ON THE COVER

Tinuola Makinde, project officer for the West Africa Civil Society Institute’s Civic Space Resource Hub, speaks at a workshop in Accra, Ghana, on issues of protecting civic space. The Institute and other Mott grantees continue to push back against a rising global tide of restrictions and threats to civic freedom.

PHOTO: COURTESY OF WEST AFRICA CIVIL SOCIETY INSTITUTE

Wild raspberries make for a tasty discovery as a young participant studies the natural world at Camp Fire Alaska, one of the Alaska Afterschool Network’s partner organizations. Fifty Mott-funded afterschool networks — one in every U.S. state — are striving to ensure that all children have access to high-quality, comprehensive out-of-school-time learning opportunities.

PHOTO: COURTESY OF CAMP FIRE ALASKA

Sean Reynolds, assistant baker, preps doughnuts at Carriage Town Bakery in Flint. Launched with support from Mott, the bakery offers adults struggling with homelessness the opportunity to gain the job skills and experience — as well as a renewed sense of self-esteem — that can open doors to a successful future.

PHOTO: JENIFER VELOSO

A worker installs a pipe at a water treatment facility in Ohio. Mott’s grantmaking is helping to maximize the impact of new federal funding for water infrastructure projects in the U.S. and ensure that it benefits the communities that need it most.

PHOTO: OPERATION 2021 / ALAMY
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As much of the world continued the process in 2022 of emerging from the chaos sparked by the global pandemic, the people of Ukraine faced a new and terrible crisis: Russia’s hostile invasion of their country.

Having supported civil society in the region for nearly 30 years, the Mott Foundation was able to move quickly to help respond to the conflict. We connected with our grantees in and around Ukraine, as well as here in the United States, to identify and address the urgent needs of those living and working in the middle of the war, and those seeking to flee it.

As with the pandemic and, prior to that, the water crisis in Mott’s hometown of Flint, the tragedy in Ukraine speaks volumes about the importance of building, supporting and sustaining a vibrant, flexible and responsive nonprofit sector. It also illustrates our firmly held belief that it takes many partners and allies, each playing to their individual strengths while collaborating with others, to respond to complex problems.

Here are a few examples — some related to emergent challenges, including the war in Ukraine, and others reflecting longtime grantmaking interests and strategies — of how the Mott Foundation is helping people, organizations and communities work together to tackle society’s day-to-day challenges, as well as its unexpected crises.
CIVIL SOCIETY

Since the beginning of the full-scale invasion in Ukraine, Mott has provided nearly $4 million to help address needs sparked by the war. That grantmaking in 2022 totaled more than $2.7 million and included emergency aid to nonprofit organizations located in the path of the hostilities, as well as humanitarian support for people living in Ukraine and refugees from the war.

We funded efforts by civil society organizations to monitor potential human rights abuses and war crimes, and to provide people with essential legal advice and support. Much of this work has been accomplished by networks of community-based organizations that had been built up and sustained over many years through support from Mott, as well as local and regional donors. We also made a grant to help funders in North America stay informed about ways to assist the Ukrainian people during the conflict.

On the global scene, Mott grantees continued to push back against a rising tide of restrictions and threats to civic freedom. Our grantmaking sought to engage policymakers and the technology sector on issues of privacy, data exploitation, misinformation and disinformation, and freedom of online expression. We also funded efforts to mobilize nonprofit organizations in using and promoting digital policies and practices that safeguard human rights and civic space.

Our support for building social equity through access to justice saw important wins in 2022. For example, Namati — a Mott grantee — helped to inform landmark legislation in Sierra Leone that requires companies working in that country to obtain local property owners’ approval of any new commercial activity that might impact their land. The result is a legal framework that helps to protect the social, environmental and economic interests of people and their communities.

Reflecting the Mott Foundation’s firm belief in the importance of community-based philanthropy, we made grants to support and expand the field globally. And this ongoing body of work continued to bear fruit, with a total of 35 community foundations launched in Africa, Europe and Latin America.

Recognizing the nonprofit sector’s vital role in helping people and communities meet challenges today and in decades to come, we maintained our longstanding emphasis on transparency and accountability in the field, as well as ensuring that philanthropy’s voice is heard in policy debates about charitable giving. We also made grants to increase the scope and availability of capacity-building opportunities and resources for the nonprofit community.

A man harvests rice on his farm in Newton, Sierra Leone. Legislation passed in that country in 2022 — and informed by Namati, a Mott grantee — ensures that property owners have a voice regarding proposed commercial projects that could impact their land.
FLINT AREA

As with Flint’s water crisis, the pandemic demonstrated the essential role that safe and welcoming community spaces can play in the overall well-being of individuals and families. To help ensure that these resources in Flint are available to residents well into the future, our grantmaking in 2022 supported renovations and improvements at five neighborhood-based senior and community centers, including the city’s Berston Field House. Built in 1923, this beloved Flint jewel provides an array of high-quality recreational, social, educational and other programs.

As part of our continued efforts to help our hometown recover and rise from back-to-back crises, we funded projects that are responding to local needs while also moving the community forward. For example, we made $16.8 million in grants to support construction in the city center of a roughly 110,000-square-foot facility that will serve as the new home of the YMCA of Greater Flint, the Crim Fitness Foundation and the Hurley Physical Therapy Clinic — all of which will add to the city’s vibrant health and wellness district — as well as 50 mixed-income apartments.

While nonprofit organizations led by people of color are often at the forefront of responding to society’s challenges and crises, many lack access to the same capacity-growing resources and opportunities available to their white counterparts. With a grant to the Community Foundation of Greater Flint for the Enterprising Ventures of Color initiative, Mott made an intentional effort to support such organizations here at home. Through coaching, technical assistance and other supports, this pilot initiative focuses on strengthening the long-term capacity and infrastructure of Flint-area nonprofit organizations led by people of color.

Supporting residents’ efforts to engage more fully in life and the community also remains a key focus. We made grants for a program that helps fathers to develop and maintain positive and supportive relationships with their children, and for a community talent showcase that amplifies the voices and interests of local youth. We also supported the launch of a neighborhood bakery that is helping adults struggling with homelessness to gain important job skills, enter the labor market, and embark on a new and stable future.

EDUCATION

The pandemic reinforced the Mott Foundation’s longstanding belief that all children, and particularly those in underserved communities, must have access to high-quality, comprehensive out-of-school-time programs. That’s why we supported a coordinated effort to help schools and other educational providers participate in the federal Engage Every Student Initiative, which seeks to make a spot in an out-of-school-time program available to every child who needs one. To drive progress toward that goal, we made grants to help Mott-funded afterschool networks in all 50 states leverage funding available through the American Rescue Plan to expand afterschool and summer learning opportunities.
To complement these efforts, we also supported the National Partnership for Student Success, a public-private partnership created to significantly expand access to high-quality tutoring and mentoring services. We are working with these and other partners to create learning environments and provide supportive services that will help more young people succeed.

With an eye to the future of out-of-school-time learning, we took steps to ensure that young people are involved in designing the next generation of afterschool programs. For example, we helped to launch Powered by Youth Voice: Future Directions for Afterschool, which offers opportunities for students from across the country to work together on ideas for new programming and services.

One of my favorite activities in 2022 was joining participants from six communities at an event in Chicago, where the students pitched their ideas and voted for their favorites. I was struck by the ingenuity of their proposals, as well as their decision to allocate $100,000 in total prize money across the pitches to help make all of the ideas a reality. It was grassroots philanthropy in action!

To support youth empowerment and leadership in the out-of-school-time field, we also made grants to help engage student ambassadors in educating policymakers about the critical need for afterschool and summer learning programs — and for dedicated and sustainable funding streams that can support those programs well into the future.

I’m pleased to report that Mizzen by Mott continues to play an important role in boosting students’ learning and recovery from the pandemic. An innovative app coupled with an online platform, Mizzen provides engaging activities and lessons, professional development tips and additional resources for the afterschool field. New material in 2022 came from a growing list of content providers, such as Jazz at Lincoln Center, NASA, the National Wildlife Federation, PBS NewsHour Student Reporting Labs, the Pulitzer Center and Reebok.

**ENVIRONMENT**

The water crisis in Flint highlighted the challenges facing many U.S. cities — particularly older urban areas and low-income communities — as a result of aging water supply and treatment systems. To help ensure public investment in that infrastructure prioritizes those who need it most, we joined the William and Flora Hewlett and Walton Family foundations, and other donors, in launching the Water Solutions Fund. Administered by the Water Foundation, to which we made a $5 million grant, the fund supports efforts by nonprofit organizations to monitor and track more than $80 billion in new federal funding for water infrastructure projects.

To help people and organizations work at the local level to ensure that safe, affordable water is available to everyone, we made a grant to the U.S. Water Alliance to support and expand the Water Equity Network. Launched, in part, with Mott support in 2020, the network is currently helping
44 cities around the country — including 13 in our home region of the Great Lakes — to develop local programs and policies designed to ensure that all residents benefit from water-related planning and public investment.

Reflecting our longstanding interest in environmental issues affecting the Great Lakes basin, we supported an effort by Michigan State University’s Knight Center for Environmental Journalism to improve coverage of environmental news by increasing diversity in the ranks of environment reporters in the region.

On the international front, we remain deeply concerned about the potentially disastrous consequences of continued deforestation in the Amazon. According to Brazil’s National Institute for Space Research, an estimated 4,466 square miles of forest — an area nearly 15 times the size of New York City — was laid bare by logging, development or fires between August 2021 and July 2022 alone. As these losses continue to diminish the Amazon’s capacity to absorb carbon dioxide — a key driver of global climate change — the region is becoming warmer and drier, increasing both the risk and intensity of forest fires, which add to the devastation. In response to the crisis, Mott grantees in the U.S. and Brazil collaborated on the development of mapping technology designed to identify fire risks in the Amazon, curb deforestation and help to protect the forest and its traditional peoples.

This is just a small sample of Mott’s grantmaking in 2022 that underscores how, through commitment to the long haul and responsiveness to the changing social landscape, philanthropy can help people to partner with their communities in addressing today’s challenges, as well as those that lay beyond the horizon.

Reflecting our commitment to transparency, the pages that follow include lists of all the grants we made in 2022, 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.

Moving forward, we’ll continue to engage with the critical issues affecting people in Flint, across the United States and around the world. And in every instance, we’ll do our best to help support and inspire efforts to promote 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.

*Photo: Courtesy of The Pure Trust Social Investors Foundation*
### Strengthening Civic Space

**STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY**

- **Africa Philanthropy Network**
  - Dar es Salaam, Tanzania
  - $150,000 — 24 mos.
  - General purposes

- **Centro Mexicano para la Filantropía, A.C.**
  - Mexico City, Mexico
  - $150,000 — 24 mos.
  - Care of civic space

- **CIVICUS: World Alliance for Citizen Participation**
  - Washington, DC
  - $150,000 — 36 mos.
  - Affinity Group of National Associations

- **Council of Michigan Foundations**
  - Grand Rapids, MI
  - $450,000 — 36 mos.
  - General purposes

- **Council on Foundations**
  - Washington, DC
  - $250,000 — 12 mos.
  - General purposes

- **Foundation-Administered Project**
  - Office of Foundation Liaison

- **Independent Philanthropy Association of South Africa**
  - Cape Town, South Africa
  - $50,000 — 24 mos.
  - General purposes

- **Philanthropy Puerto Rico**
  - San Juan, Puerto Rico
  - $26,000 — 24 mos.
  - General purposes

- **PHILEA**
  - Brussels, Belgium
  - $100,000 — 24 mos.
  - General purposes

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

- **Worldwide Initiatives for Grantmaker Support**
  - São Paulo, Brazil
  - $500,000 — 24 mos.
  - General purposes

**Subtotal:** $2,405,492

### ADVANCING CIVIL SOCIETY DEVELOPMENT

- **Access Now**
  - Brooklyn, NY
  - $300,000 — 24 mos.
  - General purposes

- **Alliance Publishing Trust**
  - London, England
  - $200,000 — 36 mos.
  - General purposes

- **Association for Research on Nonprofit Organizations & Voluntary Action**
  - Indianapolis, IN
  - $15,000 — 36 mos.
  - General purposes

### Civil Society 2022 Grant Activity

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
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<tr>
<td>Strengthening the Policy Environment for Civil Society</td>
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<td>Advancing Civil Society Development</td>
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<tr>
<td>Helping Community Foundations Advance the SDGs</td>
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<td>Increasing Access to Justice</td>
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<td>Expanding Community-Based Paralegal Organizations</td>
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<td>Fostering Regional and Global Learning</td>
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<td>Special Initiatives</td>
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<td>Refugee Integration</td>
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<td>Legacy</td>
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<td>Totals</td>
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**Total**: $21,410,490

**Number of Grants**: 96

**Please note:** When totaling the number of grants made during the year, we count grant increases as separate grants. We do not include foundation-administered projects in the total number of grants awarded.
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<tr>
<td>Community Foundations</td>
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<td><strong>Program Area Total:</strong></td>
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<td>Paralegal Organizations</td>
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### Enhancing Community Philanthropy

**EXPANDING THE COMMUNITY FOUNDATION FIELD**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Duration</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association for the Practice of Transformation</td>
<td>Brasov, Romania</td>
<td>$85,000</td>
<td>36 mos.</td>
<td>INSPIRE initiative for Strategic Philanthropy and Intellectual Resources</td>
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<tr>
<td>Bundesverband Deutscher Stiftungen</td>
<td>Berlin, Germany</td>
<td>$500,000</td>
<td>24 mos.</td>
<td>European Community Foundation Initiative</td>
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<tr>
<td>CivSource Africa</td>
<td>Kampala, Uganda</td>
<td>$100,000</td>
<td>18 mos.</td>
<td>Community foundation development in Uganda</td>
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<tr>
<td>Community of Solidarity Organizations</td>
<td>Pucallpa, Peru</td>
<td>$30,000</td>
<td>36 mos.</td>
<td>Community foundation development in Peru</td>
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<tr>
<td>Ednania</td>
<td>Kyiv, Ukraine</td>
<td>$500,000</td>
<td>14 mos.</td>
<td>Strengthening the Ukrainian community foundation field</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td></td>
<td>$174,998</td>
<td></td>
<td>Technical assistance for community foundation development in Latin America</td>
</tr>
<tr>
<td>Grand Valley State University</td>
<td>Allendale, MI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Connecting community and family philanthropy in Latin America</td>
</tr>
<tr>
<td>Institute for the Development of Social Investment</td>
<td>São Paulo, Brazil</td>
<td>$600,000</td>
<td>24 mos.</td>
<td>Community philanthropy development in Brazil</td>
</tr>
<tr>
<td>Kenya Community Development Foundation</td>
<td>Nairobi, Kenya</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Community foundation development in Kenya</td>
</tr>
<tr>
<td>PureTrust Foundation LBG</td>
<td>Gumbibini, Ghana</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>Community foundation development in Ghana</td>
</tr>
<tr>
<td>Roots and Wings Foundation</td>
<td>Budapest, Hungary</td>
<td>$300,000</td>
<td>36 mos.</td>
<td>Developing community foundations in Hungary</td>
</tr>
<tr>
<td>Southern Africa Trust</td>
<td>Kyalami, South Africa</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Small grants and capacity-building program</td>
</tr>
<tr>
<td>Spanish Association of Foundations</td>
<td>Madrid, Spain</td>
<td>$400,000</td>
<td>24 mos.</td>
<td>Community foundation development in Spain</td>
</tr>
<tr>
<td>The Funding Network</td>
<td>London, England</td>
<td>$100,000</td>
<td>36 mos.</td>
<td>TFN global service for community foundations</td>
</tr>
<tr>
<td>World Connect Malawi</td>
<td>Lilongwe, Malawi</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>Community foundation development in Malawi</td>
</tr>
<tr>
<td>Zambia Governance Foundation</td>
<td>Lusaka, Zambia</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Community foundation development in Zambia</td>
</tr>
</tbody>
</table>

### Increasing Access to Justice

**EXPANDING COMMUNITY–BASED PARALEGAL ORGANIZATIONS**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Duration</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association of University Legal Aid Institutions Trust</td>
<td>Potchefstroom, South Africa</td>
<td>$400,000</td>
<td>24 mos.</td>
<td></td>
</tr>
<tr>
<td>Black Sash Trust</td>
<td>Cape Town, South Africa</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Cleveland Foundation</td>
<td>Cleveland, OH</td>
<td>$150,000</td>
<td>15 mos.</td>
<td>Northeast Ohio SDG learning cohort</td>
</tr>
<tr>
<td>Community Foundations of Canada</td>
<td>Ottawa, Canada</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>Building community foundations’ capacity to act on SDGs</td>
</tr>
<tr>
<td>Comunalia</td>
<td>Monterrey, Mexico</td>
<td>$10,000</td>
<td>22 mos.</td>
<td>SDG adoption by Mexican community foundations</td>
</tr>
<tr>
<td>Indiana University</td>
<td>Indianapolis, IN</td>
<td>$100,000</td>
<td>36 mos.</td>
<td>Community foundations, SDGs and racial equity</td>
</tr>
<tr>
<td>Native Americans in Philanthropy</td>
<td>Washington, DC</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Improving equity and accountability for Native American communities with community foundations</td>
</tr>
<tr>
<td>SGS Consulting</td>
<td>Johannesburg, South Africa</td>
<td>$100,000</td>
<td>24 mos.</td>
<td>SDG program in Africa</td>
</tr>
<tr>
<td>SGS Consulting</td>
<td>Johannesburg, South Africa</td>
<td>$100,000</td>
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<td>SDG program in Africa</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Grant Duration</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy for the Development of Philanthropy in Poland</td>
<td>Warsaw, Poland</td>
<td>$1,200,000</td>
<td>36 mos.</td>
<td>Community foundation development fund for Native American communities with racial equity</td>
</tr>
<tr>
<td>Association of Black Foundation Executives</td>
<td>New York, NY</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>Community foundations addressing racial equity</td>
</tr>
<tr>
<td>Brookings Institution</td>
<td>Washington, DC</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Promoting community-led implementation of the SDGs</td>
</tr>
<tr>
<td>Cleveland Foundation</td>
<td>Cleveland, OH</td>
<td>$150,000</td>
<td>15 mos.</td>
<td>Northeast Ohio SDG learning cohort</td>
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<tr>
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<td>$200,000</td>
<td>12 mos.</td>
<td>Community foundations addressing racial equity</td>
</tr>
</tbody>
</table>

### Program Area Total:

- **Enhancing Community Philanthropy:** $6,854,998
- **Advancing the Community Field:** $4,810,000
- **Helping Community Foundations Advance the SDGs:** $2,460,000
- **Increasing Access to Justice:** $6,854,998
Centre for Human Rights Education
Advice and Assistance
Blantyre, Malawi
$150,000 — 24 mos.
Strengthen community justice in rural Malawi

Charity and Health Foundation
Kyiv, Ukraine
$25,000 — 24 mos.
Community legal centers in Ukraine

Gorenie
Pavlograd, Ukraine
$100,000 — 24 mos.
General purposes

Hlanganisa Institute for Development Southern Africa NPC
Johannesburg, South Africa
$100,000 — 24 mos.
Multi-Agency Grants Initiative: Advice Office Regranting Project

International Commission of Jurists — Kenya Section
Nairobi, Kenya
$150,000 — 24 mos.
Promotion of paralegalism

Legal Development Network
Kyiv, Ukraine
$100,000 — 24 mos.
Strengthening the Legal Development Network’s member organizations

North-West University
Potchefstroom, South Africa
$150,000 — 24 mos.
Accredited vocational paralegal training

ProBono.Org
Johannesburg, South Africa
$160,000 — 24 mos.
Community advice office support project

Support Centre for Land Change
Western Cape, South Africa
$230,000 — 24 mos.
General purposes

Ukrainian Helsinki Human Rights Union
Kyiv, Ukraine
1 grant + 1 increase totaling
$350,000 — 24 mos.
General purposes

Ukrainian Legal Aid Foundation
Kyiv, Ukraine
1 grant + 1 increase totaling
$150,000 — 24 mos.
Strengthening community paralegals in Ukraine

Subtotal: $2,665,000
Expanding Community-Based Paralegal Organizations

International Commission of Jurists
Geneva, Switzerland
$200,000 — 24 mos.
Jurists promoting access to justice and defending the rule of law in Africa

Namati
Washington, DC
$300,000 — 24 mos.
General purposes

New York University
New York, NY
$250,000 — 24 mos.
Legal empowerment basket fund for land and environmental justice

Paralegal Advisory Service Institute
Lilongwe, Malawi
$200,000 — 24 mos.
African Centre of Excellence for Access to Justice project

Proteus Fund
Amherst, MA
$50,000 — 24 mos.
TAP Network

Southern Africa Resource Watch
Johannesburg, South Africa
$150,000 — 24 mos.
Development finance for community environment and justice defenders in Southern Africa

United Nations Foundation
Washington, DC
$125,000 — 14 mos.
Justice 2023 — Seizing the opportunity of the SDG Summit

World Justice Project
Washington, DC
$325,000 — 24 mos.
Stronger analysis for progress on access to justice

Subtotal: $2,160,000
Fostering Regional and Global Learning

Program Area Total: $4,825,000
Increasing Access to Justice

Special Initiatives

EXPLORATORY

Associated Press
New York, NY
$500,000 — 36 mos.
Democracy Initiative

Global Investigative Journalism Network
Silver Spring, MD
$110,000 — 12 mos.
Documenting war crimes in Ukraine

Institute of International Education Inc.
New York, NY
$105,000 — 36 mos.
Global Travel and Learning Fund

Subtotal: $715,000
Exploratory

REFUGEE INTEGRATION

American Gateways
Austin, TX
$100,000 — 24 mos.
General purposes

American Immigration Council
Washington, DC
$100,000 — 24 mos.
General purposes

Asylum Seeker Advocacy Project
New York, NY
$200,000 — 24 mos.
General purposes

Justice in Motion
Brooklyn, NY
$100,000 — 24 mos.
General purposes

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

Subtotal: $700,000
Refugee Integration

LEGAL

Community Organisation Resource Centre
Cape Town, South Africa
$300,000 — 12 mos.
General purposes

International Academy Berlin for Innovative Pedagogy, Psychology and Economy gGmbH
Berlin, Germany
$400,000 — 36 mos.
Youth Empowerment Partnership Programme

Social Justice Initiative
Johannesburg, South Africa
$400,000 — 24 mos.
General purposes

Subtotal: $1,100,000
Legacy

Program Area Total: $2,515,000
Special Initiatives

Program Total: $21,410,490
Civil Society
To expand opportunities for children and youth to succeed in school, work and — ultimately — life, we make grants in the following areas:

**Advancing Afterschool**

**GOAL:** Promote access to quality afterschool educational opportunities.

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

**Graduating High School College & Career Ready**

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

**OBJECTIVES:**
- **EXPANDING QUALITY PROGRAMS:** Our funding supports efforts to expand quality college- and career-readiness programming through the afterschool infrastructure.
- **ADVANCING INNOVATIONS:** Our funding seeks to broaden the implementation of — and investment in — innovative college- and career-readiness strategies.

**Youth Engagement**

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

**OBJECTIVES:**
- **YOUTH ENTREPRENEURSHIP:** We seek to expand entrepreneurial education and experiences for youth in low- and moderate-income communities.
- **ENGAGING YOUTH THROUGH SERVICE:** We seek to increase youth engagement in the K-12 system through service.

**Special Initiatives**

**GOAL:** Maintain the Foundation’s flexibility to respond to new strategies, unique opportunities and changing social, economic and political contexts.
**Education 2022 Grant Activity**

<table>
<thead>
<tr>
<th>GRANT ACTIVITY</th>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancing Afterschool</td>
<td>$15.916</td>
<td>40</td>
</tr>
<tr>
<td>Building an Afterschool Infrastructure</td>
<td>$8.349</td>
<td>28</td>
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<tr>
<td>Fostering Afterschool Policy</td>
<td>$3.200</td>
<td>3</td>
</tr>
<tr>
<td>Improving Afterschool Quality &amp; Innovation</td>
<td>$4.367</td>
<td>9</td>
</tr>
<tr>
<td>Graduating High School College &amp; Career Ready</td>
<td>$2.697</td>
<td>13</td>
</tr>
<tr>
<td>Expanding Quality Programs</td>
<td>$0.825</td>
<td>6</td>
</tr>
<tr>
<td>Advancing Innovations</td>
<td>$1.872</td>
<td>7</td>
</tr>
<tr>
<td>Youth Engagement</td>
<td>$3.250</td>
<td>13</td>
</tr>
<tr>
<td>Youth Entrepreneurship</td>
<td>$2.300</td>
<td>9</td>
</tr>
<tr>
<td>Engaging Youth Through Service</td>
<td>$0.950</td>
<td>4</td>
</tr>
<tr>
<td>Special Initiatives</td>
<td>$3.594</td>
<td>8</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$3.594</td>
<td>8</td>
</tr>
<tr>
<td>Totals</td>
<td>$25.457</td>
<td>74</td>
</tr>
</tbody>
</table>

**Please note:** When totaling the number of grants made during the year, we count grant increases as separate grants. We do not include foundation-administered projects in the total number of grants awarded.
Million Girls Moonshot — an afterschool program of the STEM Next Opportunity Fund — seeks to engage 1 million young women in science, technology, engineering and math. Supporting equitable access to STEM education is an important element of Mott’s afterschool-related grantmaking.

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

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

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

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

University of Nevada
Las Vegas, NV
$225,000 — 36 mos.
Nevada statewide afterschool network

Voices for Georgia’s Children
Atlanta, GA
$225,000 — 36 mos.
Georgia statewide afterschool network

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

Subtotal: $8,349,242
Building an Afterschool Infrastructure

FOSTERING AFTERSCHOOL POLICY
Afterschool Alliance
Washington, DC
$2,400,000 — 12 mos.
General purposes

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

Grantmakers for Education
Portland, OR
$400,000 — 24 mos.
General purposes

Subtotal: $3,200,000
Fostering Afterschool Policy

IMPROVING AFTERSCHOOL QUALITY & INNOVATION
American Institutes for Research
Arlington, VA
$175,000 — 12 mos.
Identifying promising practices

Downtown Boxing Gym
Detroit, MI
$450,000 — 36 mos.
Books Before Boxing afterschool program

Foundation-Administered Project
$2,348,066
Mizzen by Mott — The Mott Afterschool App

Foundations Inc.
Mt. Laurel, NJ
$135,000 — 12 mos.
21st Century Community Learning Centers Institute

Subtotal: $825,000
Expanding Quality Programs

Jazz at Lincoln Center
New York, NY
$190,000 — 12 mos.
Mizzen by Mott content development

STEM Next Opportunity Fund
San Diego, CA
$350,000 — 12 mos.
Increasing science, technology, engineering and math in afterschool

$353,375 — 12 mos.
STEM fellowship

$100,000 — 12 mos.
STEM Institute

Synergy Enterprises Inc.
North Bethesda, MD
$115,000 — 12 mos.
21st Century Community Learning Centers Summer Institute

WETA
Arlington, VA
$150,000 — 8 mos.
PBS Newshour Student Reporting Labs

Subtotal: $4,366,441
Improving Afterschool Quality & Innovation

Program Area Total: $15,915,683

Graduating High School College & Career Ready

EXPANDING QUALITY PROGRAMS
Arkansas State University System Foundation
Jonesboro, AR
$125,000 — 24 mos.
Afterschool College and Career Readiness Initiative

Central Susquehanna Intermediate Unit
Milton, PA
$125,000 — 24 mos.
Afterschool College and Career Readiness Initiative

Michigan College Access Network
Lansing, MI
$224,000 — 24 mos.
Supporting college and career readiness in afterschool

The Education Trust
Washington, DC
$125,000 — 18 mos.
Equitable school funding: Empowering Michigan stakeholders with nonpartisan data and expertise

Vermont Afterschool
South Burlington, VT
$106,000 — 24 mos.
Afterschool College and Career Readiness Initiative

Wyoming Community Foundation
Laramie, WY
$120,000 — 24 mos.
Afterschool College and Career Readiness Initiative

Subtotal: $825,000
Expanding Quality Programs
### Advancing Innovations

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Funding</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandeis University</td>
<td>Waltham, MA</td>
<td>$445,271</td>
<td>24 mos.</td>
<td>Assets evaluation and data collection project</td>
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<tr>
<td>Community Economic Development Association of Michigan</td>
<td>Lansing, MI</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Michigan Communities for Financial Empowerment Network</td>
</tr>
<tr>
<td>Foundation-Administered Project</td>
<td></td>
<td>$16,875</td>
<td></td>
<td>Advancing children’s savings account program quality</td>
</tr>
<tr>
<td>National League of Cities Institute</td>
<td>Washington, DC</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Cities building bridges to postsecondary success</td>
</tr>
<tr>
<td>Prosperity Now</td>
<td>Washington, DC</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>Advancing the children’s savings account field</td>
</tr>
<tr>
<td>Rockefeller Philanthropy Advisors</td>
<td>New York, NY</td>
<td>$285,000</td>
<td>24 mos.</td>
<td>College Promise campaign</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>Ann Arbor, MI</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Re-envisioning the CSA field: From small-dollar to large-dollar CSAs</td>
</tr>
<tr>
<td>Washington University</td>
<td>St. Louis, MO</td>
<td>$450,000</td>
<td>24 mos.</td>
<td>Expanding CSAs for educational success and lifelong asset building</td>
</tr>
</tbody>
</table>

#### Total: **$1,872,146**

### Youth Engagement

**Youth Entrepreneurship**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Funding</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center of Southwest Culture</td>
<td>Albuquerque, NM</td>
<td>$162,500</td>
<td>24 mos.</td>
<td>Afterschool Youth Entrepreneurship Initiative</td>
</tr>
<tr>
<td>Children’s Forum</td>
<td>Tallahassee, FL</td>
<td>$125,000</td>
<td>24 mos.</td>
<td>Afterschool Youth Entrepreneurship Initiative</td>
</tr>
</tbody>
</table>

### Total: **$2,697,146**

### Special Initiatives

#### Special Opportunities

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Funding</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center on Budget and Policy Priorities</td>
<td>Washington, DC</td>
<td>$400,000</td>
<td>24 mos.</td>
<td>State Fiscal and Low-Income Initiatives Project</td>
</tr>
<tr>
<td>Focus: HOPE</td>
<td>Detroit, MI</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Harlem Children’s Zone</td>
<td>New York, NY</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>Baltimore, MD</td>
<td>$250,000</td>
<td>12 mos.</td>
<td>National Partnership for Student Success</td>
</tr>
<tr>
<td>Michigan Association of United Ways</td>
<td>Lansing, MI</td>
<td>$194,451</td>
<td>12 mos.</td>
<td>Expanding educational opportunities in Michigan</td>
</tr>
<tr>
<td>Michigan Future Inc.</td>
<td>Ann Arbor, MI</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>East Lansing, MI</td>
<td>$194,451</td>
<td>12 mos.</td>
<td>Fiscal solvency and service effectiveness project</td>
</tr>
<tr>
<td>The Education Trust</td>
<td>Washington, DC</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>The Education Trust — Midwest: Michigan policy efforts</td>
</tr>
</tbody>
</table>

#### Total: **$3,594,451**

### YOUTH ENTREPRENEURSHIP THROUGH SERVICE

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<th>Description</th>
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<tr>
<td>Service Year Alliance</td>
<td>Washington, DC</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Expanding national service and replication of the Flint National Service Accelerator Initiative</td>
</tr>
<tr>
<td>STEM Next Opportunity Fund</td>
<td>San Diego, CA</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>National service fellowship</td>
</tr>
<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>National service and volunteer center capacity building</td>
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</tbody>
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#### Total: **$25,457,280**

### Special Initiatives

#### Program Total: **$950,000**

<table>
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<th>Institution</th>
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<th>Description</th>
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<tr>
<td>Engaging Youth Through Service</td>
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### Total: **$3,250,000**

### Youth Engagement

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<td></td>
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</tbody>
</table>

### Special Initiatives

#### Program Total: **$950,000**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Funding</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Engaging Youth Through Service</td>
<td></td>
<td></td>
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</table>

### Total: **$3,250,000**
A long, elevated boardwalk at the Arcadia Marsh Nature Preserve in Michigan offers visitors a unique way to explore a Great Lakes coastal marsh. The Grand Traverse Regional Land Conservancy, a Mott grantee, has led efforts to restore and protect the 313-acre site for future generations.

**Environment Overview**

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

**Addressing the Freshwater Challenge**

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

**OBJECTIVES:**

- **STRENGTHENING THE ENVIRONMENTAL COMMUNITY:** We seek a strong, effective and sustainable community of nongovernmental organizations dedicated to the long-term conservation of freshwater ecosystems.

- **INFORMING SOUND PUBLIC POLICIES:** We seek well-designed and effectively implemented 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
  - $130,000 — 24 mos.
  - General purposes

- **Canadian Environmental Law Association**
  - Toronto, Canada
  - $200,000 — 24 mos.
  - Healthy Great Lakes Program

- **Center for Michigan**
  - Ypsilanti, MI
  - $200,000 — 24 mos.
  - Bridge Michigan: Michigan Environment Watch

- **Circle of Blue**
  - Traverse City, MI
  - $25,000 — 19 mos.
  - Uniting Great Lakes science, data and journalism

- **Conservation Fund**
  - Arlington, VA
  - $150,000 — 24 mos.
  - Saginaw Bay Watershed Initiative Network

- **Detroit Public Television**
  - Wixom, MI
  - $300,000 — 24 mos.
  - Great Lakes Now

- **Flint River Watershed Coalition**
  - Flint, MI
  - $70,000 — 24 mos.
  - General purposes

- **Freshwater Future**
  - Petoskey, MI
  - $500,000 — 24 mos.
  - General purposes

- **Great Lakes and St. Lawrence Cities Initiative**
  - New Lenox, IL
  - $250,000 — 24 mos.
  - General purposes

- **Great Lakes Environmental Law Center**
  - Detroit, MI
  - $175,000 — 24 mos.
  - Great Lakes water resources project

- **Illinois Environmental Council Education Fund**
  - Springfield, IL
  - $150,000 — 24 mos.
  - Lake Michigan water program

- **Land Trust Alliance**
  - Washington, DC
  - $300,000 — 24 mos.
  - Increasing the impact of land conservation on Great Lakes water quality

- **Michigan State University**
  - East Lansing, MI
  - $150,000 — 24 mos.
  - Diversity in journalism

- **Minnesota Environmental Partnership**
  - St. Paul, MN
  - $250,000 — 24 mos.
  - General purposes

- **Ohio Environmental Council**
  - Columbus, OH
  - 1 grant + 1 increase totaling $415,000 — 24 mos.
  - General purposes

- **PennFuture**
  - Harrisburg, PA
  - $150,000 — 24 mos.
  - General purposes

- **River Alliance of Wisconsin**
  - Madison, WI
  - $200,000 — 24 mos.
  - General purposes

- **River Network**
  - Boulder, CO
  - $45,000 — 24 mos.
  - Growing advocacy and organizational capacity in the Great Lakes

- **University of Michigan**
  - Ann Arbor, MI
  - $125,000 — 24 mos.
  - Michigan Radio — The Environment Report

- **Virginia Organizing Inc.**
  - Charlottesville, VA
  - $60,000 — 36 mos.
  - Health and Environmental Funders Network

- **Water Foundation**
  - Sacramento, CA
  - $400,000 — 24 mos.
  - Growing a national drinking water movement

**Subtotal:** $4,245,000

**Strengthening the Environmental Community**

---

**Environment 2022 Grant Activity**

<table>
<thead>
<tr>
<th>GRANT DOLLARS</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in millions)</td>
<td></td>
</tr>
<tr>
<td><strong>Addressing the Freshwater Challenge</strong></td>
<td>$6.515</td>
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<tr>
<td>Strengthening the Environmental Community</td>
<td>$4.245</td>
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<tr>
<td>Informing Sound Public Policies</td>
<td>$2.270</td>
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<tr>
<td><strong>Transforming Development Finance</strong></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><strong>Advancing Climate Change Solutions</strong></td>
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<tr>
<td>Providing Access to Clean Energy in Developing Countries</td>
<td>$5.050</td>
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<tr>
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<td>$23.915</td>
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</table>

**TOTAL** $23,915,433

80 Grants

**Please note:** When totaling the number of grants made during the year, we count grant increases as separate grants. We do not include foundation-administered projects in the total number of grants awarded.
INFORMING SOUND PUBLIC POLICIES

American Rivers
Washington, DC
$300,000 — 24 mos.
Innovating clean water financing and community engagement in the Great Lakes

Center for Neighborhood Technology
Chicago, IL
$175,000 — 24 mos.
Great Lakes Water Infrastructure Project

Great Lakes Indian Fish and Wildlife Commission
Odanah, WI
$50,000 — 24 mos.
Tribal science, training and communications project

Metropolitan Planning Council
Chicago, IL
$175,000 — 24 mos.
General purposes

Michigan United Conservation Clubs
Lansing, MI
$90,000 — 15 mos.
General purposes

Midwest Environmental Advocates
Madison, WI
$150,000 — 24 mos.
Action for clean drinking water

Minnesota Center for Environmental Advocacy
St. Paul, MN
$250,000 — 24 mos.
General purposes

University of Wisconsin-Madison
Madison, WI
$80,000 — 24 mos.
Mayors Innovation Project: Affordable water and infrastructure technical assistance

U.S. Water Alliance
Washington, DC
$450,000 — 24 mos.
An equitable water future in the Great Lakes

Informing Sound Public Policies Subtotal: $2,270,000

Program Area Total: $6,515,000

Addressing the Freshwater Challenge

Transforming Development Finance

SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE

ActionAid
London, England
$250,000 — 24 mos.
Breton Woods Project

American University
Washington, DC
$150,000 — 24 mos.
Accountability Research Center

Bank Information Center
Washington, DC
$400,000 — 24 mos.
General purposes

Boston University
Boston, MA
$1,000,000 — 24 mos.
Development banks and sustainable development

Center for International Environmental Law
Washington, DC
$200,000 — 24 mos.
Ensuring development and climate finance support sustainable development

Christian Aid
London, England
$100,000 — 12 mos.
African Development Bank energy financing

Eurodad
Brussels, Belgium
$75,000 — 12 mos.
Addressing changes in international development finance

Loughborough University
Loughborough, England
$350,000 — 24 mos.
Strengthening the ACCESS Coalition

NGO Forum on ADB
Quezon City, Philippines
$350,000 — 24 mos.
General purposes

Oil Change International
Washington, DC
$300,000 — 24 mos.
International program

World Resources Institute
Washington, DC
$155,000 — 12 mos.
World Resources Institute Sustainable Finance Center

Subtotal: $3,280,000

Securing Infrastructure and Energy for a Sustainable Future

PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION

350.org
Boston, MA
$100,000 — 24 mos.
Tackling finance of gas expansion in South America

Bank Information Center
Washington, DC
$300,000 — 24 mos.
China-Latin America Sustainable Investments Initiative

Conectas
São Paulo, Brazil
$100,000 — 30 mos.
Strengthening Brazilian Development Bank accountability

A group of Kayapó, Indigenous people who live in dispersed riverside villages, march to protest destructive development in the Amazon. Mott grantees are working to shape international investment in developing countries to be more sustainable and to mitigate potential social and environmental impacts.
**Environment Grants Listing**

**Special Initiatives**

**SPECIAL OPPORTUNITIES**

- **Amazon Environmental Research Institute**
  Brasilia, Brazil
  $200,000 — 24 mos.
  Harnessing technology to reduce fires in the Amazon

- **American University**
  Washington, DC
  $250,000 — 24 mos.
  Sandra N. Smithey Fellowship Fund at the Accountability Research Center

- **Biodiversity Funders Group**
  San Francisco, CA
  $85,000 — 24 mos.
  General purposes

- **Climate Leadership Council**
  Washington, DC
  $250,000 — 12 mos.
  General purposes

- **Environmental Grantmakers Association**
  New York, NY
  $55,000 — 24 mos.
  General purposes

- **ICCF Group**
  Washington, DC
  $125,000 — 18 mos.
  General purposes

- **Milwaukee Water Commons**
  Milwaukee, WI
  $150,000 — 24 mos.
  Water equity in Milwaukee’s diverse communities

- **The Funders Network**
  Coral Gables, FL
  $35,000 — 12 mos.
  General purposes

- **Theodore Roosevelt Conservation Partnership**
  Washington, DC
  $250,000 — 24 mos.
  Hunters and anglers for climate solutions

- **Water Foundation**
  Sacramento, CA
  $250,000 — 12 mos.
  The Water Table
  $5,000,000 — 60 mos.
  Water Solutions Fund

- **Woodwell Climate Research Center**
  Falmouth, MA
  $200,000 — 24 mos.
  Harnessing technology to reduce fires in the Amazon

**Subtotal:** $6,850,000

**Program Area Total:** $6,850,000

**Special Initiatives**

**Program Total:** $23,915,433

---

**Advancing Climate Change Solutions**

**PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES**

- **Brazilian Institute for Consumer Defense**
  São Paulo, Brazil
  $300,000 — 24 mos.
  Advancing renewable energy access in the Amazon

- **Centro de Estudos Avançados de Promocao Social e Ambiental**
  Santarem, Brazil
  $200,000 — 24 mos.
  Solar energy for Amazon River dwellers

- **Derecho Ambiente y Recursos Naturales**
  Lima, Peru
  $200,000 — 24 mos.
  Renewable Loreto

- **E-LICO Foundation**
  Dar es Salaam, Tanzania
  $500,000 — 24 mos.
  General purposes

- **Fraxen Consulting**
  Dar es Salaam, Tanzania
  $300,000 — 24 mos.
  Supporting the energy access ecosystem

- **Foundation-Administered Project**
  $95,433
  Facilitate sector learning from the Distributed Renewable Energy Ecosystem Model

- **Instituto de Energia e Meio Ambiente**
  São Paulo, Brazil
  $900,000 — 36 mos.
  Technical support to maximize renewable energy access success

- **International Energy Initiative Brasil**
  São Paulo, Brazil
  $100,000 — 24 mos.
  General purposes

- **Kenya Climate Innovation Center**
  Nairobi, Kenya
  $355,000 — 24 mos.
  Better financing for local solar energy entrepreneurs in East Africa

- **Michigan State University**
  East Lansing, MI
  $400,000 — 24 mos.
  Energy convergence for off-grid Amazonian communities program

- **Regulatory Assistance Project**
  Montpelier, VT
  $200,000 — 24 mos.
  Accelerating energy transition in the Amazon

- **Salesian Missions**
  New Rochelle, NY
  $250,000 — 12 mos.
  Solar electrician and entrepreneurship training

- **The Innovation Village Hub**
  Kampala, Uganda
  $300,000 — 24 mos.
  Innovative financing for local agrisolar entrepreneurs — Uganda

- **World Resources Institute**
  Washington, DC
  $750,000 — 36 mos.
  Building national dialogues on integrated electricity planning in East Africa

- **World Wildlife Fund**
  Washington, DC
  $200,000 — 24 mos.
  Renewable energy for extractive reserves in the Amazon

**Subtotal:** $5,050,433

**Program Area Total:** $5,050,433

**Program Total:** $23,915,433
Performers at the Flint’s Got Talent showcase in December 2022 joined the event’s winner, Ava Safley, onstage at the city’s iconic Capitol Theatre. The showcase, hosted by WOW Outreach, is an example of how the arts can help to amplify youth voices and experiences.

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.
- **A STRONG K-12 SYSTEM FOR FLINT KIDS:** We strive for a strong, sustainable K-12 system that provides local families with high-quality educational choices.
- **COLLEGE AND CAREER:** We aim for broad access among residents to multiple educational and career pathways.

**Enriching Lives Through Arts and Culture**

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

**OBJECTIVES:**
- **FLINT CULTURAL CENTER CAMPUS SUSTAINABILITY:** 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.
- **CREATIVE AND CULTURAL OPPORTUNITIES:** 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.
- **ATTRACTION 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
$175,000 — 39 mos.
Early childhood education research

Subtotal: $475,000
Early Childhood Education

A STRONG K-12 SYSTEM FOR FLINT KIDS

Boys & Girls Clubs of Greater Flint
Flint, MI
$85,000 — 12 mos.
General purposes

Community Foundation of Greater Flint
Flint, MI
$400,000 — 12 mos.
Network for School Excellence support

Subtotal: $9,094,451
A Strong K-12 System for Flint Kids

A Strong K-12 System for Flint Kids

Flint Area 2022 Grant Activity

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
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<tr>
<td>Revitalizing the Education Continuum</td>
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<tr>
<td>Early Childhood Education</td>
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<td>A Strong K-12 System for Flint Kids</td>
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<tr>
<td>College and Career</td>
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<tr>
<td>Enriching Lives Through Arts and Culture</td>
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<td>Flint Cultural Center Campus Sustainability</td>
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<tr>
<td>Creative and Cultural Opportunities</td>
<td>$680</td>
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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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<tr>
<td>Attract Investment to Downtown Flint</td>
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<tr>
<td>Affordable Housing and Livable Neighborhoods</td>
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<tr>
<td>A Connected Entrepreneurial Community</td>
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<td>Meeting Evolving Community Needs</td>
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<td>Nonprofit/Philanthropic Sector</td>
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<td>Totals</td>
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</tbody>
</table>

Please note: When totaling the number of grants made during the year, we count grant increases as separate grants. We do not include foundation-administered projects in the total number of grants awarded.
### Peckham Inc.
Lansing, MI  
$80,000 — 12 mos.  
Genesee County Youth Career Academy

### 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  
$500,000 — 48 mos.  
Promise Scholars program

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<tr>
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<tbody>
<tr>
<td>College and Career</td>
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<td>$24,613,451</td>
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</table>

### Flint Cultural Center Campus Sustainability
**FLINT CULTURAL CENTER CAMPUS SUSTAINABILITY**

**Flint Cultural Center Corporation**  
Flint, MI  
$58,108 — 23 mos.  
Campus site work improvements  
$500,000 — 12 mos.  
Operating support  
$125,000 — 12 mos.  
School and community programming

**Flint Institute of Arts**  
Flint, MI  
$1,000,000 — 12 mos.  
Operating support

**Flint Institute of Music**  
Flint, MI  
$25,000 — 12 mos.  
Music Around Town  
$106,750 — 21 mos.  
Program integration and enhancement  
$250,000 — 12 mos.  
Whiting/Capitol operating support

**Flint Institute of Science and History**  
Flint, MI  
$420,000 — 12 mos.  
Operating support

**Foundation-Administered Project**  
$60,000  
Flint Cultural Center coordination activities

**Foundation for the Flint Cultural Center**  
Flint, MI  
1 grant + 1 increase totaling  
$6,000,000 — 120 mos.  
Flint Cultural Center organizations operating endowment

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<tr>
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<td>Creative and Cultural Opportunities</td>
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<tr>
<td>Program Area Total:</td>
<td>$11,419,858</td>
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</table>

### Creativity and Cultural Opportunities

**Buckham Fine Arts Project**  
Flint, MI  
$60,000 — 24 mos.  
General purposes

**Community Foundation of Greater Flint**  
Flint, MI  
$60,000 — 12 mos.  
Neighborhood arts and cultural events

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

**Factory Two**  
Flint, MI  
$50,000 — 12 mos.  
General purposes

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

**Floyd McCree Theatre**  
Flint, MI  
$35,000 — 12 mos.  
Facility improvements

**Greater Flint Arts Council**  
Flint, MI  
$150,000 — 12 mos.  
General purposes  
$105,000 — 12 mos.  
Parade of Festivals

**iMichigan Productions Inc.**  
Flint, MI  
$60,000 — 12 mos.  
Film Appreciation Academy for youth

**WOW Outreach**  
Flint, MI  
$25,000 — 6 mos.  
Flint’s Got Talent youth showcase

**Youth Arts Unlocked**  
Swartz Creek, MI  
$30,000 — 17 mos.  
Arts programming at Genesee Valley Regional Center

| Subtotal: | $10,739,858 |

### Restoring Community Vitality

**A VIBRANT LOCAL AND REGIONAL ECONOMY**

**City of Flint**  
Flint, MI  
$2,000,000 — 36 mos.  
Buick City redevelopment

** Flint and Genesee Chamber Foundation**  
Flint, MI  
$750,000 — 12 mos.  
Next-generation industry and job creation

**Foundation-Administered Project**  
$250,000  
Inclusive economic recovery for Flint

**Genesee Area Focus Fund**  
Flint, MI  
$1,865,000 — 12 mos.  
Education and economic development initiatives

**University of Michigan-Flint**  
Flint, MI  
$225,000 — 12 mos.  
Economic and entrepreneurial outreach

| Subtotal: | $5,090,000 |

### Attract Investment to Downtown Flint

**Flint Downtown Development Authority**  
Flint, MI  
$100,000 — 12 mos.  
Emergency operating funds  
$85,000 — 10 mos.  
Organizational assessment and planning

**Foundation-Administered Project**  
$124,465  
Technical assistance for downtown Flint revitalization

**Foundation for the Uptown Reinvestment Corporation**  
Flint, MI  
$300,000 — 12 mos.  
Downtown security  
$225,000 — 12 mos.  
Flint Farmers’ Market operating support  
$5,500,000 — 30 mos.  
Harrison Street mixed-use facility  
$1,200,000 — 36 mos.  
Michigan State University Flint campus expansion

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### Enriching Lives Through Arts and Culture

**FLINT CULTURAL CENTER CAMPUS SUSTAINABILITY**

**City of Flint**  
Flint, MI  
$2,000,000 — 36 mos.  
Buick City redevelopment

**Flint and Genesee Chamber Foundation**  
Flint, MI  
$750,000 — 12 mos.  
Next-generation industry and job creation

**Foundation-Administered Project**  
$250,000  
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**University of Michigan-Flint**  
Flint, MI  
$225,000 — 12 mos.  
Economic and entrepreneurial outreach

| Subtotal: | $5,090,000 |

### A Vibrant Local and Regional Economy

**Restoring Community Vitality**

**Attract Investment to Downtown Flint**

**Flint Downtown Development Authority**  
Flint, MI  
$100,000 — 12 mos.  
Emergency operating funds  
$85,000 — 10 mos.  
Organizational assessment and planning

**Foundation-Administered Project**  
$124,465  
Technical assistance for downtown Flint revitalization

**Foundation for the Uptown Reinvestment Corporation**  
Flint, MI  
$300,000 — 12 mos.  
Downtown security  
$225,000 — 12 mos.  
Flint Farmers’ Market operating support  
$5,500,000 — 30 mos.  
Harrison Street mixed-use facility  
$1,200,000 — 36 mos.  
Michigan State University Flint campus expansion

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<td>$680,000</td>
</tr>
<tr>
<td>Program Area Total:</td>
<td>$11,419,858</td>
</tr>
</tbody>
</table>
### YMCA of Greater Flint
Flint, MI
$300,000 — 10 mos.
Facility planning and pre-development
$11,000,000 — 30 mos.
Harrison Street mixed-use facility
**Subtotal:** $19,569,365

### Harrison Street mixed-use facility

<table>
<thead>
<tr>
<th>Facility Planning and Pre-Development</th>
<th>Amount</th>
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<tbody>
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<tr>
<td>$11,000,000</td>
<td>30 mos.</td>
<td></td>
</tr>
</tbody>
</table>

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

### Flint and Genesee County Community Development

<table>
<thead>
<tr>
<th>Community Development</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>12 mos.</td>
<td></td>
</tr>
</tbody>
</table>

### Latinx Technology & Community Center
Flint, MI
$150,000 — 12 mos.
Capacity building

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

### McFarlan Charitable Corporation
Flint, MI
$750,000 — 27 mos.
McFarlan Home capital improvements

### Metro Community Development
Flint, MI
$100,000 — 24 mos.
Capacity building

### North Flint Reinvestment Corporation
Flint, MI
$500,000 — 21 mos.
North Flint Food Market

### Village Information Center
Flint, MI
$50,000 — 12 mos.
General purposes

### Subtotal: $13,225,000

### A CONNECTED ENTREPRENEURIAL COMMUNITY

<table>
<thead>
<tr>
<th>Connected Entrepreneurial Community</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factory Two</td>
<td>$100,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Factory Two project</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### A WORK CREW FROM THE GENESSEE COUNTY LAND BANK AUTHORITY

A work crew from the Genesee County Land Bank Authority clears brush, trash and other debris from a vacant property in Flint. Addressing issues of blight remains an important focus of Mott’s hometown grantmaking.

### Ferris Wheel Innovation Center
Flint, MI
$250,000 — 12 mos.
General purposes

### Foundation for the Uptown Reinvestment Corporation
Flint, MI
$85,000 — 12 mos.
Launch Flint pitch competitions

### Mott Community College
Flint, MI
$128,000 — 12 mos.
Entrepreneurial Network

### SJPI
Flint, MI
$75,000 — 12 mos.
Teens C.E.O. initiative

### 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
Crestwood, KY
$235,000 — 12 mos.
Flint-based healthcare startup accelerator

### A work crew from the Genesee County Land Bank Authority clears brush, trash and other debris from a vacant property in Flint. Addressing issues of blight remains an important focus of Mott’s hometown grantmaking.

### Meeting Evolving Community Needs

<table>
<thead>
<tr>
<th>Nonprofit/Philanthropic Sector</th>
<th>Organization</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Red Cross — East Central Bay-Michigan Chapter</td>
<td>Flint, MI</td>
<td>$50,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Health disparity project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asbury Community Development Corporation</td>
<td>Flint, MI</td>
<td>$15,000</td>
<td>20 mos.</td>
</tr>
<tr>
<td>HELP Center capital improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bethel United Methodist Church</td>
<td>Flint, MI</td>
<td>$43,000</td>
<td>14 mos.</td>
</tr>
<tr>
<td>HELP Center capital improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Catholic Charities of Shiawassee and Genesee Counties</td>
<td>Flint, MI</td>
<td>$325,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td>Soup kitchens, warming center and medical transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community Foundation of Greater Flint
Flint, MI
$125,000 — 12 mos.
Enterprising Ventures of Color

Crim Fitness Foundation
Flint, MI
$90,000 — 24 mos.
General purposes

Fair Food Network
Ann Arbor, MI
$150,000 — 24 mos.
Double Up Food Bucks project

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

Friends of Berston
Flint, MI
$125,000 — 12 mos.
Berston Field House capacity building

Healthy Flint Research Coordinating Center Inc.
Flint, MI
$750,000 — 12 mos.
General purposes

Sylvester Broome Empowerment Village
Flint, MI
$15,000 — 3 mos.
Gus Macker tournament

United Way of Genesee County
Flint, MI
$25,000 — 5 mos.
100th anniversary community celebration
$750,000 — 11 mos.
Flint National Service Accelerator Fund
$250,000 — 12 mos.
General purposes
$17,000 — 12 mos.
HELP Center capital improvements
$175,000 — 12 mos.
Nonprofit capacity building

Subtotal: $2,250,000
Nonprofit/Philanthropic Sector

SPECIAL OPPORTUNITIES

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

Carriage Town Ministries
Flint, MI
$95,000 — 12 mos.
Blueline Donuts buildout

City of Flint
Flint, MI
$10,000,000 — 36 mos.
Berston Field House capital improvements
$300,000 — 19 mos.
Brennan Senior Center improvements
$850,000 — 12 mos.
Flint Police Department public safety support
$450,000 — 19 mos.
Hasselbring Senior Center improvements
$500,000 — 12 mos.
Maintenance of city parks

Communities First
Flint, MI
$4,000,000 — 12 mos.
Baker College site redevelopment plan

Community Foundation of Greater Flint
Flint, MI
$50,000 — 12 mos.
Christopher Stallworth Fund
$18,000,000 — 120 mos.
Endowment for operations and maintenance of a state park in downtown Flint
$100,000 — 12 mos.
Flint community journalism support
$75,000 — 24 mos.
Support for special projects

Evergreen Community Development Initiative
Flint, MI
$675,000 — 12 mos.
Community center capital improvements

Flint Children’s Museum
Flint, MI
$116,800 — 31 mos.
Feasibility study and fundraising plan and implementation

Foundation-Administered Project
$88,434
Community indicators project technical assistance

Friends of Berston
Flint, MI
$340,128 — 6 mos.
Blight demolition

Genesee Conservation District
Flint, MI
$50,000 — 24 mos.
New tree planting

Genesee County
Flint, MI
$850,000 — 12 mos.
Public safety support

Genesee County Free Medical Clinic
Flint, MI
$65,000 — 12 mos.
Infrastructure improvements

Genesee County Parks & Recreation Commission
Flint, MI
$75,000 — 12 mos.
Steam engine 464 assessment

Genesee Health System
Flint, MI
$50,000 — 12 mos.
Mobile Mental Health and Outreach project

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

Shelter of Flint
Flint, MI
$65,000 — 12 mos.
Capacity building

University of Michigan
Ann Arbor, MI
$100,000 — 24 mos.
Michigan Radio transmitter replacement project

University of Michigan-Flint
$1,500,000 — 36 mos.
Department of Public Safety support

United Way of Genesee County
Flint, MI
$75,000 — 12 mos.
Community Water Lab

Whaley Children’s Center
Flint, MI
$100,000 — 12 mos.
Trauma-informed campus design

Subtotal: $38,645,362
Special Opportunities

Program Area Total: $40,895,362
Meeting Evolving Community Needs

Program Total: $115,953,036
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

- **Grand Canyon Conservancy**
  Grand Canyon, AZ
  $100,000 — 12 mos.
  Grand Canyon National Park’s Indigenous affairs program

- **Institute for Behavior and Health Inc.**
  Rockville, MD
  $50,000 — 12 mos.
  Youth substance abuse reduction program

- **University of Michigan**
  Ann Arbor, MI
  $24,960 — 12 mos.
  Michigan news and information programs

**Subtotal:** $499,960

**Program Area Total:** $499,960

**Program Total:** $499,960

**Employee and Trustee Grants**

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

**EMPLOYEE/TRUSTEE MATCHING GRANTS**

- **Program Area Total:** $1,881,857
- **Employee/Trustee Matching Grants**

**TRUSTEE-INITIATED GRANTS**

- **Program Area Total:** $1,482,000
- **Trustee-Initiated Grants**

- **Program Total:** $3,363,857
- **Employee/Trustee Matching & Trustee-Initiated Grants**

**Total Mott Grantmaking in 2022:** $190,600,056
Profile: 2022 Assets

TOTAL FOUNDATION ASSETS
Market Value vs. Inflation Adjusted

ASSET ALLOCATION 12.31.22

TOTAL ASSETS $3,663,290,955

in millions
- Total Growth Assets $2,016.9 / 55.1%
- Total Risk Reduction Assets $1,221.1 / 33.3%
- Total Real Assets $380.8 / 10.4%
- Other Assets $44.5 / 1.2%

2013–2022 SELECTED FINANCIAL INFORMATION in millions

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets – Fair Value</td>
<td>$2,584.0</td>
<td>$2,794.6</td>
<td>$2,720.8</td>
<td>$2,788.2</td>
<td>$3,005.3</td>
<td>$3,195.0</td>
<td>$3,940.5</td>
<td>$4,373.6</td>
<td>$4,373.6</td>
<td>$3,663.3</td>
</tr>
<tr>
<td>Total Assets – 2022 Dollars</td>
<td>3,246.1</td>
<td>3,455.7</td>
<td>3,360.3</td>
<td>3,400.4</td>
<td>3,700.4</td>
<td>3,503.2</td>
<td>3,657.3</td>
<td>4,456.6</td>
<td>4,723.8</td>
<td>3,663.3</td>
</tr>
<tr>
<td>12-Month Rolling Average Assets</td>
<td>2,393.3</td>
<td>2,657.5</td>
<td>2,786.7</td>
<td>2,709.0</td>
<td>2,918.3</td>
<td>3,073.5</td>
<td>3,123.0</td>
<td>3,157.7</td>
<td>4,124.7</td>
<td>3,975.6</td>
</tr>
<tr>
<td>Total Investment Income (Loss) 2022 Dollars</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>
<td>(493.1)</td>
</tr>
<tr>
<td>Total Investment Income (Loss) 2022 Dollars</td>
<td>504.2</td>
<td>388.2</td>
<td>101.0</td>
<td>255.4</td>
<td>542.6</td>
<td>76.1</td>
<td>396.5</td>
<td>1,031.1</td>
<td>672.3</td>
<td>(493.1)</td>
</tr>
<tr>
<td>Total Grants Awarded</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>135.7</td>
<td>170.5</td>
<td>190.6</td>
</tr>
<tr>
<td>Total Expenditures*</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>
<td>219.3</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: 2022 Grantmaking

GRANTMAKING ACTIVITIES

TOTAL 385 Grants

- Civil Society: 96 Grants / 24.9%
- Education: 74 Grants / 19.2%
- Environment: 80 Grants / 20.8%
- Flint Area: 130 Grants / 33.8%
- Exploratory and Special Projects: 5 Grants / 1.3%

Total Grants: 385
Total Grants in millions:
- Civil Society: $21.4 / 11.2%
- Education: $25.4 / 13.4%
- Environment: $23.9 / 12.5%
- Flint Area: $116.0 / 60.8%
- Exploratory and Special Projects: $0.5 / 0.3%
- Employee and Trustee Grants: $3.4 / 1.8%

Does not include Employee and Trustee Grants

2013–2022 GRANTS AWARDED BY PROGRAM in millions

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


$0 20 40 60 80 100 120 140 160 180 200
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 statements of financial position as of December 31, 2022 and 2021, 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, 2022 and 2021, 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.

Chicago, Illinois
July 31, 2023

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

### Years Ended December 31,

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at fair value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$ 50,163,636</td>
<td>$ 107,802,090</td>
</tr>
<tr>
<td>Public equities</td>
<td>423,480,449</td>
<td>645,052,901</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>429,184,217</td>
<td>465,811,130</td>
</tr>
<tr>
<td>Alternatives — limited partnerships</td>
<td>1,680,767,056</td>
<td>2,047,482,786</td>
</tr>
<tr>
<td>Alternatives — non-partnerships</td>
<td>978,121,230</td>
<td>1,021,063,827</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>57,095,090</td>
<td>45,000,000</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Investments</td>
<td>$3,618,811,678</td>
<td>$4,337,316,712</td>
</tr>
<tr>
<td>Cash</td>
<td>29,179,878</td>
<td>23,784,553</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,633,268</td>
<td>772,547</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>6,381,757</td>
<td>5,475,456</td>
</tr>
<tr>
<td>Other assets</td>
<td>7,284,374</td>
<td>6,243,736</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$3,663,290,955</strong></td>
<td><strong>$4,373,593,004</strong></td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets without Donor Restrictions

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment trades payable</td>
<td>$ –</td>
<td>$ 13,025</td>
</tr>
<tr>
<td>Grants payable</td>
<td>20,905,417</td>
<td>20,793,144</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>33,641,294</td>
<td>48,626,943</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>14,350,000</td>
<td>20,750,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>68,896,711</td>
<td>90,183,112</td>
</tr>
<tr>
<td><strong>Net Assets Without Donor Restrictions</strong></td>
<td>$3,594,394,244</td>
<td>$4,283,409,892</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets Without Donor Restrictions</strong></td>
<td>$3,663,290,955</td>
<td>$4,373,593,004</td>
</tr>
</tbody>
</table>

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

### Investment Income:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends and interest</td>
<td>$25,663,641</td>
<td>$42,824,179</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>108,292,911</td>
<td>316,014,972</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>(24,490,262)</td>
<td>118,722,900</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>(600,031,365)</td>
<td>146,760,467</td>
</tr>
<tr>
<td>Other income (loss)</td>
<td>(2,503,162)</td>
<td>(1,824,042)</td>
</tr>
<tr>
<td></td>
<td>(493,068,237)</td>
<td>622,498,476</td>
</tr>
</tbody>
</table>

### Investment Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct investment expenses</td>
<td>9,301,320</td>
<td>10,174,170</td>
</tr>
</tbody>
</table>
| Provision for taxes:
  Current excise tax                                | 7,558,198     | 4,059,622     |
  Deferred excise tax expense (credit)              | (6,400,000)   | 644,946       |
  Unrelated business income tax (credit)            | –             | –             |
  State income tax                                  | 20,031        | 45,962        |
|                                                  | 10,479,549    | 14,924,700    |
| Net investment income                            | (503,547,786) | 607,573,776   |

### Grants and Operating Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants, net of refunds</td>
<td>178,266,595</td>
<td>150,211,534</td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>4,091,856</td>
<td>2,945,484</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>19,815,086</td>
<td>19,302,320</td>
</tr>
<tr>
<td></td>
<td>202,173,537</td>
<td>172,459,338</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>(705,721,323)</td>
<td>435,114,438</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension changes other than net periodic benefit cost</td>
<td>6,559,051</td>
<td>5,268,194</td>
</tr>
<tr>
<td>Postretirement healthcare changes other than net periodic benefit cost</td>
<td>10,146,624</td>
<td>3,228,629</td>
</tr>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>(689,015,648)</td>
<td>443,611,261</td>
</tr>
</tbody>
</table>

### Net Assets without Donor Restrictions:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$4,283,409,892</td>
<td>$3,839,798,631</td>
</tr>
<tr>
<td>End of year</td>
<td>$3,594,394,244</td>
<td>$4,283,409,892</td>
</tr>
</tbody>
</table>

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

Years ended December 31,

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase (decrease) in net assets without donor restrictions</strong></td>
<td>(689,015,648)</td>
<td>443,611,261</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile change in net assets without donor restrictions to net cash used by operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>24,490,262</td>
<td>(118,722,900)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(108,292,911)</td>
<td>(316,014,972)</td>
</tr>
<tr>
<td>(Increase) decrease in unrealized gains on investments</td>
<td>600,031,365</td>
<td>(146,760,467)</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>–</td>
<td>5,028</td>
</tr>
<tr>
<td>Amortization of right of use assets</td>
<td>120,971</td>
<td>–</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>172,700</td>
<td>148,900</td>
</tr>
<tr>
<td>Cash payments on operating leases above decrease in liability</td>
<td>(2,746)</td>
<td>–</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>(860,721)</td>
<td>405,622</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>(1,040,638)</td>
<td>(531,508)</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>112,273</td>
<td>(7,058,451)</td>
</tr>
<tr>
<td>Increase (decrease) in other liabilities</td>
<td>(14,985,649)</td>
<td>(4,080,257)</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>(6,400,000)</td>
<td>644,946</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>493,344,906</td>
<td>(591,964,059)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by operating activities</strong></td>
<td>(195,670,742)</td>
<td>(148,352,798)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>990,300,207</td>
<td>957,622,056</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(788,036,914)</td>
<td>(808,654,900)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(1,079,001)</td>
<td>(2,106,008)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by investing activities</strong></td>
<td>201,184,292</td>
<td>146,861,148</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal payments on finance leases</td>
<td>(118,225)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by financing activities</strong></td>
<td>(118,225)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash:</strong></td>
<td>5,395,325</td>
<td>(1,491,650)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>23,784,553</td>
<td>25,276,203</td>
</tr>
<tr>
<td><strong>Cash, end of year</strong></td>
<td>$29,179,878</td>
<td>$23,784,553</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, net</td>
<td>$57,095,090</td>
<td>$5,090,953</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.

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.
B. Accounting Policies (continued)

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, 2022 and 2021 was $172,700 and $148,900, 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>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>12,855,871</td>
<td>11,989,742</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(6,871,966)</td>
<td>(6,912,138)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$6,381,757</td>
<td>$5,475,456</td>
</tr>
</tbody>
</table>

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

Investment Trades Receivable, Payable, and Deposits in Transit
Investment trades receivable represent investments that have been sold with a trade date in the current year 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, as well as right-of-use (“ROU”) assets arising from leases.
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, 2022 and 2021.

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, 2022 and 2021, the Foundation has $415.6 million and $315.7 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.

**Leases**
The Foundation determines if a contract contains a lease when the contract conveys the right to control the use of identified property or equipment for a period of time in exchange for consideration. Upon such identification and commencement of a lease, the Foundation establishes a right of use (ROU) asset and a lease liability in the statements of financial position if the lease term exceeds one year. ROU assets are included in other assets in the statements of financial position. Lease obligations are included in other liabilities in the statements of financial position.

**New Accounting Pronouncement**
In February 2016, the FASB issued Accounting Standards Update 2016-02, Leases (Topic 842). This new standard increases transparency and comparability among organizations by requiring the recognition of right-of-use assets and lease liabilities on the balance sheet. Most prominent among the changes in the standard is the recognition of ROU assets and lease liabilities by lessees for those leases classified as operating leases. Under the standard, disclosures are required to meet the objective of enabling users of financial statements to assess the amount, timing, and uncertainty of cash flows arising from leases.

The Foundation adopted the requirements of the guidance effective January 1, 2022, and has elected to apply the provisions of this standard to the beginning of the period of adoption. The Foundation has elected to adopt the package of practical expedients available in the year of adoption. The Foundation has elected to adopt the available practical expedient to use hindsight in determining the lease term and in assessing impairment of the Foundation's ROU assets. The Foundation will make the accounting policy election not to separate lease components from nonlease components. The Foundation will make the accounting policy election for short-term leases for existing and future short-term leases for all classes of underlying assets.
C. Investment Securities

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2022:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$50,163,636</td>
<td>$50,163,636</td>
</tr>
<tr>
<td>Public equities</td>
<td>423,480,449</td>
<td>412,219,180</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>429,184,217</td>
<td>451,967,449</td>
</tr>
<tr>
<td>Alternatives — limited partnerships</td>
<td>1,680,767,056</td>
<td>956,960,160</td>
</tr>
<tr>
<td>Alternatives — non-partnerships</td>
<td>978,121,230</td>
<td>637,866,699</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>57,095,090</td>
<td>57,095,090</td>
</tr>
<tr>
<td></td>
<td><strong>$3,618,811,678</strong></td>
<td><strong>$2,566,272,214</strong></td>
</tr>
</tbody>
</table>

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></td>
<td><strong>$4,337,316,712</strong></td>
<td><strong>$2,684,745,883</strong></td>
</tr>
</tbody>
</table>
C. Investment Securities (continued)

Investments valued at Net Asset Value ("NAV") as of December 31, 2022, 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>$ 867,973,700</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>1,680,767,056</td>
<td>415,604,309</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td><strong>Total investments at NAV</strong></td>
<td><strong>$ 2,548,740,756</strong></td>
<td><strong>$ 415,604,309</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investments valued at 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><strong>Total investments at NAV</strong></td>
<td><strong>$ 2,945,547,098</strong></td>
<td><strong>$ 315,748,162</strong></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 US GAAP, the Foundation adopted a framework for measuring fair value under US 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, 2022 and 2021, 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.

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.
D. Fair Value Measurements (continued)

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

Investments at fair value as of December 31, 2022:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Investments Classified in the Fair Value Hierarchy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash equivalents</td>
<td>Cash equivalents $ –</td>
</tr>
<tr>
<td></td>
<td>Public equities</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Fixed income securities</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Limited partnerships</td>
<td>1,680,767,056</td>
</tr>
<tr>
<td></td>
<td>Non-partnerships</td>
<td>867,973,700</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$ 2,548,740,756</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Balance, December 31, 2021</th>
<th>$ 122,999,515</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales/Grants</td>
<td>–</td>
</tr>
<tr>
<td>Realized gains</td>
<td>–</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>(12,851,985)</td>
</tr>
<tr>
<td>Balance, December 31, 2022</td>
<td>$ 110,147,530</td>
</tr>
</tbody>
</table>

Investments at fair value as of December 31, 2021:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Investments Classified in the Fair Value Hierarchy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash equivalents</td>
<td>Cash equivalents $ –</td>
</tr>
<tr>
<td></td>
<td>Public equities</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Fixed income securities</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Limited partnerships</td>
<td>2,047,482,786</td>
</tr>
<tr>
<td></td>
<td>Non-partnerships</td>
<td>898,064,312</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$ 2,945,547,098</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Balance, December 31, 2020</th>
<th>$ 118,680,801</th>
</tr>
</thead>
<tbody>
<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>
E. Leases

The Foundation has operating lease agreements for office space expiring in 2023. Certain operating leases provide for renewal options for periods from one to seven years. In some cases, the Foundation is required to make additional payments under facility operating leases for taxes, insurance and other operating expenses incurred during the operating lease period.

The lease liability represents future fixed lease payments for leases, discounted for present value. Certain leases contain rent escalation clauses that are specifically stated in the lease, which are included in the calculation of the lease liability.

The ROU asset consists of the amount of the initial measurement of the lease liability adjusted for any lease incentives, including rent abatements and tenant improvement allowances, and any initial direct costs incurred by the lessee. The ROU asset is amortized over the remaining lease term.

The lease term is determined by the initial period as stated in the lease contract. The Foundation does not include the renewal options in the lease term for calculating the lease liability due to the uncertainty at the time of the lease commencement as to whether the renewal option is reasonably certain to be executed.

The Foundation uses the risk-free interest rate when calculating the lease liability and related ROU asset.

Components of lease expense for the year ended December 31, 2022, is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease expenses — operating</td>
<td>$260,791</td>
</tr>
<tr>
<td>Lease expenses — financing</td>
<td>127,929</td>
</tr>
<tr>
<td>Total lease expenses</td>
<td>$388,720</td>
</tr>
</tbody>
</table>

Lease expenses represent the amount recorded within the statements of activities. Lease expenses are recorded on a straight-line basis over the lease term and therefore are not necessarily representative of cash payments made during the same period.

Supplemental statements of financial position information related to leases at December 31, 2022, is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighted-average remaining lease term (in months) — operating leases</td>
<td>7</td>
</tr>
<tr>
<td>Weighted-average discount rate — operating leases</td>
<td>0.93%</td>
</tr>
<tr>
<td>Weighted-average remaining lease term (in months) — financing leases</td>
<td>45</td>
</tr>
<tr>
<td>Weighted-average discount rate — financing leases</td>
<td>1.58%</td>
</tr>
</tbody>
</table>
E. Leases (continued)

Supplemental cash flow information related to leases was as follows during 2022:

Cash paid for amounts included in measurement of lease obligations:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flows from operating leases</td>
<td>$259,713</td>
</tr>
<tr>
<td>Finance cash flows from finance leases</td>
<td>$118,225</td>
</tr>
<tr>
<td>Right-of-use assets obtained in exchange for lease obligations</td>
<td>$935,937</td>
</tr>
</tbody>
</table>

Minimum future lease payments under non-cancelable operating leases and financing leases having remaining terms in excess of one year as of December 31, 2022, are as follows:

<table>
<thead>
<tr>
<th>Years ending December 31,</th>
<th>Operating Leases</th>
<th>Financing Leases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>$146,509</td>
<td>$124,555</td>
</tr>
<tr>
<td>2024</td>
<td>–</td>
<td>117,566</td>
</tr>
<tr>
<td>2025</td>
<td>–</td>
<td>100,800</td>
</tr>
<tr>
<td>2026</td>
<td>–</td>
<td>99,901</td>
</tr>
<tr>
<td>Total minimum lease payments</td>
<td>146,509</td>
<td>442,822</td>
</tr>
<tr>
<td>Less: imputed interest</td>
<td>(2,062)</td>
<td>(13,415)</td>
</tr>
<tr>
<td>Present value of future minimum lease payments</td>
<td>$144,447</td>
<td>$429,407</td>
</tr>
</tbody>
</table>

F. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Code, but is subject to a federal excise tax on net investment income, as defined in the Code, at a flat rate of 1.39%. This rate has been applied to current excise taxes for years 2022 and 2021.

The deferred excise tax liability at December 31, 2022 and 2021, 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>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$ -</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>$14,350,000</td>
</tr>
<tr>
<td>$14,350,000</td>
<td>$20,750,000</td>
</tr>
</tbody>
</table>

Excise tax payments of $7,429,643 and $4,000,000 were paid in 2022 and 2021, respectively.

The Code 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 $16.0 million. The Foundation had $3.0 million in prior year excess distributions, resulting in a net accumulated under-distribution of $13.0 million to be carried forward to 2022. The Foundation exceeded the required distribution in 2022 by approximately $9 million to reduce this under-distribution amount to approximately $4 million.
G. Grants and Grants Payable

Grants payable at December 31, 2022, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$5,479,197</td>
<td>$1,786,250</td>
<td>$150,000</td>
<td>$7,415,447</td>
</tr>
<tr>
<td>Environment</td>
<td>5,489,500</td>
<td>1,060,000</td>
<td>100,000</td>
<td>6,649,500</td>
</tr>
<tr>
<td>Flint Area</td>
<td>960,106</td>
<td>590,000</td>
<td>25,000</td>
<td>1,575,106</td>
</tr>
<tr>
<td>Education</td>
<td>4,159,032</td>
<td>1,531,500</td>
<td>250,000</td>
<td>5,940,532</td>
</tr>
<tr>
<td>Other*</td>
<td>50,000</td>
<td>–</td>
<td>–</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Grants payable</strong></td>
<td><strong>16,137,835</strong></td>
<td><strong>4,967,750</strong></td>
<td><strong>525,000</strong></td>
<td><strong>21,630,585</strong></td>
</tr>
<tr>
<td><strong>Less: Unamortized discount</strong></td>
<td>–</td>
<td>628,725</td>
<td>96,443</td>
<td>725,168</td>
</tr>
<tr>
<td><strong>$ 16,137,835</strong></td>
<td><strong>$ 4,339,025</strong></td>
<td><strong>$ 428,557</strong></td>
<td></td>
<td><strong>$ 20,905,417</strong></td>
</tr>
</tbody>
</table>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $33,025,000 and $25,580,000 as of December 31, 2022 and 2021, respectively.

Grant activity for the years ended December 31, 2022 and 2021, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$21,105,148</td>
<td>$28,105,154</td>
</tr>
<tr>
<td>Grants approved</td>
<td>183,155,056</td>
<td>153,972,887</td>
</tr>
<tr>
<td></td>
<td>204,260,204</td>
<td>182,078,041</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>22,401,811</td>
<td>23,853,254</td>
</tr>
<tr>
<td>Environment</td>
<td>21,806,494</td>
<td>23,955,000</td>
</tr>
<tr>
<td>Flint Area</td>
<td>107,952,929</td>
<td>83,325,281</td>
</tr>
<tr>
<td>Education</td>
<td>25,899,568</td>
<td>25,763,534</td>
</tr>
<tr>
<td>Other*</td>
<td>4,568,817</td>
<td>4,075,824</td>
</tr>
<tr>
<td></td>
<td>182,629,619</td>
<td>160,972,893</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$21,630,585</td>
<td>$21,105,148</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.

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 the Foundation’s charitable interests so as to enhance the impact of the Foundation’s grantmaking. In 2022 and 2021, such affiliations accounted for 25% and less than 20% of the Foundation’s annual grantmaking total, respectively.
**H. 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 $180-$200 million.

Financial assets available to meet expenditures over the next twelve months as of December 31, 2022 and 2021:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$29,179,878</td>
<td>$23,784,553</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>50,163,636</td>
<td>107,802,090</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,633,268</td>
<td>772,547</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>57,096,090</td>
<td>5,103,978</td>
</tr>
<tr>
<td>Public equities</td>
<td>423,480,449</td>
<td>645,052,901</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>429,184,217</td>
<td>465,811,130</td>
</tr>
<tr>
<td>Public equity and debt funds included with alternatives</td>
<td>355,646,112</td>
<td>442,761,165</td>
</tr>
<tr>
<td>Total</td>
<td>$1,346,382,650</td>
<td>$1,691,088,364</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.
I. 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 grantmaking 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 2022 and 2021 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>Salaries</td>
<td>$4,357,613</td>
<td>$3,862,660</td>
<td>$1,387,153</td>
<td>$9,607,426</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>3,319,348</td>
<td>2,200,133</td>
<td>982,870</td>
<td>6,502,351</td>
</tr>
<tr>
<td>Operations</td>
<td>502,893</td>
<td>772,268</td>
<td>170,157</td>
<td>1,445,318</td>
</tr>
<tr>
<td>Professional fees</td>
<td>415,893</td>
<td>1,090,033</td>
<td>15,000</td>
<td>1,520,926</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>431,959</td>
<td>97,669</td>
<td>15,259</td>
<td>544,887</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>–</td>
<td>–</td>
<td>194,178</td>
<td>194,178</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$9,027,706</td>
<td>$8,022,763</td>
<td>$2,764,617</td>
<td>$19,815,086</td>
</tr>
<tr>
<td>Grants, net of refunds and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>$182,358,451</td>
<td>–</td>
<td>–</td>
<td>$182,358,451</td>
</tr>
<tr>
<td>$191,386,157</td>
<td>$8,022,763</td>
<td>$2,764,617</td>
<td>$202,173,537</td>
<td></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>Salaries</td>
<td>$4,312,797</td>
<td>$3,463,781</td>
<td>$1,385,044</td>
<td>$9,161,622</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>3,564,935</td>
<td>2,368,111</td>
<td>996,019</td>
<td>6,929,065</td>
</tr>
<tr>
<td>Operations</td>
<td>149,731</td>
<td>1,363,497</td>
<td>3,179</td>
<td>1,516,407</td>
</tr>
<tr>
<td>Professional fees</td>
<td>474,240</td>
<td>1,037,000</td>
<td>–</td>
<td>1,511,240</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>37,997</td>
<td>421</td>
<td>–</td>
<td>38,418</td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>–</td>
<td>–</td>
<td>145,568</td>
<td>145,568</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$8,539,700</td>
<td>$8,232,810</td>
<td>$2,529,810</td>
<td>$19,302,320</td>
</tr>
<tr>
<td>Grants, net of refunds and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>$153,157,018</td>
<td>–</td>
<td>–</td>
<td>$153,157,018</td>
</tr>
<tr>
<td>$161,696,718</td>
<td>$8,232,810</td>
<td>$2,529,810</td>
<td>$172,459,338</td>
<td></td>
</tr>
</tbody>
</table>
J. 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 ($000)</th>
<th>2022</th>
<th>2021</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(72,929)</td>
<td>$(97,187)</td>
<td>$(13,625)</td>
<td>$(22,495)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>61,877</td>
<td>80,411</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(11,052)</td>
<td>$(16,776)</td>
<td>$(13,625)</td>
<td>$(22,495)</td>
</tr>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(11,052)</td>
<td>$(16,776)</td>
<td>$(13,625)</td>
<td>$(22,495)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(11,052)</td>
<td>$(16,776)</td>
<td>$(13,625)</td>
<td>$(22,495)</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>$2,466</td>
<td>$3,466</td>
<td>$412</td>
<td>$436</td>
</tr>
<tr>
<td>Benefit payments</td>
<td>$(3,427)</td>
<td>$(3,301)</td>
<td>$(412)</td>
<td>$(436)</td>
</tr>
<tr>
<td>Service cost</td>
<td>$3,446</td>
<td>$3,397</td>
<td>$1,044</td>
<td>$1,220</td>
</tr>
<tr>
<td>Interest cost</td>
<td>2,677</td>
<td>2,427</td>
<td>645</td>
<td>648</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(4,301)</td>
<td>(4,255)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>1,479</td>
<td>2,014</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Net periodic benefit cost (income)</td>
<td>$3,301</td>
<td>$3,583</td>
<td>$1,689</td>
<td>$1,868</td>
</tr>
</tbody>
</table>

Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was $6,700,245 and $8,159,414 as of December 31, 2022 and 2021, respectively. The accumulated benefit obligation of the qualified plan was $57,542,217 and $75,292,027 as of December 31, 2022 and 2021, respectively.
J. 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>2022</td>
<td>2021</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>5.15%</td>
<td>2.80%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>2.80%</td>
<td>2.55%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>5.50%</td>
<td>5.75%</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>
<tr>
<td></td>
<td>2022</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>5.20%</td>
<td>2.90%</td>
</tr>
<tr>
<td></td>
<td>2.90%</td>
<td>2.70%</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 7.5% for Pre-65 and 6.5% 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 2033.

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>2022 Percent of Assets</th>
<th>2022 Target Allocation</th>
<th>2021 Percent of Assets</th>
<th>2021 Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>29.5%</td>
<td>29.4%</td>
<td>30.3%</td>
<td>29.3%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>49.3%</td>
<td>50.0%</td>
<td>48.5%</td>
<td>50.0%</td>
</tr>
<tr>
<td>International stock</td>
<td>12.9%</td>
<td>12.6%</td>
<td>14.8%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>8.3%</td>
<td>8.0%</td>
<td>6.4%</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>
J. 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 12/31/2022</th>
<th>NAV 12/31/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$26,258,753</td>
<td>$36,279,223</td>
</tr>
<tr>
<td>Debt securities</td>
<td>30,513,947</td>
<td>39,011,869</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>5,104,907</td>
<td>5,119,645</td>
</tr>
<tr>
<td>Total</td>
<td>$61,877,607</td>
<td>$80,410,737</td>
</tr>
</tbody>
</table>

Expected Contributions

The Foundation expects to contribute $963,440 to its pension plans and $430,000 to its postretirement medical plan in 2023. 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>2023</td>
<td>$3,713,440</td>
<td>$430,000</td>
</tr>
<tr>
<td>2024</td>
<td>3,763,440</td>
<td>470,000</td>
</tr>
<tr>
<td>2025</td>
<td>3,863,440</td>
<td>520,000</td>
</tr>
<tr>
<td>2026</td>
<td>4,023,440</td>
<td>570,000</td>
</tr>
<tr>
<td>2027</td>
<td>4,153,440</td>
<td>610,000</td>
</tr>
<tr>
<td>2028-2032</td>
<td>23,907,200</td>
<td>3,760,000</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, 2022 and 2021, the Foundation contributed $234,802 and $219,796, respectively.

K. Subsequent Events

The Foundation evaluated its December 31, 2022 financial statements for subsequent events through July 31, 2023, 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.
Trustees & Staff
Board and Committees

BOARD OF TRUSTEES*
Ridgway H. White
Chair
Frederick S. Kirkpatrick
Vice Chair
A. Marshall Acuff, Jr.
Lizabeth Ardisana
Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard#
John Morning#
Maryanne Mott
Dr. Bobby Mukkamala
Charlie Nelms
Jeremy R.M. Piper
William H. Piper*
George E. Ross
Marise M.M. Stewart
Helen J. Taylor

AUDIT COMMITTEE
Webb F. Martin
Chair
A. Marshall Acuff, Jr.
Frederick S. Kirkpatrick
Charlie Nelms
Jeremy R.M. Piper

EXECUTIVE COMMITTEE
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Chair
Frederick S. Kirkpatrick
Webb F. Martin
Maryanne Mott
Charlie Nelms

INVESTMENT COMMITTEE
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Chair
A. Marshall Acuff, Jr.
John K. Butler
Elizabeth T. Frank
Frederick S. Kirkpatrick
Webb F. Martin
George E. Ross
Alan H. Van Noord
Ana Yankova

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Program Officer and Trustee Meeting Coordinator
Lisa Maxwell
Executive Assistant to the President/CEO and Board of Trustees

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Sarah Mather
Accounting Manager
Brittany Knox
Accountant
Debra L. Cormier
Payroll Administrator
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Lynne M. Mortellaro
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Facilities Engineer
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Scott W. Loughlin
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Sharon C. Armbruster
Jared Maurer
Senior Grants Accountants
Jill A. Powell
Administrative Assistant

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Valerie Robertson
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Ellen Chien
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Joumana M. Klanseck
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Kallie Bellaver
Technical Support Specialist

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Duane Elling
Communications Officer — Special Projects
Macie D. Schriner
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Librarian
Craig Kelley Jr.
Communications Associate
Cristina G. Wright
Website and Digital Asset Administrator
Jon’Tise Lewis
Administrative Assistant

*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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Cheryl Garneau
Jon Mecoli
Harris Sibunruang
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Managing Investment Directors
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Investment Operations Manager
Alicia T. Aguilar
Investment Operations Analyst
Laura Franco
Kelly A. Swoszowski
Administrative Assistants

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Gabriella Abrego
Ross Maclaren
Mamotshidisi Mohapi
Lorenzo M. Wakefield
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Natalie LaCour
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Administrative Assistants

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Kristin Stayer
Vice President of Engagement and Educator Experience
Janine Krause
Operations Manager
Sarah Mellon
Manager of Resource Innovation
Hailee Moehnke
Projects and Events Manager
Kyle Swank
Data and Systems Manager

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Program Director
Robert Ddamulira
Kimberly Gleffe
Daniela Gomes Pinto*
Program Officers
Melanie L. Moore
Associate Program Officer
Kendre Chapman
Judy Wallace
Administrative Assistants

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Program Director
Thomas Parker
Executive in Residence and Program Officer
Jennifer M. Acree
Jamii Tata
Program Officers
Joseph Martin
Program Officer/Projects Coordinator
Nefertari Jones
Associate Program Officer
Christine L. Anderson
Jennifer Reid
Administrative Assistants

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

*Contract Employee
Lists are current as of July 31, 2023.
For up-to-date lists, please visit our website at mott.org.
## Transitions

### Trustees

In 2022, we bid a fond farewell to two longtime members of the Mott Foundation’s board of trustees. Retiring after 22 years of service, Olivia “Libby” Proctor Maynard brought to the board a wealth of experience in public policy, politics and higher education; a deep love of the Flint area; and fierce advocacy for the underrepresented and underserved.

William H. “Bill” Piper retired from the board after 37 years of service. A lifelong Flint-area resident, he brought a nuanced understanding of Mott’s home community — as well as complex issues facing communities around the world — along with extraordinary warmth, wisdom and optimism. Piper also has had a profound impact on civic life in Flint, serving on multiple boards and committees.

We offer Maynard and Piper our deepest gratitude and warmest wishes.

Also in 2022, we welcomed Dr. Bobby Mukkamala to our board of trustees. A nationally renowned otolaryngologist in private practice in Flint, Mukkamala is a member and past chair of the American Medical Association’s board of trustees and a past president of both the Michigan State Medical Society and Genesee County Medical Society.

### Staff

*The Mott Foundation marked multiple promotions and two retirements between August 1, 2022, and July 31, 2023.*

In November 2022, Ashley Johnson was promoted from grants manager to director of Grants Administration. She’s responsible for supervising grant processing and compliance in accordance with the approved policies of Mott’s board of trustees.

That same month, Scott Loughlin was promoted from senior grants accountant to grants manager. Loughlin helps ensure that domestic and international grant recommendations comply with all applicable laws and procedures.

In January 2023, Ryan Madar was promoted from systems engineer to senior systems engineer. His work focuses on technology infrastructure management, cyber security and user support.

In May 2023, Collette Pries was promoted from senior accountant to controller. She’s responsible for all of Mott’s accounting-related activities, including financial statement audits and tax compliance matters.

Also in May, Sarah Mather was promoted from senior grants analyst to accounting manager. Mather facilitates day-to-day accounting operations and assists with year-end audit and tax compliance.

We wish wonderful new chapters to two colleagues who retired in 2023. Traci Romine served 11 years as a program officer with our Environment team. She managed grantmaking related to development finance and renewable energy access in South America, with a focus on the Amazon region. Kim McDonald retired after 22 years of providing administrative support, working with the Executive Office, Grants Administration and reception. We offer Romine and McDonald our thanks and best wishes.
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