteers staffing the frontlines at area hospitals and vaccination sites, and to support the city’s three HELP Centers.
Launched with Mott support in 2016 as part of a broad response to the Flint water crisis, the centers continued to offer a critical lifeline for those struggling with food insecurity and other basic needs. We also made a grant to Genesee Health System for construction in the city center of a 60,000-square-foot facility that will offer an array of mental health services and other supports to Flint kids and their families. And we provided funding to help expand the downtown Flint campus of Michigan State University’s College of Human Medicine. Both will be key to promoting equitable access to high-quality, comprehensive care well into the future.

Reflecting our ongoing efforts to engage local residents in exploring and addressing concerns, we continued to respond to community priorities identified in 2020 through our Focus on Flint initiative. With residents reporting that strengthening neighborhoods was their top priority, we made grants to address blight throughout the city, replace up to 250 dead and dangerous trees with healthy new ones, and support improvements in Flint’s historic Carriage Town district, around the Durant-Tuuri–Mott Elementary school and in other neighborhoods.

Believing in the power of the arts to connect people across racial, social and other divides, we supported a community program that cultivates awareness and appreciation of Mexican culture through mariachi music and folklorico dance. We also provided funding for an innovative project that helps area young people involved in the juvenile justice system to use spoken word, dance, theater and yoga as avenues for personal reflection, healing and growth.

Environment

According to Brazil’s National Institute for Space Research, deforestation in the Amazon hit a 15-year high in 2021, with 8,224 square miles of forest cut down or burned between August 2020 and July 2021 — a 22% increase over the prior year. Our grantmaking supported efforts to draw attention to a group of scientists and their new approach to this increasingly dire crisis. Using data to leverage action by development finance banks and countries that participate in international treaties, the Science Panel for the Amazon aims to chart a fresh course for forest conservation and sustainable development.

We also supported an innovative project that’s expanding the use of solar-powered boats in the Amazon basin. The first of its kind in the region, this transportation system improves the mobility of traditional and Indigenous forest dwellers, reducing the need for new roads into the rainforest. Equally important, it’s an exciting step forward in the quest to help isolated communities in the Amazon gain access to energy that’s clean, safe and reliable.
In the U.S., we remained focused on securing sustainable levels of clean water for people and the environment, particularly in the Great Lakes basin. As part of that effort, our grantmaking engaged leaders across the public and nonprofit sectors in prioritizing equitable access to safe, affordable water. And our funding for the Great Lakes News Collaborative bolstered these efforts. Composed of Bridge Magazine, Circle of Blue, Detroit Public Television and Michigan Radio, the collaborative produces in-depth journalism that raises awareness of water-related challenges and promising solutions. The independent, nonprofit news outlets operate without editorial oversight or influence by the Foundation.

And, as part of our longstanding effort to ensure diverse voices are at the table when water issues are discussed, we funded an exciting new project designed to inspire Black youth in Southeast Michigan to work on water conservation and equity issues in their communities — and to explore their potential role in shaping future water policy in the Great Lakes region.

This is just a small sample of Mott’s grantmaking in 2021 and of the inspiring and hopeful stories of people partnering with their communities to help the world move forward.

Reflecting our commitment to transparency, the pages that follow include lists of all the grants we made in 2021, a summary of our assets, statements of financial position and activities, and a list of our trustees and staff.

I invite you to stay connected to the work of the Foundation and our grantees as it happens. Visit our website, sign up for our e-newsletters and follow us on social media.

The road to recovery may prove long and challenging, with unexpected bumps and difficult turns along the way. The Mott Foundation will be there, just as we have been for the past 96 years, helping more people, communities and fellow travelers join in the journey toward a just, equitable and sustainable society.

Ridgway White, President and CEO
Foundation Overview
Our Founder

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

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

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

— CHARLES STEWART MOTT (1875–1973)

CHARLES STEWART MOTT, who established his Foundation in 1926, was deeply concerned from his earliest years in Flint, Michigan, with the welfare of his adopted community.

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

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

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

From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond our home city.
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.
● 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.
● 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 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 local 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.
- **HELPING COMMUNITY FOUNDATIONS ADVANCE THE 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 through access to justice.

**OBJECTIVES:**
- **EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS:** We strive to develop, expand and build the capacity of community-based paralegal organizations in selected countries.
- **FOSTERING REGIONAL AND GLOBAL LEARNING:** We work to foster regional and global learning, networking and collaboration within the legal empowerment community.

**SPECIAL INITIATIVES**

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

As they learn how to grow and maintain gardens, women in Querétaro, Mexico, also cultivate confidence and self-esteem. Coordinated by member institutions of Comunalia, a Mott-funded alliance of community foundations in that country, the program illustrates how locally driven philanthropy can help to improve lives and strengthen communities.

PHOTO: COURTESY OF COMUNALIA
Civil Society 2021 Grant Activity

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening Civic Space</td>
<td><strong>$6,560</strong></td>
<td><strong>31</strong></td>
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<tr>
<td>Strengthening the Policy Environment for Civil Society</td>
<td><strong>$3,640</strong></td>
<td><strong>17</strong></td>
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<td>Advancing Civil Society Development</td>
<td><strong>$2,920</strong></td>
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<td>Enhancing Community Philanthropy</td>
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<td>Expanding the Community Foundation Field</td>
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<tr>
<td>Helping Community Foundations Advance the SDGs</td>
<td><strong>$2,526</strong></td>
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<tr>
<td>Increasing Access to Justice</td>
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<tr>
<td>Expanding Community-Based Paralegal Organizations</td>
<td><strong>$2,470</strong></td>
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<tr>
<td>Fostering Regional and Global Learning</td>
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<td>Special Initiatives</td>
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<tr>
<td>Exploratory</td>
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<td>Refugee Integration</td>
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<tr>
<td>Legacy</td>
<td><strong>$250</strong></td>
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<tr>
<td>Totals</td>
<td><strong>$26,525</strong></td>
<td><strong>82</strong></td>
</tr>
</tbody>
</table>

Subtotal: $3,640,000

Strengthening the Policy Environment for Civil Society

CIVIL SOCIETY GRANTS LISTING

Foundation-Administered Project
- $130,000
- Office of Foundation Liaison

Independent Sector
- Washington, DC
- $300,000 – 24 mos.
- General purposes

Michigan Nonprofit Association
- Lansing, MI
- $250,000 – 24 mos.
- General purposes

National Council of Nonprofits
- Washington, DC
- $300,000 – 24 mos.
- General purposes

Network of European Foundations
- Brussels, Belgium
- $50,000 – 24 mos.
- Membership and administrative support

Philanthropy Puerto Rico
- San Juan, Puerto Rico
- $100,000 – 24 mos.
- General purposes

PHILEA
- Brussels, Belgium
- $200,000 – 24 mos.
- General purposes

Tides Center
- San Francisco, CA
- $60,000 – 24 mos.
- Africa Grantmakers’ Affinity Group

World Affairs Council of Northern California
- San Francisco, CA
- $30,000 – 12 mos.
- Global Philanthropy Forum

Worldwide Initiatives for Grantmaker Support
- São Paulo, Brazil
- $400,000 – 24 mos.
- General purposes

Totals: $26,525,000

82 Grants
Global Dialogue
London, England
$10,000 – 24 mos.
Ariadne network membership
$300,000 – 24 mos.
Funders’ Initiative for Civil Society

Indiana University
Indianapolis, IN
$100,000 – 24 mos.
Philanthropy Panel Study
$200,000 – 24 mos.
Global Philanthropy Environment Index

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

International Society for Third-Sector Research
Baltimore, MD
$110,000 – 24 mos.
General purposes

National Democratic Institute for International Affairs
Washington, DC
$75,000 – 12 mos.
Open Internet for Democracy Initiative

New Venture Fund
Washington, DC
$10,000 – 41 mos.
Social sector infrastructure mapping and assessment

Urban Institute
Washington, DC
$100,000 – 24 mos.
Tax Policy and Charities Project

Subtotal: $2,920,000
Advancing Civil Society Development

Program Area Total: $6,560,000
Strengthening Civic Space

Enhancing Community Philanthropy
EXPANDING THE COMMUNITY FOUNDATION FIELD

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

CFLeads
Accord, MA
$39,000 – 36 mos.
Connecting Communities in the Americas

Comunalia
Monterrey, Mexico
$450,000 – 36 mos.
General purposes

East Africa Philanthropy Network
Nairobi, Kenya
$100,000 – 24 mos.
East Africa community foundation initiative

Foundation-Administered Project
$85,000
Technical assistance for community foundation development in Latin America

Global Fund for Community Foundations
Johannesburg, South Africa
$400,000 – 24 mos.
General purposes

Mosaico Laboratorio Creativo
Lima, Peru
$300,000 – 24 mos.
Developing community foundations in Peru

PureTrust Foundation LBG
Gumbishim, Ghana
$300,000 – 36 mos.
Community foundation development in Ghana

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
$300,000 – 24 mos.
Community Foundation Development Program

Subtotal: $2,474,000
Expanding the Community Foundation Field

HELPING COMMUNITY FOUNDATIONS ADVANCE THE SDGS

Adolfo Ibanez University
Peñalolén, Chile
$176,000 – 18 mos.
Sustainable communities: Addressing SDGs on a local level in Latin America

Candid
New York, NY
$200,000 – 24 mos.
Community foundations and sustainable development goals

Chicago Community Trust
Chicago, IL
$150,000 – 18 mos.
SDGs and social impact investing for community foundations

Community Foundation of Greater Flint
Flint, MI
$200,000 – 24 mos.
Adopting the SDG framework

Comunalia
Monterrey, Mexico
$100,000 – 12 mos.
SDG adoption by Mexican community foundations

Council on Foundations
Washington, DC
$600,000 – 36 mos.
Investing in community foundations

Fagaras Research Institute
Fagaras, Romania
$100,000 – 24 mos.
Increasing the contribution of European community foundations to SDGs

Indiana University
Indianapolis, IN
$90,000 – 12 mos.
Charity to justice in community foundations

Instituto Comunitario Grande Florianopolis
Florianopolis, Brazil
$60,000 – 16 mos.
Vital Signs – SDGs community engagement platform

Kansas Association of Community Foundations
Washington, KS
$300,000 – 28 mos.
Raising awareness and educating U.S. community foundations on SDGs

Puerto Rico Community Foundation
San Juan, PR
$150,000 – 18 mos.
Advancing sustainable development goals in Puerto Rico

United Nations Foundation
Washington, DC
$200,000 – 16 mos.
American leadership on SDGs

Welcoming America
Decatur, GA
$200,000 – 16 mos.
Community foundations advancing welcoming and sustainable development goals

Subtotal: $2,526,000
Helping Community Foundations Advance the SDGs

Program Area Total: $5,000,000
Enhancing Community Philanthropy

Increasing Access to Justice
EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS

AdvocAid
Freetown, Sierra Leone
$120,000 – 24 mos.
General purposes

Centre for Community Justice and Development
Kwa Zulu-Natal, South Africa
$200,000 – 24 mos.
General purposes

Charity and Health Foundation
Kherson, Ukraine
$100,000 – 24 mos.
Community legal centers in Ukraine

Hlenganisa Institute for Development
Southern Africa NPC
Johannesburg, South Africa
$250,000 – 24 mos.
Multi-Agency Grants Initiative: Advice Office Regranting Project

Kituo Cha Sheria Legal Advice Centre
Nairobi, Kenya
$200,000 – 24 mos.
General purposes
Legal Aid Board – Sierra Leone
Freetown, Sierra Leone
$150,000 – 24 mos.
Access to justice in remote areas of Sierra Leone

Legal Aid Forum (Rwanda)
Kigali, Rwanda
$250,000 – 24 mos.
General purposes

Legal Development Network
Kyiv, Ukraine
$200,000 – 24 mos.
Strengthening the Legal Development Network’s member organizations

Legal Resources Foundation Trust
Nairobi, Kenya
$250,000 – 24 mos.
General purposes

Paralegal Advisory Service Institute
Lilongwe, Malawi
$150,000 – 24 mos.
General purposes

Social Change Assistance Trust
Woodstock, South Africa
$400,000 – 24 mos.
General purposes

Tshimani Centre for Activist Education
Cape Town, South Africa
$200,000 – 24 mos.
Activist education for paralegals

Subtotal: $2,470,000
Expanding Community-Based Paralegal Organizations

FOSTERING REGIONAL AND GLOBAL LEARNING

Adama Trust
Johannesburg, South Africa
$150,000 – 24 mos.
Community justice in Africa features

Fund for Global Human Rights
Washington, DC
$9,000,000 – 120 mos.
Grassroots Legal Empowerment Fund

Hague Institute for Innovation of Law
The Hague, Netherlands
$200,000 – 24 mos.
General purposes

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

New York University
New York, NY
$300,000 – 24 mos.
Pathfinders for Peaceful, Just and Inclusive Societies: Civil society participation and voice

ODI
London, England
$200,000 – 24 mos.
Accelerating the scaling up of finance for people-centered justice in lower-income countries

Open Government Partnership
Washington, DC
$300,000 – 24 mos.
Opening Justice

Paralegal Advisory Service Institute
Lilongwe, Malawi
$30,000 – 24 mos.
African Centre of Excellence for Access to Justice project

Subtotal: $11,080,000
Fostering Regional and Global Learning

Program Area Total: $13,550,000

Special Initiatives

Aspen Institute
Washington, DC
$100,000 – 12 mos.
Weave: The Social Fabric Project

Institute of International Education Inc.
New York, NY
$315,000 – 36 mos.
Travel and learning fund

International Academy Berlin for Innovative Pedagogy, Psychology and Economy gGmbH
Berlin, Germany
$200,000 – 24 mos.
Youth Empowerment Partnership Programme

Subtotal: $615,000
Exploratory

REFUGEE INTEGRATION

Asylum Seeker Advocacy Project
New York, NY
$50,000 – 24 mos.
General purposes

Inter-American Foundation
Washington, DC
$300,000 – 36 mos.
Partnership for Disaster Recovery and Resilience

Network of European Foundations
Brussels, Belgium
$200,000 – 24 mos.
European Programme for Integration and Migration

Subtotal: $550,000
Refugee Integration

LEGACY

Community Foundation for Southeast Michigan
Detroit, MI
$250,000 – 12 mos.
Mariam C. Noland Public Spaces Fund

Subtotal: $250,000
Legacy

Program Area Total: $1,415,000
Special Initiatives

Program Total: $26,525,000
Civil Society

A woman shares her story with Andrews Kananga, executive director of the Legal Aid Forum (Rwanda). The Forum provides a lifeline to justice for people throughout the country.
Education Overview

To expand opportunities for children and youth to succeed in school, work and, ultimately, life, we make grants in the following areas:

ADVANCING AFTERSCHOOL
GOAL: Promote access to quality afterschool educational opportunities.

OBJECTIVES:
• BUILDING AN AFTERSCHOOL INFRASTRUCTURE: Our grants support a national infrastructure of organizations dedicated to increasing the quality of afterschool programs for children, youth and families.
• FOSTERING AFTERSCHOOL POLICY: Our funding supports the development of effective policies and partnerships to increase quality afterschool programs for children, youth and families.
• IMPROVING AFTERSCHOOL QUALITY & INNOVATION: Our grantmaking advances research and exemplary models that increase student engagement in learning and prepare students for college and career.

GRADUATING HIGH SCHOOL COLLEGE & CAREER READY
GOAL: Increase high school graduation and college and career readiness 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.

A youngster in Imlay City, Michigan, opens a children’s savings account with the help of Money Marvel (center), a CSA superhero, and staff of the Lapeer County Education Attainment Fund. The Community Economic Development Association of Michigan and other Mott grantees are helping programs like this one increase children’s savings and foster a college-going culture.
Advancing Afterschool
BUILDING AN AFTERSCHOOL INFRASTRUCTURE

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

Alliance for Justice
Washington, DC
$125,000 – 24 mos.
Advocacy training

American Association of School Administrators
Alexandria, VA
$300,000 – 24 mos.
Superintendents as leaders for high-quality afterschool and summer learning opportunities

American Camp Association
Martinsville, IN
$350,000 – 24 mos.
Supporting quality afterschool programs

America’s Service Commissions
Washington, DC
$350,000 – 36 mos.
Leveraging national service in support of afterschool

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

Collaborative Communications Group
Washington, DC
$2,000,000 – 24 mos.
Supporting the national network of statewide afterschool networks

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

ExpandED Schools
New York, NY
$1,000,000 – 18 mos.
Powered by youth voice: Future directions for afterschool

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

Foundation-Administered Project
$188,400
Advancing afterschool technical assistance

Foundation-Administered Project
$194,975
Afterschool Technical Assistance to Collaborative and statewide afterschool networks

Foundations Inc.
Mt. Laurel, NJ
$51,000 – 12 mos.
Afterschool resources and trainings

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

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

Michigan Association of United Ways
Lansing, MI
$10,000 – 24 mos.
Afterschool capacity building

National Public Education Support Fund
Washington, DC
$50,000 – 24 mos.
Grantmakers for Thriving Youth

National Summer Learning Association
Washington, DC
$325,000 – 24 mos.
Statewide afterschool network support

New York State Network for Youth Success
Troy, NY
$225,000 – 36 mos.
New York statewide afterschool network

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

Schaffer&Combs
San Francisco, CA
$300,000 – 24 mos.
Education program data collection and assessment

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

## Education 2021 Grant Activity

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancing Afterschool</td>
<td>$17,627</td>
<td>38</td>
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<tr>
<td>Building an Afterschool Infrastructure</td>
<td>$10,674</td>
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<tr>
<td>Fostering Afterschool Policy</td>
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<tr>
<td>Improving Afterschool Quality &amp; Innovation</td>
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<tr>
<td>Graduating High School College &amp; Career Ready</td>
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<tr>
<td>Expanding Quality Programs</td>
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<tr>
<td>Advancing Innovations</td>
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<tr>
<td>Youth Engagement</td>
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<tr>
<td>Youth Entrepreneurship</td>
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<tr>
<td>Engaging Youth Through Service</td>
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<tr>
<td>Special Initiatives</td>
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<td>Special Opportunities</td>
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<td>Totals</td>
<td>$24,806</td>
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</table>

Total $24,805,783
71 Grants

$3,250,000
16 GRANTS
$1,014,930
5 GRANTS
$2,929,160
12 GRANTS
$17,626,693
38 GRANTS
STEM Next Opportunity Fund
San Diego, CA
$1,500,000 – 24 mos.
Afterschool capacity support

The PAST Foundation
Columbus, OH
$225,000 – 36 mos.
Ohio statewide afterschool network

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

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

Vermont Afterschool
South Burlington, VT
$225,000 – 36 mos.
Vermont statewide afterschool network

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

Subtotal: $10,674,309
Building an Afterschool Infrastructure

FOSTERING AFTERSCHOOL POLICY

Afterschool Alliance
Washington, DC
$2,650,000 – 12 mos.
General purposes

Collaborative Communications Group
Washington, DC
$400,000 – 12 mos.
Afterschool education and outreach project

Furman University
Greenville, SC
$266,000 – 24 mos.
Education Policy Institute

Grantmakers for Education
Portland, OR
$75,000 – 24 mos.
General purposes

Subtotal: $3,391,000
Fostering Afterschool Policy

IMPROVING AFTERSCHOOL QUALITY & INNOVATION

American Institutes for Research
Arlington, VA
$499,848 – 36 mos.
21st Century Community Learning Centers and integrated service-delivery systems

Editorial Projects in Education
Bethesda, MD
$350,000 – 24 mos.
Promoting learning opportunities and supports for youth

Foundation-Administered Project
$1,571,924
Mizzen by Mott – The Mott Afterschool App

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

Institute for Educational Leadership
Washington, DC
$300,000 – 24 mos.
Coalition for Community Schools

New York State Network for Youth Success
Troy, NY
$261,237 – 18 mos.
Equity and leadership development

STEM Next Opportunity Fund
San Diego, CA
$128,375 – 19 mos.
STEM fellowship

Subtotal: $3,561,384
Improving Afterschool Quality & Innovation
Program Area Total: $17,626,693
Advancing Afterschool

Graduating High School College & Career Ready

EXPANDING QUALITY PROGRAMS

Fund for Educational Excellence
Baltimore, MD
$121,530 – 24 mos.
Afterschool College and Career Readiness Initiative

Indiana Afterschool Network Inc.
Indianapolis, IN
$118,360 – 24 mos.
Afterschool College and Career Readiness Initiative

Nebraska Children and Families Foundation
Lincoln, NE
$120,000 – 24 mos.
Afterschool College and Career Readiness Initiative

University of Missouri – Columbia
Columbia, MO
$125,000 – 24 mos.
Afterschool College and Career Readiness Initiative

Subtotal: $484,910
Expanding Quality Programs

ADVANCING INNOVATIONS

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

Asset Funders Network
Chicago, IL
$160,000 – 24 mos.
General purposes

City and County of San Francisco
San Francisco, CA
$365,000 – 24 mos.
Kindergarten to College Program

Community Economic Development Association of Michigan
Lansing, MI
$75,000 – 12 mos.
Michigan Communities for Financial Empowerment Network

Community Foundation of Wabash County
North Manchester, IN
$375,000 – 24 mos.
Promise Early Distribution Scholarship Program

Foundation-Administered Project
$29,250
Advancing children’s savings account program quality

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
$175,000 – 24 mos.
Midwest Children’s Savings Account initiative

Indiana Youth Institute
Indianapolis, IN
$215,000 – 24 mos.
Upper Midwest CSA Consortium

State of California
Sacramento, CA
$750,000 – 36 mos.
Statewide children’s savings account outreach initiative

Subtotal: $2,444,250
Advancing Innovations
Program Area Total: $2,929,160

Youth Engagement

YOUTH ENTREPRENEURSHIP

Hopewell Fund
Washington, DC
$260,000 – 27 mos.
Mott Youth Entrepreneurship Fellows program

James Madison University
Harrisonburg, VA
$175,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Massachusetts Afterschool Partnership
Hingham, MA
$125,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Oregon Association for the Education of Young Children
Gladsone, OR
$175,000 – 22 mos.
Afterschool Youth Entrepreneurship Initiative

South Carolina Afterschool Alliance
Columbia, SC
$125,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative
A budding entrepreneur in Utah markets his business at an event hosted, in part, by Craft Lake City and the Utah Afterschool Network. Expanding youth entrepreneurship education and opportunities are important goals of the network and other Mott grantees.

**University of Hawaii**
Honolulu, HI
$125,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

**University of Missouri - Columbia**
Columbia, MO
$125,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

**Utah Afterschool Network**
Salt Lake City, UT
$125,000 – 22 mos.
Afterschool Youth Entrepreneurship Initiative

**VentureLab**
Austin, TX
$350,000 – 18 mos.
Youth entrepreneurship curriculum for afterschool programs

**Voices for Georgia’s Children**
Atlanta, GA
$175,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

**Subtotal:** $1,760,000
Youth Entrepreneurship

**ENGAGING YOUTH THROUGH SERVICE**

**America’s Promise Alliance**
Washington, DC
$500,000 – 24 mos.
Engaging youth through service

**City Year Inc.**
Boston, MA
$150,000 – 24 mos.
Service education and outreach project

**Michigan Nonprofit Association**
Lansing, MI
$15,000 – 32 mos.
Governor’s Service Awards fund

**National Youth Leadership Council**
Saint Paul, MN
$400,000 – 24 mos.
Afterschool and service-learning initiative

**United Way of Genesee County**
Flint, MI
$135,000 – 12 mos.
National service and volunteer center capacity building

**Subtotal:** $1,475,000
Engaging Youth Through Service

**Program Area Total:** $3,235,000
Youth Engagement

**Special Initiatives**

**SPECIAL OPPORTUNITIES**

**Focus: HOPE**

**Detroit, MI**

**Harlem Children’s Zone**
New York, NY
$100,000 – 12 mos.
General purposes

**Michigan State University**
East Lansing, MI
$174,930 – 12 mos.
Fiscal solvency and service effectiveness project

**The Education Trust**
Washington, DC
$150,000 – 12 mos.
The Education Trust – Midwest: Michigan policy efforts

$390,000 – 36 mos.
Recruiting and retaining diverse educators

**Subtotal:** $1,014,930
Special Opportunities

**Program Area Total:** $1,014,930
Special Initiatives

**Program Total:** $24,805,783
Education
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 water-quality and -quantity 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
$500,000 – 24 mos.
General purposes

Center for Michigan
Ypsilanti, MI
$100,000 – 12 mos.
Bridge Michigan: Michigan Environment Watch

Circle of Blue
Traverse City, MI
$50,000 – 12 mos.
Uniting Great Lakes science, data and journalism

Citizens Campaign Fund for the Environment
Farmingdale, NY
$200,000 – 24 mos.
General purposes

Clean Wisconsin
Madison, WI
$300,000 – 24 mos.
General purposes

Detroit Public Television
Wixom, MI
$150,000 – 12 mos.
Great Lakes Now

Environmental Advocates of New York
Albany, NY
$150,000 – 24 mos.
General purposes

Environmental Defence
Toronto, Canada
$200,000 – 24 mos.
General purposes

Environmental Leadership Program
Greenbelt, MD
$150,000 – 24 mos.
Strengthening Great Lakes leadership

Flint River Watershed Coalition
Flint, MI
$160,000 – 24 mos.
General purposes

Foundation-Administered Project
$20,000
Greater support for organizations of indigenous groups and people of color

Freshwater Future
Petoskey, MI
$200,000 – 14 mos.
Technical assistance to boost Great Lakes communication

Grand Traverse Regional Land Conservancy
 Traverse City, MI
$140,000 – 24 mos.
General purposes

Groundwork Center for Resilient Communities
 Traverse City, MI
$150,000 – 24 mos.
General purposes

Heart of the Lakes Center for Land Conservation Policy
Bay City, MI
$225,000 – 24 mos.
General purposes

Michigan Environmental Council
Lansing, MI
$400,000 – 24 mos.
General purposes

Minneapolis Foundation
Minneapolis, MN
$150,000 – 24 mos.
Empowering Midwestern environmental justice organizations addressing water equity

Ohio Environmental Council
Columbus, OH
$50,000 – 24 mos.
Lake Erie Protection and Restoration Project

River Network
Boulder, CO
$400,000 – 24 mos.
Clean and affordable drinking water: Growing advocacy and organizational capacity in the Great Lakes

Stewardship Network
Ann Arbor, MI
$100,000 – 24 mos.
Great Lakes Islands Alliance

The Board of Trustees of the University of Illinois
Chicago, IL
$150,000 – 24 mos.
Freshwater Lab Internship program

University of Michigan
Ann Arbor, MI
$50,000 – 9 mos.
Michigan Radio – The Environment Report

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Environment 2021 Grant Activity

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addressing the Freshwater Challenge</td>
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<tr>
<td>Strengthening the Environmental Community</td>
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<tr>
<td>Informing Sound Public Policies</td>
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<tr>
<td>Transforming Development Finance</td>
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<tr>
<td>Securing Infrastructure and Energy for a Sustainable Future</td>
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<tr>
<td>Promoting Sustainable Regional Development and Integration</td>
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<tr>
<td>Advancing Climate Change Solutions</td>
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<tr>
<td>Providing Access to Clean Energy in Developing Countries</td>
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<tr>
<td>Special Initiatives</td>
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<tr>
<td>Special Opportunities</td>
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<tr>
<td>Totals</td>
<td>$23.475</td>
<td>88</td>
</tr>
</tbody>
</table>

Total $23,475,000
88 Grants

$5,550,000
28 GRANTS

$3,750,000
14 GRANTS

$6,225,000
37 GRANTS

$7,950,000
9 GRANTS

---
We the People of Detroit  
Detroit, MI  
$75,000 – 18 mos.  
Strategic planning and a water camp

Western Reserve Land Conservancy  
Moreland Hills, OH  
$100,000 – 12 mos.  
General purposes

Subtotal: $4,170,000  
Strengthening the Environmental Community

INFORMING SOUND PUBLIC POLICIES

Buffalo Niagara Waterkeeper  
Buffalo, NY  
$200,000 – 24 mos.  
Great Lakes collaboration in New York state

Conference of Great Lakes and St. Lawrence Governors and Premiers  
Arlington Heights, IL  
$75,000 – 24 mos.  
Great Lakes leadership summit

Council of State Governments  
Lexington, KY  
$100,000 – 24 mos.  
Great Lakes Leadership Council

Ecology Center  
Ann Arbor, MI  
$200,000 – 24 mos.  
PFAS Action Network

Elevate Energy  
Chicago, IL  
$170,000 – 24 mos.  
Advancing solutions to water affordability

Environmental Law & Policy Center  
Chicago, IL  
$50,000 – 12 mos.  
Clean Water Act implementation in the Great Lakes region

Great Lakes Commission  
Ann Arbor, MI  
$50,000 – 14 mos.  
Regional cooperation on aquatic invasive carp

Great Lakes Indian Fish and Wildlife Commission  
Odanah, WI  
$150,000 – 24 mos.  
Tribal science, training and communications project

Michigan League of Conservation Voters Education Fund  
Ann Arbor, MI  
$75,000 – 18 mos.  
Capacity support for water safety

Michigan Municipal League Foundation  
Ann Arbor, MI  
$200,000 – 24 mos.  
Helping cities finance water improvements

Michigan Trout Unlimited  
Dewitt, MI  
$100,000 – 24 mos.  
Protecting water resources in the Great Lakes State

Nature Conservancy  
Arlington, VA  
$500,000 – 24 mos.  
Michigan water resources protection and financing

Northeast-Midwest Institute  
Washington, DC  
$175,000 – 24 mos.  
General purposes

University of Michigan  
Ann Arbor, MI  
$10,000 – 25 mos.  
Lead-free and affordable water in Michigan

Subtotal: $2,055,000  
Informing Sound Public Policies

Program Area Total: $6,225,000  
Addressing the Freshwater Challenge

Transforming Development Finance

SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE

Accountability Counsel  
San Francisco, CA  
$300,000 – 24 mos.  
Amplifying community voices to defend their human rights and environment

American Jewish World Service  
New York, NY  
$200,000 – 24 mos.  
Land, water and climate justice efforts in the Global South

China Dialogue  
London, England  
$200,000 – 24 mos.  
Understanding the impact of Chinese investment and engagement in Latin America

Friends of the Earth  
Washington, DC  
$300,000 – 24 mos.  
Advancing and protecting sustainability standards in development finance

Inclusive Development International  
Asheville, NC  
$250,000 – 24 mos.  
Building capacity to monitor Chinese investment in Asia

Oxfam America  
Boston, MA  
$450,000 – 24 mos.  
Accelerating pro-poor clean energy solutions

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

Vasudha Foundation USA  
Sugar Land, TX  
$250,000 – 24 mos.  
Exploring best-practice models and pathways for international clean-energy finance

World Wildlife Fund  
Washington, DC  
$75,000 – 24 mos.  
Greening Chinese development finance

Subtotal: $2,275,000  
Securing Infrastructure and Energy for a Sustainable Future

PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION

Asociacion Ambientale y Sociedad  
Bogota, Colombia  
$50,000 – 24 mos.  
Strengthening Fundacion Emerger Colombia

Ecoa – Ecology and Action  
Campo Grande, Brazil  
$200,000 – 24 mos.  
Monitoring environmental impacts of financial flows for infrastructure and energy in South America

Fundacion Socioambiental Semilla  
Santa Cruz, Bolivia  
$100,000 – 34 mos.  
General purposes

Getulio Vargas Foundation  
Rio de Janeiro, Brazil  
$300,000 – 24 mos.  
Monitoring hydropower impacts in the Amazon

Global Greengrants Fund  
Boulder, CO  
$100,000 – 24 mos.  
Environmental Defenders Collaborative

INESC  
Brasilia, Brazil  
$215,000 – 24 mos.  
Finance for sustainable development in South America

Instituto Centro de Vida  
Cuiaba, Brazil  
$35,000 – 34 mos.  
Energy and infrastructure development in the Amazon

Interamerican Association for Environmental Defense  
San Francisco, CA  
$215,000 – 24 mos.  
Promoting sustainability in energy and infrastructure investments in Latin America

International Accountability Project  
Brooklyn, NY  
$200,000 – 24 mos.  
Early Warning System

International Rivers  
Oakland, CA  
$125,000 – 24 mos.  
General purposes
Advancing Climate Change Solutions

PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES

Amazon Conservation Team
Arlington, VA
$200,000 – 24 mos.
Solar energy for Chiribiquete forest dwellers

Brazilian Association for Distributed Generation
São Paulo, Brazil
$200,000 – 24 mos.
Expanding distributed renewable energy in the Amazon

Derecho Ambiente y Recursos Naturales
Lima, Peru
$100,000 – 24 mos.
Renewable Loreto

E-LICO Foundation
Dar es Salaam, Tanzania
$150,000 – 24 mos.
General purposes

EnAccess
Amsterdam, Netherlands
$450,000 – 24 mos.
General purposes

Entrepreneurship Management and Development Foundation
Dar es Salaam, Tanzania
$455,000 – 36 mos.
Building sustainable local energy enterprises serving the poor

Fraxen Consulting
Dar es Salaam, Tanzania
$70,000 – 24 mos.
Supporting the energy-access ecosystem

Global Fund for Community Foundations
Johannesburg, South Africa
$225,000 – 24 mos.
Building an inclusive financial ecosystem for end users and enterprises

Instituto Clima e Sociedade
Rio De Janeiro, Brazil
$200,000 – 24 mos.
Renewable Roraima: Studies for isolated community electrification

Instituto Socioambiental
Sao Paulo, Brazil
$200,000 – 24 mos.
Energy distributed to isolated communities

Kara Solar Foundation
Quito, Ecuador
$200,000 – 24 mos.
General purposes

Rockefeller Philanthropy Advisors
New York, NY
$500,000 – 24 mos.
Shine: Investing in Energy Access for All

Women transport a solar panel to a village in Tanzania. Mott grantmaking is helping to bring clean, safe and reliable energy to rural homes, farms and small businesses in the country.

Solar Energy Light Company Foundation
Bangalore, India
$400,000 – 24 mos.
Sharing Indian social entrepreneurs’ lessons for African off-grid energy

World Wildlife Fund
Washington, DC
$400,000 – 30 mos.
Renewable energy access for sustainable livelihoods and conservation in the Amazon

Subtotal: $3,750,000

Providing Access to Clean Energy in Developing Countries

Program Area Total: $3,750,000

Special Initiatives

SPECIAL OPPORTUNITIES

Center for Automotive Research
Ann Arbor, MI
$130,000 – 19 mos.
Industrial Heartland case study

Climate Leadership Council
Washington, DC
$250,000 – 12 mos.
General purposes

Conservation Fund
Arlington, VA
$3,000,000 – 36 mos.
Creating opportunities and building capacity for urban conservation in Michigan

ICCF Group
Washington, DC
$125,000 – 12 mos.
General purposes

Massachusetts Institute of Technology
Cambridge, MA
$250,000 – 24 mos.
Broadening cross-cultural participation and diversity in Great Lakes advocacy

Nature Conservancy
Arlington, VA
$1,000,000 – 24 mos.
Community-centered forest protection in the Keweenaw Peninsula

$3,000,000 – 15 mos.
Conservation of the Slate River Forest

Theodore Roosevelt Conservation Partnership
Washington, DC
$125,000 – 12 mos.
Hunters and anglers for climate solutions

Yale University
New Haven, CT
$250,000 – 24 mos.
Broadening cross-cultural participation and diversity in Great Lakes advocacy

Subtotal: $7,950,000

Special Opportunities

Program Area Total: $7,950,000

Special Initiatives

Program Total: $23,475,000

ENVIRONMENT GRANTS LISTING
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 reenvisioned 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 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
Child Care Network
Ann Arbor, MI
$50,000 – 12 mos.
Improving early childhood care and education quality
Community Foundation of Greater Flint
Flint, MI
$250,000 – 24 mos.
Early childhood capacity building
Subtotal: $300,000

STRONG K-12 SYSTEMS
Council of Michigan Foundations
Grand Haven, MI
$150,000 – 12 mos.
Launch Michigan
$250,000 – 6 mos.
Strategic planning to reopen K-12 schools
Flint Regional Science Fair
Flint, MI
$45,000 – 36 mos.
General purposes
Subtotal: $1,078,577

COMMUNITY EDUCATION
Boys & Girls Clubs of Greater Flint
Flint, MI
$75,000 – 12 mos.
General purposes

Flint Area 2021 Grant Activity

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tbody>
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<td>Restoring Community Vitality</td>
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<td>A Vibrant Local and Regional Economy</td>
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<td>Attract Investment to Downtown Flint</td>
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<td>Affordable Housing and Livable Neighborhoods</td>
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<td>A Connected Entrepreneurial Community</td>
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<td>Meeting Evolving Community Needs</td>
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<td>Totals</td>
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Total $91,916,280
135 Grants

Crim Fitness Foundation
Flint, MI
$140,000 – 12 mos.
Community Education Innovation Fund
$3,300,000 – 12 mos.
Community Education Initiative
Genesee Area Focus Fund
Flint, MI
($200,000)
Adjustment to previous grant
$3,700,000 – 12 mos.
YouthQuest afterschool initiative
Subtotal: $7,015,000

COLLEGE AND CAREER
Active Boys in Christ
Flint, MI
$50,000 – 12 mos.
Youth skilled trades and pre-apprentice program
Faith Foundation Resources
Flint, MI
$50,000 – 12 mos.
Helping Young People to Employment Program
Genesee Area Focus Fund
Flint, MI
$825,000 – 12 mos.
Summer Youth Initiative and TeenQuest
Greater Flint Health Coalition  
Flint, MI  
$175,000 – 12 mos.  
Flint Healthcare Employment Opportunities Program

Michigan State University  
East Lansing, MI  
$24,000 – 12 mos.  
Summer community development internships  
$25,000,000 – 121 mos.  
Flint Division of Public Health expansion endowment

Mott Community College  
Flint, MI  
$250,000 – 12 mos.  
Adult Career Pathway Program

Peckham Inc.  
Lansing, MI  
$73,370 – 12 mos.  
Genesee County Youth Career Academy  
$76,630 – 12 mos.  
Work-readiness program

Specialized Employment Services Inc.  
Flint, MI  
$85,000 – 12 mos.  
Flint STRIVE Academy Youth Empowerment Program  
$150,000 – 12 mos.  
Flint STRIVE replication program

St. Luke N.E.W. Life Center  
Flint, MI  
$100,000 – 12 mos.  
Employment preparation program

University of Michigan-Flint  
Flint, MI  
$250,000 (402x713)  
Adjustment to previous grant  
$1,000,000 – 24 mos.  
Go Blue Guarantee pilot program for the University of Michigan-Flint

Subtotal:  
$27,609,000  
College and Career  
Program Area Total:  
$36,002,577  
Revitalizing the Education Continuum

Greater Flint Health Coalition  
Flint, MI  
$300,000 – 12 mos.  
Whiting capital improvements

Flint Institute of Arts  
Flint, MI  
$250,000 – 12 mos.  
New sculpture  
$1,000,000 – 12 mos.  
Operating support

Flint Institute of Music  
Flint, MI  
$25,000 – 12 mos.  
Music Around Town  
$182,380 – 8 mos.  
Capital improvements: Boiler upgrades  
$200,000 – 19 mos.  
Technical assistance  
$480,000 – 12 mos.  
Program integration and enhancement

Flint Institute of Science and History  
Flint, MI  
$450,000 – 12 mos.  
Operating support

Foundation for the Flint Cultural Center  
Flint, MI  
$60,000  
Flint Cultural Center coordination activities

Flint Cultural Center Foundation  
Flint, MI  
$1,400,000 – 18 mos.  
Whiting capital improvements

Flint Institute of Arts  
Flint, MI  
$250,000 – 12 mos.  
New sculpture  
$1,000,000 – 12 mos.  
Operating support

Flint Institute of Music  
Flint, MI  
$25,000 – 12 mos.  
Music Around Town  
$182,380 – 8 mos.  
Capital improvements: Boiler upgrades  
$200,000 – 19 mos.  
Technical assistance  
$480,000 – 12 mos.  
Program integration and enhancement

Flint Institute of Science and History  
Flint, MI  
$450,000 – 12 mos.  
Operating support

Sphinx Organization  
Detroit, MI  
$110,000 – 12 mos.  
Overture program and partnership with Flint Institute of Music

Tapology Inc.  
Flint, MI  
$90,000 – 12 mos.  
Tapology youth outreach

Subtotal:  
$9,172,880  
Smaller Arts Organizations  
Program Area Total:  
$9,837,880  
Enriching Lives Through Arts and Culture

Restoring Community Vitality  
A VIBRANT LOCAL AND REGIONAL ECONOMY

Brookings Institution  
Washington, DC  
$75,000 – 12 mos.  
Metropolitan Policy Program

Citizens Research Council of Michigan  
Livonia, MI  
$50,000 – 12 mos.  
General purposes

Foundation-Administered Project  
$155,000  
Chevy Commons Park concept development

Genesee Area Focus Fund  
Flint, MI  
$1,765,000 – 12 mos.  
Economic and community development initiatives

Michigan Future Inc.  
Ann Arbor, MI  
$50,000 – 12 mos.  
Raising Michiganders’ standards of living

North Flint Reinvestment Corporation  
Flint, MI  
$100,000 – 12 mos.  
General purposes

Enriching Lives Through Arts and Culture  
FLINT CULTURAL CENTER CAMPUS

Flint Cultural Center Corporation  
Flint, MI  
$90,000 – 13 mos.  
Flint Institute of Science and History Museum technical assistance and planning  
$280,500 – 26 mos.  
Technical assistance  
$125,000 – 12 mos.  
School and community programming  
$200,000 – 12 mos.  
Operating support  
$230,000 – 15 mos.  
Campus site-work improvements

Flint Cultural Center Foundation  
Flint, MI  
$1,400,000 – 18 mos.  
Whiting capital improvements

Flint Institute of Arts  
Flint, MI  
$250,000 – 12 mos.  
New sculpture  
$1,000,000 – 12 mos.  
Operating support

Flint Institute of Music  
Flint, MI  
$25,000 – 12 mos.  
Music Around Town  
$182,380 – 8 mos.  
Capital improvements: Boiler upgrades  
$200,000 – 19 mos.  
Technical assistance  
$480,000 – 12 mos.  
Program integration and enhancement

Flint Institute of Science and History  
Flint, MI  
$450,000 – 12 mos.  
Operating support

Sphinx Organization  
Detroit, MI  
$110,000 – 12 mos.  
Overture program and partnership with Flint Institute of Music

Tapology Inc.  
Flint, MI  
$90,000 – 12 mos.  
Tapology youth outreach

Subtotal:  
$9,172,880  
Flint Cultural Center Campus

SMALLER ARTS ORGANIZATIONS

Buckham Fine Arts Project  
Flint, MI  
$300,000 – 12 mos.  
General purposes

City of Flint  
Flint, MI  
$100,000 – 30 mos.  
Event policing and public safety

Community Foundation of Greater Flint  
Flint, MI  
$40,000 – 12 mos.  
Neighborhood arts and cultural events

El Ballet Folklórico Estudiantil  
Flint, MI  
$50,000 – 12 mos.  
Mariachi music and folklórico dance instruction

Flint Downtown Development Authority  
Flint, MI  
$25,000 – 2 mos.  
Flint fireworks

Flint Public Art Project  
Flint, MI  
$30,000 – 12 mos.  
Neighborhood murals

Greater Flint Arts Council  
Flint, MI  
$130,000 – 12 mos.  
Parade of Festivals  
$150,000 – 12 mos.  
General purposes

iMichigan Productions Inc.  
Flint, MI  
$30,000 – 12 mos.  
Film Appreciation Academy for youth

Red Ink Flint  
Flint, MI  
$50,000 – 12 mos.  
General purposes

Youth Arts Unlocked  
Swartz Creek, MI  
$30,000 – 16 mos.  
Arts programming at Genesee Valley Regional Center

Subtotal:  
$665,000  
Small Arts Organizations  
Program Area Total:  
$9,837,880  
Enriching Lives Through Arts and Culture
University of Michigan
Ann Arbor, MI
$120,000 – 12 mos.
Modernizing Michigan local government fiscal transparency

University of Michigan-Flint
Flint, MI
$200,000 – 12 mos.
Economic and entrepreneurial outreach

Wayne State University
Detroit, MI
$100,000 – 12 mos.
People-centered oversight

Subtotal: $2,615,000
A Vibrant Local and Regional Economy

ATTRACTION INVESTMENT TO DOWNTOWN FLINT

Flint Downtown Development Authority
Flint, MI
$100,000 – 12 mos.
Emergency operating funds

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$535,000 – 17 mos.
Servall building redevelopment
$225,000 – 12 mos.
Flint Farmers’ Market operating support
$275,000 – 12 mos.
University Avenue and downtown blight removal
$300,000 – 12 mos.
Downtown security
$435,000 – 12 mos.
Operating support
$13,800,000 – 36 mos.
Michigan State University – Flint campus expansion

Foundation-Administered Project
$123,794
Technical assistance for downtown Flint revitalization

Greater Flint Arts Council
Flint, MI
$150,000 – 12 mos.
What’s Up Downtown capacity building

Subtotal: $15,943,794
Attract Investment to Downtown Flint

AFFORDABLE HOUSING AND LIVABLE NEIGHBORHOODS

Communities First
Flint, MI
$125,000 – 21 mos.
Georgia Manor
$400,000 – 12 mos.
Capacity building

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$1,500,000 – 30 mos.
South Saginaw Street corridor property acquisitions

Genesee County Habitat for Humanity
Flint, MI
$100,000 – 12 mos.
Flint BRAND program
$300,000 – 12 mos.
Home ownership improvement loan/grant pool

Genesee County Land Bank Authority
Flint, MI
$200,000 – 12 mos.
Blight elimination and neighborhood stabilization
$240,000 – 12 mos.
Neighborhood and community planning

Latinx Technology & Community Center
Flint, MI
$75,000 – 12 mos.
Capacity building
$75,000 – 12 mos.
Capital improvements

Local Initiatives Support Corporation
New York, NY
$100,000 – 12 mos.
Flint and Genesee County community development project

Metro Community Development
Flint, MI
$100,000 – 12 mos.
Capacity building

Michigan Community Capital
Lansing, MI
$100,000 – 12 mos.
Capacity building

North Flint Reinvestment Corporation
Flint, MI
$1,500,000 – 21 mos.
North Flint Food Market

Village Information Center
Flint, MI
$30,000 – 12 mos.
General purposes

Subtotal: $5,345,000
Affordable Housing and Livable Neighborhoods

A CONNECTED ENTREPRENEURIAL COMMUNITY

Ferris Wheel Innovation Center
Flint, MI
$50,000 – 12 mos.
Launch Flint pitch competitions
$300,000 – 12 mos.
General purposes

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

Mott Community College
Flint, MI
$72,000 – 7 mos.
Teen C.E.O. initiative
$128,000 – 12 mos.
Enterprising Network
Red Ink Flint  
Flint, MI  
$100,000 – 12 mos.  
Factory Two project

SIPI  
Flint, MI  
$75,000 – 12 mos.  
Entrepreneurial ecosystem engagement

United Way of Genesee County  
Flint, MI  
$70,000 – 12 mos.  
Flint SOUP community-funded micro-grant program

University of Michigan-Flint  
Flint, MI  
$75,000 – 12 mos.  
Zillion Solutions program expansion

XlerateHealth  
Louisville, KY  
$235,000 – 12 mos.  
Flint-based healthcare startup accelerator

Subtotal:  
$1,190,000

A Connected Entrepreneurial Community Program Area Total:  
$25,093,794

Meeting Evolving Community Needs NONPROFIT AND PHILANTHROPIC SECTOR

Asbury Community Development Corporation  
Flint, MI  
$75,250 – 12 mos.  
HELP Center capital improvements

Bethel United Methodist Church  
Flint, MI  
$78,000 – 12 mos.  
HELP Center capital improvements

Carriage Town Ministries  
Flint, MI  
$68,000 – 12 mos.  
Increasing food distribution

Catholic Charities of Shiawassee and Genesee Counties  
Flint, MI  
$325,000 – 12 mos.  
Soup kitchens, warming center and medical transportation

Crim Fitness Foundation  
Flint, MI  
$75,000 – 12 mos.  
General purposes

Crossover Downtown Outreach Ministries  
Flint, MI  
$100,000 – 12 mos.  
Capital campaign

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

Greater Flint Health Coalition  
Flint, MI  
$120,000 – 12 mos.  
General purposes

Healthy Flint Research Coordinating Center Inc.  
Flint, MI  
$112,000 – 12 mos.  
General purposes

Mott Community College  
Flint, MI  
$22,000 – 12 mos.  
Meeting college students’ basic needs

St. Luke N.E.W. Life Center  
Flint, MI  
$22,000 – 12 mos.  
Basic support

United Way of Genesee County  
Flint, MI  
$25,000 – 12 mos.  
Flint Home Explosion Fund  
$100,000 – 12 mos.  
HELP Center capital improvements  
$120,000 – 12 mos.  
Berston Field House capacity building  
$200,000 – 12 mos.  
Nonprofit capacity building  
$250,000 – 12 mos.  
General purposes  
$700,000 – 12 mos.  
Flint National Service Accelerator Fund

YMCA of Greater Flint  
Flint, MI  
$1,000,000 – 24 mos.  
General purposes

Subtotal:  
$3,562,250  
Nonprofit and Philanthropic Sector

SPECIAL OPPORTUNITIES

Arab American Heritage Council  
Flint, MI  
$50,000 – 12 mos.  
Immigration services

City of Flint  
Flint, MI  
$250,000 – 12 mos.  
Audit support  
$500,000 – 12 mos.  
Maintenance of city parks

Community Foundation of Greater Flint  
Flint, MI  
$100,000 – 12 mos.  
Flint community journalism support  
$100,000 – 12 mos.  
Christopher Stallworth Fund

Evergreen Community Development Initiative  
Flint, MI  
$70,000 – 12 mos.  
Community Water Lab

Flint and Genesee Chamber Foundation  
Flint, MI  
$50,000 – 11 mos.  
Meals for COVID-19 vaccination workers  
$50,000 – 11 mos.  
Meals for COVID-19 vaccination and hospital workers

Formative Evaluation Research Associates  
Ann Arbor, MI  
$16,000 – 18 mos.  
Youth recreation landscape scan and playground assessment

Foundation-Administered Project  
$68,779  
Community indicators project technical assistance

Genesee Conservation District  
Flint, MI  
$140,000 – 24 mos.  
New tree planting

Genesee County  
Flint, MI  
$10,000,000 – 24 mos.  
Consolidation plan – building purchase and renovation

Genesee Health System  
Flint, MI  
$75,000 – 12 mos.  
Mobile Mental Health and Outreach project  
$5,500,000 – 23 mos.  
Children’s facility: Expanding health and wellness in Flint

Latinx Technology & Community Center  
Flint, MI  
$150,000 – 12 mos.  
Tutoring and interpreter services

Miracle League of Greater Flint  
Grand Blanc, MI  
$50,000 – 12 mos.  
Accessible baseball field in Mundy Township

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

Neighborhood Engagement Hub  
Flint, MI  
$25,000 – 12 mos.  
General purposes

United Way of Genesee County  
Flint, MI  
$200,000 – 12 mos.  
Sk810 skate park design and implementation

Subtotal:  
$17,419,779  
Special Opportunities

Program Area Total:  
$20,982,029  
Meeting Evolving Community Needs

Program Total:  
$91,916,280  
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**
  Ypsilanti, MI
  $75,000 – 12 mos.
  General purposes

- **Detroit Regional Partnership Foundation**
  Detroit, MI
  $250,000 – 12 mos.
  General purposes

- **National Public Radio**
  Washington, DC
  $250,000 – 24 mos.
  News and information programs

**PEAK Grantmaking Inc.**

Washington, DC
$20,000 – 24 mos.
General purposes

**University of Michigan**

Ann Arbor, MI
$24,960 – 12 mos.
Michigan news and information programs

**Program Area Total:** $619,960
**Program Total:** $619,960

Exploratory and Special Projects

Employee and Trustee Grants

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

**EMPLOYEE/TRUSTEE MATCHING GRANTS**

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<th>Program Area Total</th>
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<td>Employee/Trustee Matching Grants</td>
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**TRUSTEE-INITIATED GRANTS**

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<td>Trustee-Initiated Grants</td>
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<tr>
<td>Employee/Trustee Matching &amp; Trustee-Initiated Grants</td>
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**Total**

$3,135,864

**Total Mott Grantmaking in 2021:**

$170,477,887
### Profile: 2021 Assets

#### TOTAL FOUNDATION ASSETS
Market Value vs. Inflation Adjusted

![Graph showing total assets over time](image)

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<th>Total Assets – Fair Value</th>
<th>Total Assets – 2021 Dollars</th>
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<tr>
<td>2021</td>
<td>$4,373.6</td>
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#### ASSET ALLOCATION 12.31.21

- **Total Growth Assets**: $2,583.2 / 59.0%
- **Total Risk Reduction Assets**: $1,353.5 / 30.9%
- **Total Real Assets**: $400.6 / 9.2%
- **Other Assets**: $36.3 / 0.9%

#### 2012–2021 SELECTED FINANCIAL INFORMATION in millions

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<td>2,794.3</td>
<td>3,091.3</td>
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<td>3,219.7</td>
<td>3,503.9</td>
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<td>3,666.4</td>
<td>4,217.7</td>
<td>4,373.6</td>
</tr>
<tr>
<td>12-Month Rolling Average Assets</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>3,071.5</td>
<td>3,123.0</td>
<td>3,157.7</td>
<td>4,124.7</td>
</tr>
<tr>
<td>Total Investment Income (Loss)</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>
<td>346.4</td>
<td>910.8</td>
<td>622.5</td>
</tr>
<tr>
<td>Total Investment Income (Loss) 2021 Dollars</td>
<td>306.9</td>
<td>480.2</td>
<td>372.7</td>
<td>96.4</td>
<td>241.8</td>
<td>513.8</td>
<td>72.5</td>
<td>375.9</td>
<td>974.9</td>
<td>622.5</td>
</tr>
<tr>
<td>Total Grants Awarded</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>
<td>132.8</td>
<td>133.7</td>
<td>170.5</td>
</tr>
<tr>
<td>Total Expenditures*</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>
<td>160.4</td>
<td>164.4</td>
<td>194.6</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: 2021 Grantmaking

GRANTMAKING ACTIVITIES

Total
381 Grants

Civil Society  82 Grants / 21.5%
Education     71 Grants / 18.6%
Environment   88 Grants / 23.1%
Flint Area    135 Grants / 35.5%
Exploratory and Special Projects  5 Grants / 1.3%

Does not include Employee and Trustee Grants

Total
$170,477,887

Civil Society $26.5 / 15.6%
Education $24.8 / 14.6%
Environment $23.5 / 13.8%
Flint Area $91.9 / 53.9%
Exploratory and Special Projects $0.6 / 0.3%
Employee and Trustee Grants $3.1 / 1.8%

2012–2021 GRANTS AWARDED BY PROGRAM in millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Civil Society</th>
<th>Education</th>
<th>Environment</th>
<th>Flint Area</th>
<th>Exploratory and Special Projects</th>
<th>Employee and Trustee Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2013</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2014</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2015</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2016</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2017</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2018</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2019</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2020</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
<tr>
<td>2021</td>
<td>$26.5</td>
<td>$24.8</td>
<td>$23.5</td>
<td>$91.9</td>
<td>$0.6</td>
<td>$3.1</td>
</tr>
</tbody>
</table>
Report of Independent Certified Public Accountants

Board of Trustees
Charles Stewart Mott Foundation

Opinion
We have audited the financial statements of Charles Stewart Mott Foundation (the “Entity”), which comprise the financial statements of financial position as of December 31, 2021 and 2020, and the related statements of activities, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as of December 31, 2021 and 2020, 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.

Basis for opinion
We conducted our audits of the financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Entity and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of management for the financial statements
Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Entity’s ability to continue as a going concern for one year after the date the financial statements are available to be issued.

Auditor’s responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with US GAAS, we:
• Exercise professional judgment and maintain professional skepticism throughout the audit.
• Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
• Obtain an understanding of internal control relevant to the audit 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 Entity’s internal control. Accordingly, no such opinion is expressed.
• Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
• Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Entity’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd (GTIL). GTIL and each of its member firms are separate legal entities and are not a worldwide partnership.
## Statements of Financial Position

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

### Assets

<table>
<thead>
<tr>
<th>Investments, at fair value:</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$107,802,090</td>
<td>$69,335,527</td>
</tr>
<tr>
<td>Public equities</td>
<td>645,052,901</td>
<td>437,574,811</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>465,811,130</td>
<td>355,943,461</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>2,047,482,786</td>
<td>1,953,977,663</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>1,021,063,827</td>
<td>1,068,089,221</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>45,000,000</td>
<td>–</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>5,103,978</td>
<td>19,873,371</td>
</tr>
<tr>
<td></td>
<td>4,337,316,712</td>
<td>3,904,794,054</td>
</tr>
<tr>
<td>Cash</td>
<td>23,784,553</td>
<td>25,276,203</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>772,547</td>
<td>1,178,169</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>5,475,456</td>
<td>3,523,376</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,243,736</td>
<td>5,712,228</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$4,373,593,004</td>
<td>$3,940,484,030</td>
</tr>
</tbody>
</table>

### Liabilities & Net Assets without Donor Restrictions

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets without Donor Restrictions</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment trades payable</td>
<td>$13,025</td>
<td>$21,550</td>
</tr>
<tr>
<td>Grants payable</td>
<td>20,793,144</td>
<td>27,851,595</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>48,626,943</td>
<td>52,707,200</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>20,750,000</td>
<td>20,105,054</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>90,183,112</td>
<td>100,685,399</td>
</tr>
<tr>
<td>NET ASSETS WITHOUT DONOR RESTRICTIONS</td>
<td>4,283,409,892</td>
<td>3,839,798,631</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS WITHOUT DONOR RESTRICTIONS</td>
<td>$4,373,593,004</td>
<td>$3,940,484,030</td>
</tr>
</tbody>
</table>

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

**Years ended December 31,**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends and interest</td>
<td>$42,824,179</td>
<td>$23,484,775</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>316,014,972</td>
<td>163,531,792</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>118,722,900</td>
<td>60,774,244</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>146,760,467</td>
<td>664,157,683</td>
</tr>
<tr>
<td>Other income (loss)</td>
<td>(1,824,042)</td>
<td>(1,137,774)</td>
</tr>
<tr>
<td><strong>Total Investment Income</strong></td>
<td>$622,498,476</td>
<td>$910,810,720</td>
</tr>
</tbody>
</table>

**Investment Expenses:**

- Direct investment expenses | 10,174,170 | 8,034,916 |
- Provision for taxes:
  - Current excise tax | 4,059,622  | 3,589,585  |
  - Deferred excise tax expense (credit) | 644,946    | 7,574,036  |
  - Unrelated business income tax (credit) | –         | –         |
  - State income tax | 45,962       | 53,378       |
- **Total Investment Expenses** | 14,924,700 | 19,251,915 |

**Net Investment Income**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$607,573,776</td>
<td>$891,558,805</td>
</tr>
</tbody>
</table>

**Grants and Operating Expenses:**

- Grants, net of refunds | 150,211,534 | 130,043,711 |
- Foundation-administered projects | 2,945,484   | 3,013,474   |
- Administration expenses | 19,302,320 | 17,454,309 |
- **Total Grants and Operating Expenses** | 172,459,338 | 150,511,494 |

**Net operating income (loss)**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$435,114,438</td>
<td>$741,047,311</td>
</tr>
</tbody>
</table>

**Other Changes in Net Assets without Donor Restrictions:**

- Pension changes other than net periodic benefit cost | 5,268,194 | (8,953,766) |
- Postretirement healthcare changes other than net periodic benefit cost | 3,228,629 | 15,627 |
- **Increase (decrease) in net assets without donor restrictions** | 443,611,261 | 732,109,172 |

**Net Assets without Donor Restrictions:**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>3,839,798,631</td>
<td>3,107,689,459</td>
</tr>
<tr>
<td>End of year</td>
<td>$4,283,409,892</td>
<td>$3,839,798,631</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
## Statements of Cash Flows

### Cash Flows from Operating Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>$443,611,261</td>
<td>$732,109,172</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets without donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>(118,722,900)</td>
<td>(60,774,244)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(316,014,972)</td>
<td>(163,531,792)</td>
</tr>
<tr>
<td>(Increase) decrease in unrealized gains on investments</td>
<td>(146,760,467)</td>
<td>(664,157,683)</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>5,028</td>
<td>–</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>148,900</td>
<td>147,924</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>405,622</td>
<td>11,538</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>(531,508)</td>
<td>(63,583)</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>(7,058,451)</td>
<td>(2,090,352)</td>
</tr>
<tr>
<td>Increase (decrease) in other liabilities</td>
<td>(4,080,257)</td>
<td>8,835,695</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>644,946</td>
<td>7,574,036</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(591,964,059)</td>
<td>(874,048,461)</td>
</tr>
<tr>
<td>Net cash provided (used) by operating activities</td>
<td>(148,352,798)</td>
<td>(141,939,289)</td>
</tr>
</tbody>
</table>

### Cash Flows from Investing Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>957,622,056</td>
<td>1,032,156,154</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(808,654,900)</td>
<td>(880,967,443)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(2,106,008)</td>
<td>(548,995)</td>
</tr>
<tr>
<td>Net cash provided (used) by investing activities</td>
<td>146,861,148</td>
<td>150,639,716</td>
</tr>
</tbody>
</table>

### Net Increase (Decrease) in Cash:

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net increase (decrease) in cash:</td>
<td>(1,491,650)</td>
<td>8,700,427</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>25,276,203</td>
<td>16,575,776</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$23,784,553</td>
<td>$25,276,203</td>
</tr>
</tbody>
</table>

### Supplemental Disclosure of Noncash Investing Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment trades receivable (payable) at year end, net</td>
<td>$5,090,953</td>
<td>$19,851,821</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
A. Mission and Grant Programs
The Charles Stewart Mott Foundation (the “Foundation”) is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Education, Environment and Flint. 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 (“Code”) as an organization described in Section 501(c)(3). However, unrelated business income is subject to taxation. The Foundation currently has net operating losses available to preclude a liability for unrelated business income taxes.

Concentration of Credit Risk
The Foundation maintains certain cash accounts, the balances of which may, at times, 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.
B. Accounting Policies (continued)

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 ended December 31, 2021 and 2020 was $148,900 and $147,924, respectively.

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

A summary of land, building and improvement holdings at December 31 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>11,989,742</td>
<td>10,614,993</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(6,912,138)</td>
<td>(7,489,469)</td>
</tr>
<tr>
<td></td>
<td><strong>5,475,456</strong></td>
<td><strong>3,523,376</strong></td>
</tr>
</tbody>
</table>

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

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 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 statement of financial position purposes. Investment trades payable represent investments that have been purchased with a trade date in the current year for which the funds have not been sent until the subsequent year. This commitment to settle the trade is classified as a liability for statement of financial position 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 statement of financial position 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.
B. Accounting Policies (continued)

Investments
Equity investments with readily determinable fair values, and all debt securities, are recorded on the trade date and are stated at fair 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 16.2% at December 31, 2021 and 2020.

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, 2021 and 2020, the Foundation has $315.7 million and $358.3 million, respectively, 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, 2021:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$107,802,090</td>
<td>$107,794,700</td>
</tr>
<tr>
<td>Public equities</td>
<td>$645,052,901</td>
<td>$514,921,261</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$465,811,130</td>
<td>$472,621,077</td>
</tr>
<tr>
<td>Alternatives — limited partnerships</td>
<td>$2,047,482,786</td>
<td>$938,306,676</td>
</tr>
<tr>
<td>Alternatives — non-partnerships</td>
<td>$1,021,063,827</td>
<td>$600,998,191</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>$45,000,000</td>
<td>$45,000,000</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>$5,103,978</td>
<td>$5,103,978</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,337,316,712</strong></td>
<td><strong>$2,684,745,883</strong></td>
</tr>
</tbody>
</table>
C. Investment Securities (continued)
The following is a summary of fair values and cost basis of the investment securities held at December 31, 2020:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$69,335,527</td>
<td>$69,318,356</td>
</tr>
<tr>
<td>Public equities</td>
<td>437,574,811</td>
<td>338,567,997</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>355,943,461</td>
<td>355,312,877</td>
</tr>
<tr>
<td>Alternatives — limited partnerships</td>
<td>1,953,977,663</td>
<td>903,888,972</td>
</tr>
<tr>
<td>Alternatives — non partnerships</td>
<td>1,068,089,221</td>
<td>678,308,387</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,873,371</td>
<td>19,873,371</td>
</tr>
<tr>
<td></td>
<td>$3,904,794,054</td>
<td>$2,365,269,960</td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (“NAV”) as of December 31, 2021, 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>$898,064,312</td>
<td>$–</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>2,047,482,786</td>
<td>315,748,162</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>$2,945,547,098</td>
<td>$315,748,162</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investments valued at NAV as of December 31, 2020, 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>$949,408,420</td>
<td>$–</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>1,953,977,663</td>
<td>358,285,182</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>$2,903,386,083</td>
<td>$358,285,182</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 5 business days to 4 months, with various ‘lock-up’ and ‘gate’ provisions.

(b) This category includes investments in private equity and credit 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 5 business days to 4 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.

As of December 31, 2021 and 2020, 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.

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.
D. Fair Value Measurements (continued)

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, 2021:

<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>$ 107,802,090</td>
<td>$ –</td>
<td>$ –</td>
<td>$ 107,802,090</td>
</tr>
<tr>
<td>Public equities</td>
<td>–</td>
<td>645,052,901</td>
<td>–</td>
<td>–</td>
<td>645,052,901</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>–</td>
<td>465,811,130</td>
<td>–</td>
<td>–</td>
<td>465,811,130</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>2,047,482,786</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,047,482,786</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>898,064,312</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>898,064,312</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,945,547,098</td>
<td>$ 1,218,666,121</td>
<td>$ –</td>
<td>$ 122,999,515</td>
<td>$ 4,287,212,734</td>
</tr>
</tbody>
</table>

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2020</td>
<td>$ 118,680,801</td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>–</td>
</tr>
<tr>
<td>Realized gains</td>
<td>–</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>$ 4,318,714</td>
</tr>
<tr>
<td>Balance, December 31, 2021</td>
<td>$ 122,999,515</td>
</tr>
</tbody>
</table>

Investments at fair value as of December 31, 2020:

<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>$ 69,335,527</td>
<td>$ –</td>
<td>$ –</td>
<td>$ 69,335,527</td>
</tr>
<tr>
<td>Public equities</td>
<td>–</td>
<td>437,574,811</td>
<td>–</td>
<td>–</td>
<td>437,574,811</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>–</td>
<td>355,943,461</td>
<td>–</td>
<td>–</td>
<td>355,943,461</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,953,977,663</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,953,977,663</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>949,408,420</td>
<td>–</td>
<td>–</td>
<td>$ 118,680,801</td>
<td>$ 1,068,089,221</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,903,386,083</td>
<td>$ 862,853,799</td>
<td>$ –</td>
<td>$ 118,680,801</td>
<td>$ 3,884,920,683</td>
</tr>
</tbody>
</table>
D. Fair Value Measurements (continued)
A summary of Level 3 activity for the year is as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2019</td>
<td>$103,496,711</td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>–</td>
</tr>
<tr>
<td>Realized gains</td>
<td>–</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>15,184,090</td>
</tr>
<tr>
<td>Balance, December 31, 2020</td>
<td>$118,680,801</td>
</tr>
</tbody>
</table>

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 federal excise tax on net investment income, as defined in the IRC, at a flat rate of 1.39%. This rate has been applied to current excise taxes for years 2021 and 2020.

The deferred excise tax liability at December 31, 2021 and 2020 has been calculated using the 1.39% rate. The deferred tax provision is determined based on the projected gains/losses for tax purposes that assume a complete liquidation of all investment assets at their current carrying value.

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$ –</td>
<td>$ –</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>$20,750,000</td>
<td>$20,105,054</td>
</tr>
<tr>
<td></td>
<td>$20,750,000</td>
<td>$20,105,054</td>
</tr>
</tbody>
</table>

Excise tax payments of $4,000,000 and $3,570,938 were paid in 2021 and 2020, 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, 2021, the Foundation made qualifying distributions less than the required minimum distribution by approximately $19.0 million. The Foundation has $3.0 million in prior year excess distributions, resulting in a net accumulated under-distribution of $16.0 million to be carried forward to 2022. The Foundation intends to exceed the required distribution in 2022 to reduce or eliminate this under-distribution amount.
F. Grants and Grants Payable

Grants payable at December 31, 2021, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Payable in Year Ending December 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
</tr>
<tr>
<td>Civil Society</td>
<td>$4,551,768</td>
</tr>
<tr>
<td>Environment</td>
<td>5,110,561</td>
</tr>
<tr>
<td>Flint Area</td>
<td>2,576,999</td>
</tr>
<tr>
<td>Education</td>
<td>3,854,235</td>
</tr>
<tr>
<td>Other*</td>
<td>205,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>16,298,563</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>$16,298,563</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 $25,580,000 and $9,075,000 as of December 31, 2021 and 2020, respectively.

Grant activity for the years ended December 31, 2021 and 2020, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$28,105,154</td>
<td>$30,499,365</td>
</tr>
<tr>
<td>Grants approved</td>
<td>153,972,887</td>
<td>132,864,120</td>
</tr>
<tr>
<td></td>
<td>182,078,041</td>
<td>163,363,485</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>23,853,254</td>
<td>19,689,013</td>
</tr>
<tr>
<td>Environment</td>
<td>23,955,000</td>
<td>18,704,165</td>
</tr>
<tr>
<td>Flint Area</td>
<td>83,325,281</td>
<td>65,894,333</td>
</tr>
<tr>
<td>Education</td>
<td>25,763,534</td>
<td>26,647,584</td>
</tr>
<tr>
<td>Other*</td>
<td>4,075,824</td>
<td>4,323,236</td>
</tr>
<tr>
<td></td>
<td>160,972,893</td>
<td>135,258,331</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$21,105,148</td>
<td>$28,105,154</td>
</tr>
</tbody>
</table>

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

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 2021 and 2020, such affiliations accounted for less than 20% 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). Current annual required and/or anticipated grantmaking and operating expenditure needs are approximately $200-$220 million.

Financial assets available to meet expenditures over the next twelve months as of December 31, 2021 and 2020:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$23,784,553</td>
<td>$25,276,203</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>107,802,090</td>
<td>69,335,527</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>772,547</td>
<td>1,178,169</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>5,103,978</td>
<td>19,873,371</td>
</tr>
<tr>
<td>Public equities</td>
<td>645,052,901</td>
<td>437,574,811</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>465,811,130</td>
<td>355,943,461</td>
</tr>
<tr>
<td>Public equity and debt funds included with alternatives</td>
<td>442,761,165</td>
<td>564,258,863</td>
</tr>
<tr>
<td>Total</td>
<td>$1,691,088,364</td>
<td>$1,473,440,405</td>
</tr>
</tbody>
</table>

The Foundation monitors liquidity on an on-going 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 programs, communications and operations (all of which are included with administration expenses on the Statements of Activities). Program-related expenses pertain principally to the direct programmatic grant-making functions of the Foundation, such as reviewing proposals and awarding, monitoring and evaluating grants. Communication-related expenses include activities directly related to the Foundation’s external communications efforts. Operational expenses include all other non-program and non-communications related administrative expenses of the Foundation.

A summary of 2021 and 2020 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>Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$4,312,797</td>
<td>$3,463,781</td>
<td>$1,385,044</td>
<td>$9,161,622</td>
</tr>
<tr>
<td><strong>Other personnel costs</strong></td>
<td>3,564,935</td>
<td>2,368,111</td>
<td>966,019</td>
<td>6,929,065</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td>149,731</td>
<td>1,363,497</td>
<td>3,179</td>
<td>1,516,407</td>
</tr>
<tr>
<td><strong>Professional fees</strong></td>
<td>474,240</td>
<td>1,037,000</td>
<td>–</td>
<td>1,511,240</td>
</tr>
<tr>
<td><strong>Travel and business expense</strong></td>
<td>37,997</td>
<td>421</td>
<td>–</td>
<td>38,418</td>
</tr>
<tr>
<td><strong>Publications &amp; contract services</strong></td>
<td>–</td>
<td>–</td>
<td>145,568</td>
<td>145,568</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$8,539,700</td>
<td>$8,232,810</td>
<td>$2,529,810</td>
<td>$19,302,320</td>
</tr>
<tr>
<td><strong>Grants, net of refunds and Foundation-administered projects</strong></td>
<td>$153,157,018</td>
<td>–</td>
<td>–</td>
<td>$153,157,018</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$161,696,718</td>
<td>$8,232,810</td>
<td>$2,529,810</td>
<td>$172,459,338</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Program Department</th>
<th>Operations Department</th>
<th>Communications Department</th>
<th>Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$4,258,940</td>
<td>$3,206,050</td>
<td>$1,355,016</td>
<td>$8,820,006</td>
</tr>
<tr>
<td><strong>Other personnel costs</strong></td>
<td>2,548,991</td>
<td>1,867,165</td>
<td>763,107</td>
<td>5,179,263</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td>156,715</td>
<td>1,457,037</td>
<td>3,070</td>
<td>1,616,822</td>
</tr>
<tr>
<td><strong>Professional fees</strong></td>
<td>380,329</td>
<td>1,064,606</td>
<td>–</td>
<td>1,444,935</td>
</tr>
<tr>
<td><strong>Travel and business expense</strong></td>
<td>149,925</td>
<td>131,057</td>
<td>12,215</td>
<td>293,197</td>
</tr>
<tr>
<td><strong>Publications &amp; contract services</strong></td>
<td>–</td>
<td>–</td>
<td>100,086</td>
<td>100,086</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$7,494,900</td>
<td>$7,725,915</td>
<td>$2,233,494</td>
<td>$17,454,309</td>
</tr>
<tr>
<td><strong>Grants, net of refunds and Foundation-administered projects</strong></td>
<td>$133,057,185</td>
<td>–</td>
<td>–</td>
<td>$133,057,185</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$140,552,085</td>
<td>$7,725,915</td>
<td>$2,233,494</td>
<td>$150,511,494</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>Amounts in ($000)</th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(97,187)</td>
<td>$(96,713)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>80,411</td>
<td>75,786</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(16,776)</td>
<td>$(20,927)</td>
</tr>
</tbody>
</table>

Amounts recognized in the statements of financial position:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(16,776)</td>
<td>$(20,927)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(16,776)</td>
<td>$(20,927)</td>
</tr>
</tbody>
</table>

Employer contributions:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>$2,466</td>
<td>$3,466</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>$(3,301)</td>
<td>$(3,260)</td>
</tr>
</tbody>
</table>

Components of net periodic benefit cost:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Service cost</td>
<td>$3,397</td>
<td>$2,604</td>
</tr>
<tr>
<td>Interest cost</td>
<td>2,427</td>
<td>2,643</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(4,255)</td>
<td>(4,385)</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>2,014</td>
<td>1,210</td>
</tr>
<tr>
<td>Net periodic benefit cost (income)</td>
<td>$3,583</td>
<td>$2,072</td>
</tr>
</tbody>
</table>

Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was $8,159,414 and $7,678,663 as of December 31, 2021 and 2020, respectively. The accumulated benefit obligation of the qualified plan was $75,292,027 and $74,598,060 as of December 31, 2021 and 2020, 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>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>2.80%</td>
<td>2.55%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>2.55%</td>
<td>3.25%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>5.75%</td>
<td>6.50%</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 7.0% for Pre-65 and 6.0% 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% by year 2032.

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>2021 Percent of Assets</th>
<th>Target Allocation</th>
<th>2020 Percent of Assets</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>30.3%</td>
<td>29.3%</td>
<td>29.6%</td>
<td>29.3%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>48.5%</td>
<td>50.0%</td>
<td>50.1%</td>
<td>50.0%</td>
</tr>
<tr>
<td>International stock</td>
<td>14.8%</td>
<td>14.7%</td>
<td>14.9%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>6.4%</td>
<td>6.0%</td>
<td>5.4%</td>
<td>6.0%</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 12/31/2021</th>
<th>NAV 12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$36,279,223</td>
<td>$33,735,598</td>
</tr>
<tr>
<td>Debt securities</td>
<td>$39,011,869</td>
<td>$37,977,328</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>5,119,645</td>
<td>4,072,922</td>
</tr>
<tr>
<td>Total</td>
<td>$80,410,737</td>
<td>$75,785,848</td>
</tr>
</tbody>
</table>

Expected Contributions

The Foundation expects to contribute $2,463,440 to its pension plans and $540,000 to its postretirement medical plan in 2022. 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>2022</td>
<td>$3,603,440</td>
<td>$540,000</td>
</tr>
<tr>
<td>2023</td>
<td>3,683,440</td>
<td>520,000</td>
</tr>
<tr>
<td>2024</td>
<td>3,783,440</td>
<td>570,000</td>
</tr>
<tr>
<td>2025</td>
<td>3,853,440</td>
<td>630,000</td>
</tr>
<tr>
<td>2026</td>
<td>4,013,440</td>
<td>690,000</td>
</tr>
<tr>
<td>2027-2031</td>
<td>24,227,200</td>
<td>4,400,000</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, 2021 and 2020, the Foundation contributed $219,769 and $217,800, respectively.

J. Subsequent Events

The Foundation evaluated its December 31, 2021 financial statements for subsequent events through August 29, 2022, 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.
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Ana Yankova

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

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Chief Financial Officer and  
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Annette M. Chamberlain  
Administrative Assistant

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Controller
Collette R. Pries  
Senior Accountant
Brittany M. Knox  
Accountant
Debra L. Cormier  
Payroll Administrator

Kim E. Stoddard  
Facilities Manager
Donald Corbray  
Gilbert Medrano  
Facilities Maintenance Technicians
Patrick J. Turowicz  
Facilities Engineer
Kim R. McDonald  
Lynne M. Mortellaro  
Administrative Assistants

**Emerson Administration**

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Ashley R. Johnson  
Grants Manager
Sharon C. Armbruster  
Scott W. Loughlin  
Senior Grants Accountants
Sarah Mather  
Senior Grants Analyst
Jill A. Powell  
Administrative Assistant

**Human Resources**

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Director — Human Resources
Aria K. Sanders  
Human Resources Administrator

**Information Technology**

Michael L. Wright  
Chief Technology Officer
Ellen Chien  
Information Technology Manager
Joumana M. Klasseck  
Database Administrator/BI Analyst
Ryan C. Madar  
Systems Engineer
Kallie Bellaver  
Technical Support Specialist

*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.

*Trustee Emeritus
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  Vice President — Communications
- Jeff Alexander
- Jessica M. Jones
- Laurie Posner
- Sarah Schuch
  Communications Officers
- Duane M. Elling
  Communications Officer — Special Projects
- Macie D. Schriner
  Communications Officer — Online Strategies
- Glen A. Birdsall
  Librarian
- Craig Kelley Jr.
  Cristina G. Wright
  Communications Associates
- Jon’Tise S. Lewis
  Administrative Assistant

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  Vice President — Investments and Chief Investment Officer
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- Cheryl Garneau
- Jon Mecoli
- Stephen W. Vessells
  Managing Investment Directors
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  Investment Operations Manager
- Alicia T. Aguilar
  Investment Operations Analyst
- Laura D. Franco
- Kelly A. Swoszowski
  Administrative Assistants

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  Vice President — Programs
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  Administrative Assistant
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  - Shannon L. Lawder
    Program Director
  - Nicholas S. Deychakiwsky
  - J. Walter Veirs
    Senior Program Officers
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- Mamotshidisi P. Mohapi
- Lorenzo M. Wakefield
  Program Officers
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  Associate Program Officer
- Linnea Bassin
- Natalie LaCour
- Lydia M. Molapo
  Administrative Assistants
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    Program Director
  - Gwynn Hughes
    Senior Program Officer
  - Arielle Milton
    Program Officer
  - Channing McKay
    Associate Program Officer
- Latoya Massey
  Program Assistant
- Mizzen by Matt
  Carlos Santini
  CEO
- Angelina Garner
  Vice President of Strategic Partnerships
- Kristin Stayer
  Vice President of Engagement and Educator Experience
- Sarah Mellon
  Manager of Resource Innovation
- Hailee Moehnke
  Projects and Events Manager
- Kyle Swank
  Data and Systems Manager

### Environment
- Sam Passmore
  Program Director
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- Kimberly A. Giffe
- Traci R. Romine
  Program Officers
- Melanie L. Moore
  Associate Program Officer
- Kendre Chapman
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### Flint Area
- Kimberly S. Roberson
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- Thomas Parker
  Executive in Residence and Program Officer
- Jennifer M. Acree
- Jamii Tata
  Program Officers
- Joseph M. Martin
  Program Officer/Projects Coordinator
- Nefertari Jones
  Associate Program Officer
- Christine L. Anderson
- Jennifer K. Reid
  Administrative Assistants

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

Lists are current as of July 31, 2022.
For up-to-date lists, please visit our website at mott.org.
Transitions

The Mott Foundation marked one retirement and multiple promotions between Aug. 1, 2021, and July 31, 2022.

In January 2022, we bid a fond farewell to Cindy S. Compeau, who retired after 23 years of dedicated service. Compeau held a number of positions in Grants Administration, most recently as director. Recognized for her expertise in international grantmaking, she was equally committed to finding ways to make complicated grants possible for the benefit of the Foundation’s hometown of Flint. We offer her our warmest thanks, congratulations and best wishes.

That same month, Emerson Merkerson was promoted to director of Grants Administration. He joined Mott in 2020 as assistant director of the department. Merkerson is responsible for supervising grant processing and compliance in accordance with the approved policies of Mott’s board of trustees.

Also in January, Arielle Milton was promoted to program officer with the Education team. She joined Mott in 2018 as an associate program officer for the team. Milton works on grantmaking related to youth entrepreneurship and children’s savings accounts.

The year also brought multiple staff transitions related to Mizzen by Mott, an internal project that’s working toward spinoff as a nonprofit that provides high-quality educational content and professional development tools for the afterschool field. In March, Angelina Garner was named vice president of strategic partnerships for Mizzen. She had previously served as a program officer with Mott’s Education team since 2018. In her new role, she oversees efforts to engage partners in promoting Mizzen and building its library of content and resources.

Three other members of the Mizzen team were promoted in July:

Kristin Stayer was promoted to vice president of engagement and educator experience. She joined the Foundation in early 2022 to help promote Mizzen at conferences and events, and she continues to increase and engage the community of practitioners using Mizzen.

Sarah Mellon was promoted to manager of resource innovation. She joined the Foundation in 2021 as partnership and content specialist, and she continues to build and expand Mizzen’s library of top-tier resources.

Kyle Swank was promoted to data and systems manager. He joined the Foundation in 2020 to oversee customer support for Mizzen, and he works to ensure the platform is an easy-to-use, high-quality resource for the field.
Production Credits

CHARLES STEWART MOTT FOUNDATION
Project manager and lead writer: Duane Elling
Contributing writers: Jeff Alexander, Jessica Jones, Laurie Posner, Sarah Schuch
Editor: Kathryn Thomas
Project support: Sharon Armbruster, Gregory Hopton, Ashley R. Johnson,
Jon’Tise Lewis, Scott W. Loughlin, Sarah Mather, Emerson Merkerson,
Macie Schriner, Cristina Wright

GRAPHIC DESIGN & PRODUCTION
Olmsted Associates Inc., Flint, Michigan

PRODUCTION ASSISTANCE
Sheila Beachum Bilby

PRINTING
Tepel Brothers Printing, Troy, Michigan