

2 0 1 0 A N N U A L R E P O R T

striking a balance

SUPPORTING INNOVATIVE IDEAS
VERSUS SUSTAINING BASIC NEEDS



CHARLES STEWART
MOTT FOUNDATION

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“... every man is in partnership with the rest of the human race in the eternal conquest which we call civilization.”

OUR FOUNDER

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

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

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

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

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

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

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

From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond its home city.

OUR VALUES

Charles Stewart Mott's central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of its grantmaking, the Foundation has refined and broadened its grantmaking over time to reflect changing national and world conditions.

Through its programs of Civil Society, Environment, Flint Area and Pathways Out of Poverty, and their more specific program areas, the Foundation seeks to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. The Foundation hopes that its collective work in any program area will lead toward systemic change.

Fundamental to all Mott grantmaking are certain values:

- Nurturing strong, self-reliant individuals with expanded capacity for accomplishment;
- Learning how people can live together to create a sense of community, whether at the neighborhood level or as a global society;
- Building strong communities through collaboration to provide a basis for positive change;
- Encouraging responsible citizen participation to help foster social cohesion;
- Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights;
- Developing leadership to build upon the needs and values of people and to inspire the aspirations and potential of others; and
- Respecting the diversity of life to maintain a sustainable human and physical environment.

OUR CODE OF ETHICS

Respect for the communities we work with and serve;

Integrity in our actions;

Responsibility for our decisions and their consequences.

- We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
- We are committed to avoid conflicts of interest and to the appropriate handling of actual or apparent conflicts of interest in our relationships.
- We are committed to treat our grantees fairly and to treat every individual with dignity and respect.
- We are committed to treat our employees with respect, fairness and good faith and to provide conditions of employment that safeguard their rights and welfare.
- We are committed to be a good corporate citizen and to comply with both the spirit and the letter of the law.
- We are committed to act responsibly toward the communities in which we work and for the benefit of the communities which we serve.
- We are committed to be responsible, transparent and accountable for all of our actions.
- We are committed to improve the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.



PROGRAM SNAPSHOT

Vision: The Charles Stewart Mott Foundation affirms its founder's vision of a world in which each of us is in partnership with the rest of the human race — where each individual's quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

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

CIVIL SOCIETY

MISSION: To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.

PROGRAM AREAS

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

ENVIRONMENT

MISSION: To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

PROGRAM AREAS

- Conservation of Freshwater Ecosystems in North America
- International Finance for Sustainability
- Special Initiatives

FLINT AREA

MISSION: To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

PROGRAM AREAS

- Arts, Culture and Education
- Economic Revitalization
- Strengthening Community
- Special Initiatives

PATHWAYS OUT OF POVERTY

MISSION: To identify, test and help sustain pathways out of poverty for low-income people and communities.

PROGRAM AREAS

- Improving Community Education
- Expanding Economic Opportunity
- Building Organized Communities
- Special Initiatives

EXPLORATORY & SPECIAL PROJECTS

MISSION: To support unusual or unique opportunities addressing significant national and international problems. (*Proposals are by invitation only; unsolicited proposals are discouraged.*)

PROGRAM AREAS

- Historically and Predominantly Black Colleges and Universities
- Special Projects

Annual Message



striking a balance

SUPPORTING INNOVATIVE IDEAS VERSUS SUSTAINING BASIC NEEDS

You needn't live in Flint — or even Michigan — to know that our state is facing directly into the head wind of a still unsettled economy. Our stubbornly high unemployment rate, rising crime statistics, shrinking residential base, escalating childhood poverty rate and other negative indicators have attracted such extensive media coverage as to be unavoidable.

And while the media have certainly heightened public awareness of these issues, for those of us living and working here, there's nothing abstract about the facts and figures used to underscore the problems affecting this region. All around us we see signs of the day-to-day struggles people face — whether that's long lines at soup kitchens and shelters, or the growing number of homes falling into foreclosure or, worse, abandonment.

At the same time, we also are acutely aware of just how severe the budgetary problems are at the local, county and state levels. Already, the Detroit Public Schools as well as several Michigan cities are operating under the auspices of state-appointed “emergency financial managers” — and Flint appears to be next.



Genesee County parks offer year-round recreational opportunities for all ages.

Through boom times or bad, the Mott Foundation always has had a special relationship with our home community. After all, we were established in Flint in 1926 by our founder, and in 1928 made our first grants almost exclusively here. Even while our focus broadened over time to include national and international funding, we have continued to maintain a strong grantmaking presence in Flint. From 1928 through 2010, we have provided nearly \$725 million (\$1.86 billion in inflation-adjusted dollars, or almost 30 percent of our grant dollars) for projects that have benefited the Flint area.

Yet during the past few years in particular, we have found the basic needs of people in our region to be so large and inescapable that in 2009, and again in 2010, we made a special cluster of year-end grants that went beyond our normal yearly Flint-area grantmaking. Those grants, which taken together totaled \$1.7 million, were designed to address quality-of-life issues and help shore up local emergency services for food, shelter, rent and utility assistance, and the like.

This kind of grantmaking response is far from unique in our history. To cite just one example: In the late 1970s, when idle youth had become a critical community

concern, the Foundation stepped in with some large local grants to keep young people engaged in meaningful activities — something we continue to do today with our support for summer jobs and afterschool programming.

A balance somehow must be maintained between supporting innovation and making sure citizens' basic needs are met through what one might call “sustenance grants.”

Certainly an argument always can be made for doing more. But those who look to philanthropy to underwrite the social safety net, particularly during tough economic times, must realize that philanthropic support can never be a stand-in for government funding. Philanthropy doesn't have the resources — nor is it philanthropy's proper role in society — to single-handedly fund the services and functions that traditionally have been part of government's obligation to its citizens.

So what is the right role for philanthropy to play, particularly during such turbulent economic times?

Foundations, although by no means all of them, can be quite nimble in their grantmaking, so when sudden needs arise they often can answer the call quickly — especially compared to large bureaucracies. And while that flexibility is especially useful in a depressed economy, that's not to say that foundations should be looked upon to provide ongoing support to organizations and programs for the long haul.

Philanthropy also has been known to provide “risk capital,” support “R&D,” and test new and innovative ideas. That's a role that can't be lost, even while those of us located in hard-hit communities and economically depressed states feel the weight of the troubles around us. Indeed, it could be argued that it will take fresh thinking and new approaches to move us eventually out of the current economic morass — making it imperative to stay in the game.

We make no apologies for undertaking emergency grants or supporting certain activities that ordinarily would be the responsibility of government, because the simple truth is that services must be maintained if the community is to recover.

Therefore, a balance somehow must be maintained between supporting innovation and making sure citizens' basic needs are met through what one might call “sustenance grants.”

Surely many in the philanthropic field are finding themselves engaged in this intricate balancing act. And more of us are likely to face this dilemma as governments at all levels continue to retrench in response to plummeting revenues.

With 44 of the 50 states reportedly facing financial difficulties, there already are signs that foundations are reacting to budget shortfalls by increasing their support to some grantees. A recent survey of philanthropic leaders conducted by the Foundation

Center found that almost half of the respondents indicated they have provided grants or other kinds of assistance “in direct response to funding cuts resulting from the current state fiscal crises.” The center's report went on to state that “one-third of the surveyed foundations (33 percent) reported that the fiscal crises affecting their state governments had influenced how their 2011 grants budget was set and/or how their funding was allocated.”

What's more, the majority of those surveyed did not expect the anemic economy to improve soon, with some anticipating state-level budget difficulties to continue through 2013 or beyond.

For our part, the Mott Foundation is committed to helping our struggling home community while also maintaining our strong interest in supporting innovation. Yet when we use the term “innovation,” we aren't necessarily referring to the creation of stunning new models or implementing sweeping change. Rather, here in Flint, we often see innovation percolating in organizations that use grant support to undertake studies, gather data, analyze metrics and retool old approaches or devise new ones. Even when we make grants that, at their core, are designed to address fundamental human needs, innovation can result — particularly if you believe that innovation is sometimes as basic as rethinking and revamping ways to deliver services and programs in light of radically changing social, cultural and economic needs.

Still, we recognize that making such changes takes time, sometimes lots of it, and may even require outside technical assistance. After all, it isn't easy to marry creative thinking to fundamental systems change — all while trying to deliver services. Moreover, if an organization has faced unrelenting financial pressures for a sustained period of time, there may well be no more quick fixes, easy budget cuts or obvious fat to trim. Any further reductions could mean cutting muscle strength — and closing the doors. At such moments, providing support that gives an organization a little “breathing space” and the chance to work with top technical assistance providers may well be the most valuable thing a foundation can do.

Yet as important as such support may be, we also recognize that sometimes the depth and breadth of

the community's needs require immediate attention. And we make no apologies for undertaking emergency grants or supporting certain activities that ordinarily would be the responsibility of government, because the simple truth is that services must be maintained if the community is to recover.

During 2010, we made a number of these "sustenance grants," including, but not limited to:

■ **Genesee County Parks & Recreation Commission.**

We see the area's parks and recreation system not only as a responsible steward of local natural resources, but also as an inexpensive recreation choice for residents who are trying to weather these difficult economic times. Moreover, a recent study showed that the parks and their visitors pumped more than \$16 million into the local economy in 2010, so ensuring their vitality clearly has some positive economic effects on the area as well. In the past few years, we've made several large grants to the parks commission in the face of deep county budget cuts. In 2010, for instance, the Foundation granted the parks system \$1.27 million to support the continuing operation and maintenance of its

facilities and conduct much-needed maintenance and improvement projects. Since 1965, the Foundation has made grants totaling nearly \$17 million in support of the county parks.

■ **Flint community policing.** Unquestionably, 2010 was a challenging year for Flint, especially — but not only — in the area of public safety. Budget deficits forced reductions in the police force despite a rise in serious crime, including a record number of homicides and a serial stabber who further stressed an already stretched department and brought the city additional negative media attention. The Foundation, with a legacy of involvement in community policing that dates back to the late 1970s, was able to help the city institute the 21st Century Community Policing project with a two-year commitment of \$3 million made in 2010. Included in that amount was funding for Michigan State University's School of Criminal Justice to work closely with the Flint Police Department to institute community-oriented policing techniques systemwide. Grant funds are being used to help the police department better utilize technology and



The Food Bank of Eastern Michigan distributes between 19 million and 20 million pounds of food annually.



trend data to deploy officers, provide continuous evaluation and feedback to the police department and city leaders, establish trained volunteer units at the neighborhood level and provide officer training through MSU's National Neighborhood Foot Patrol Center.

■ **Food Bank of Eastern Michigan.** Combating hunger is no small task in a community as hard-pressed as ours. Taking on that challenge is the Food Bank of Eastern Michigan, which started in 1981 as a small grassroots community organization distributing surplus food throughout Genesee County, as well as in 21 other counties in the region. Today, the food bank solicits, stores and distributes between 19 million and 20 million pounds of food annually, either directly or through a network of some 400 partner agencies that include soup kitchens, church pantries, homeless shelters and other charities. Since 1990, the Mott Foundation has provided six grants totaling more than \$1.6 million to implement technology and facility upgrades to increase food distribution.

Included in that amount was our 2010 year-end grant of \$100,000 that allowed the food bank to procure low-cost, high-protein grocery items, as well as to upgrade the agency's inventory management system with bar-scanning capability.

The food bank actually serves as a good example of how grants can sometimes allow an organization to fulfill basic needs and — simultaneously — demonstrate innovation. Mott Foundation support has been used over time by the food bank to institute a number of forward-thinking features that have made it a leader in the field of food distribution. For example, the organization was honored by Feeding America, the nation's largest domestic hunger-relief charity, with Model Program Awards for innovative programming in technology, distribution, fundraising, public relations and programs.

As important as it is to respond to strategic opportunities and emergency situations where sustenance and quality of life are at stake, we also have remained committed to funding innovative ideas

and programs in many fields, in hopes that they might contribute to new ways of tackling problems at the community or even the societal level. To offer but a few examples:

■ **Afterschool/community education.** There may be no other grant program more associated with the Mott Foundation than our support for community education, which began in 1935. We have maintained this focus over the years — in the U.S. and more recently in Central/Eastern Europe — while flexing and adapting it to changing times. In 1998, for instance, we began one of our most high-profile collaborations by partnering with the U.S. Department of Education on the 21st Century Community Learning Centers (21st CCLC) program. That collaboration today supports nearly two million children and youth in more than 10,000 school/community afterschool programs in rural and inner-city public schools across the U.S. From 1998 to date, the Foundation's investment in afterschool and the 21st CCLC has been more than \$147 million; during that period, Mott's funding helped leverage approximately \$12 billion in federal funding. One of our key interests has been supporting technical assistance and data collection to deepen the field's understanding of what a high-quality afterschool program looks like — information that is especially critical in a time of constricting resources and funding. As part of our grantmaking, since 2002 the Foundation also has supported the National Statewide Afterschool Network to provide technical assistance to local programs as well as build bipartisan and widespread public support for the afterschool movement. In our home community, \$3.1 million was granted to the Genesee Area Focus Fund in 2010 for the YouthQuest Afterschool Initiative, which collaborates with Flint's 21st CCLC program to provide children with opportunities to grow through a safe, engaging and exciting afterschool learning experience.

■ **Urban land use.** The Center for Community Progress, launched in January 2010, is wrestling with the timely and thorny issue of land use and re-use — a serious problem affecting Flint, Detroit and many other communities statewide and nationwide.

The center's innovative approach to rethinking and repurposing urban assets was born out of the lessons and strategies of the Foundation-funded Genesee County Land Bank. (The Land Bank, created in 2002, pioneered the land-banking strategy in Michigan and has since served as a model across the country for addressing vacant and foreclosed properties.) The center is helping cities around the country explore new ways to respond to chronic property abandonment; stabilize at-risk neighborhoods; and transform vacant lots into affordable housing, new business ventures and open green spaces. The center also is raising awareness of issues related to urban land-use reform through research, conferences and dissemination of reports and other publications. Initial support for the center came in the form of a combined \$1 million in grants from the Mott and Ford foundations. Mott support for the center now totals \$2 million.

Funding people, ideas and programs that are breaking new ground is part of what makes working in philanthropy so exciting, and so gratifying.

■ **Community colleges and workforce development.** Two Foundation-funded demonstration projects are contributing important innovations to the fields of higher education and workforce development. These projects are premised on work supported by the Foundation as early as 1986 that examined ways to help low-income workers prepare for — and succeed in — living-wage jobs in particular fields or industry sectors. The resulting model is known as “sectoral employment development” and, in recent years, some community colleges have experimented with the approach — tailoring curricula that align with the needs of local businesses, while partnering with local nonprofits to help ensure that students receive the supports needed to be successful in school and the labor market. This innovative blend of higher education and the “sectoral” workforce development

strategy is evident in: The Courses to Employment Demonstration Project, operated by the Aspen Institute's Workforce Strategies Initiative and funded with \$4.4 million in Foundation grants since 2006; and the Creating Career Paths for the Low-Skilled in High Poverty Areas demonstration, a project of Jobs for the Future in partnership with the National Council on Workforce Education, which has received more than \$1 million in Foundation support since 2008.

We'd certainly like to think that some of this work in education, land use and workforce development ultimately will bear fruit that can contribute to a more productive society and a more robust economy. Moreover, funding people, ideas and programs that are breaking new ground is part of what makes working in philanthropy so exciting, and so gratifying.

Yet at the same time it is sobering to see so much obvious need, right in our own backyard. Unfortunately, until the economy rebounds, we and many other foundations likely will continue to feel we are caught in a troubling position where we must somehow strike the right balance between supporting basic needs and funding new and innovative ideas.

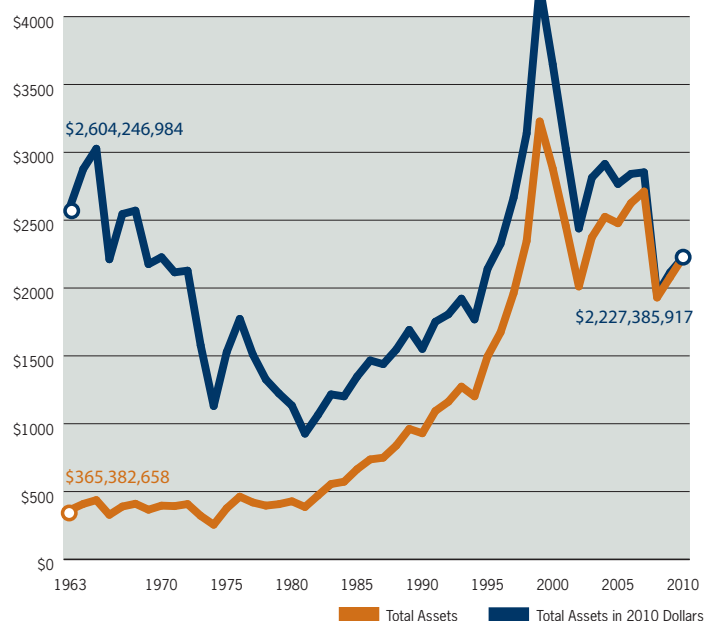
Governance and Administration

The Mott Foundation closed out 2010 with assets of \$2.23 billion, a small increase compared with \$2.08 billion at the end of 2009. Included in this section is a chart, "Total assets at market value & 2010 dollars," which tracks our asset performance since 1963.

The past year saw several especially noteworthy staff changes — key among them the retirement in December 2010 of Jean Simi, my longtime Executive Assistant and the Foundation's Corporate Assistant Secretary.

Jean, who managed the executive office with aplomb for 28 years, was unparalleled in terms of her wisdom, dedication and professionalism. For years, Jean was my "right hand" as schedule organizer, travel

Total assets at market value & 2010 dollars
(in millions)



planner, sounding board, dear friend and more. For all of those reasons, she is missed.

Taking up the challenge of filling her shoes is Lisa R. Maxwell, who joined the Foundation in 2003 as a Senior Administrative Secretary. Lisa has been a steady, capable and genial presence in my outer office for several years, often providing help to Jean and filling in during her absences.

We also said goodbye in late January 2011 to Stephen A. McGratty, who retired after 18 years with the Foundation's Investment Office. During the past five years, Steve was responsible for the Foundation's private equity portfolio, expanding our relationships with outstanding managers in that space and laying the groundwork for continued profitable investments in the future.

We wish both Jean and Steve many happy, healthy years ahead.

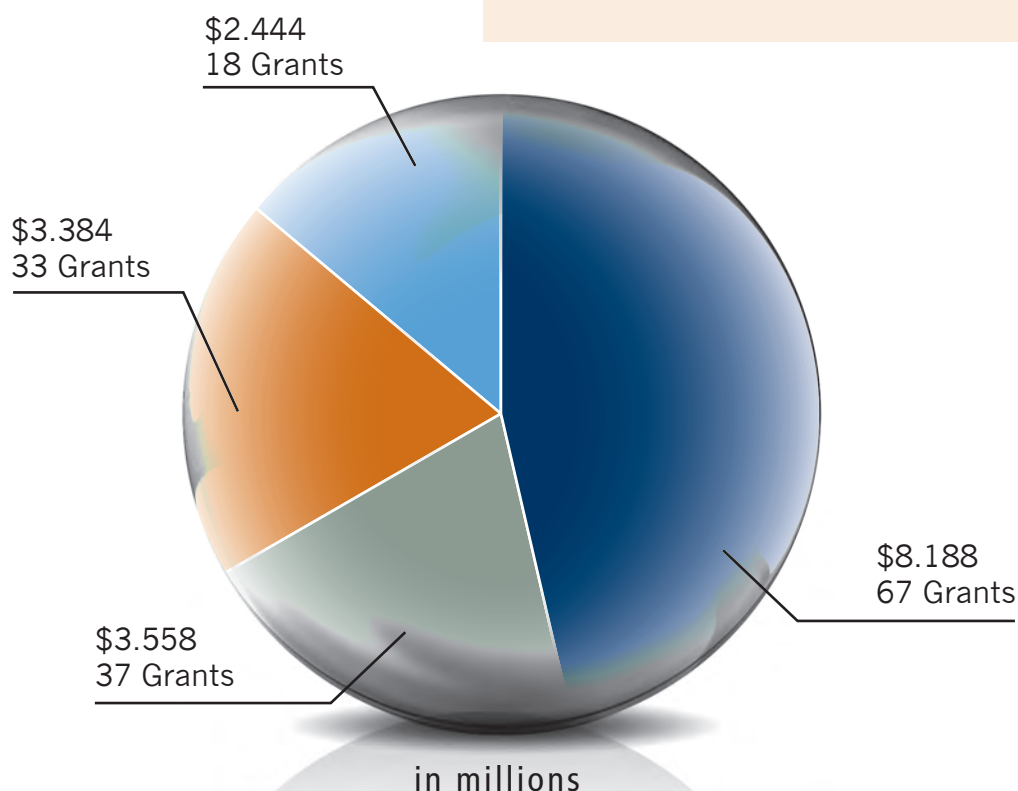
William S. White, President

Programs & Grants



Grant Activity: \$17,574,442 / 155 Grants

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CENTRAL/EASTERN EUROPE AND RUSSIA		
EU New Member States	\$ 1.761	13
Western Balkans	\$ 2.070	26
Western Former Soviet Union	\$ 2.694	20
CEE/Russia Regional	\$ 1.663	8
SOUTH AFRICA		
Nonprofit Sector and Philanthropy	\$ 1.030	13
Rights, Responsibilities and Participation	\$ 1.475	13
Race and Ethnic Relations	\$.845	11
Special Opportunities	\$.208	0
UNITED STATES		
Nonprofit Sector Effectiveness and Accountability	\$ 1.430	14
Racial/Ethnic Diversity in Philanthropy	\$ 1.000	9
Nonprofit Sector Research	\$.760	9
Special Opportunities	\$.194	1
SPECIAL INITIATIVES – INTERNATIONAL		
Nonprofit Sector and Philanthropy	\$ 2.219	16
Special Opportunities	\$.225	2
Totals	\$ 17.574	155





PROGRAM OVERVIEW: CIVIL SOCIETY

Mission: To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.

CENTRAL/EASTERN EUROPE AND RUSSIA

GOAL: To foster a civil society in which nonprofits strengthen democratic values and practices and have access to adequate and responsive resources.

OBJECTIVES/WHAT WE SEEK

- **Active Civic Participation.** People and nonprofits empowered to take collective action that promotes and defends democratic values.
- **Philanthropy Development.** A more robust culture of private giving for public good.

SOUTH AFRICA

GOAL: To assist poor and marginalized communities to unlock resources and realize their development needs and aspirations.

OBJECTIVES/WHAT WE SEEK

- **Community Advice Office Sector.** Stronger community advice offices and related community-based organizations that provide free and accessible legal advice and related services to poor and marginalized people.
- **Philanthropy Development.** The growth of philanthropy with improved responsiveness to the needs of poor and marginalized communities.

UNITED STATES

GOAL: To increase the nonprofit and philanthropic sectors' responsiveness and capacity to address social and community needs.

OBJECTIVES/WHAT WE SEEK

- **Nonprofit Sector Responsiveness.** A robust infrastructure to protect and promote a vibrant and responsive nonprofit sector and philanthropy.
- **Community Philanthropy.** Philanthropy that promotes vitality and resiliency in local communities.

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

GOAL: To foster global platforms for philanthropy and the nonprofit sector that respond to the needs of local communities.

OBJECTIVE/WHAT WE SEEK

- **Philanthropy and Nonprofit Sector.** Improved effectiveness of global philanthropy and nonprofit support organizations through international collaboration and exchange of knowledge.

Note: This snapshot reflects the program plan that was approved by the Mott Foundation's Board of Trustees in March 2011. However, the grant listings and charts within this report are organized under the previous program plan, which was in effect in 2010.

Central/Eastern Europe and Russia

EU New Member States

Academy for the Development of Philanthropy in Poland
Warsaw, Poland

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

AGORA Platform: Active Communities for Development Alternatives
Sofia, Bulgaria

\$120,000 – 36 mos.
General purposes

Association of Community Foundations in Bulgaria

Stara Zagora, Bulgaria
\$90,000 – 36 mos.
General purposes

BlueLink Foundation

Sofia, Bulgaria
\$90,000 – 24 mos.
General purposes

Bulgarian Charities Aid Foundation

Sofia, Bulgaria
\$75,000 – 24 mos.
General purposes

Bulgarian Donors' Forum

Sofia, Bulgaria
\$90,000 – 36 mos.
General purposes

Bulgarian Environmental Partnership Foundation

Sofia, Bulgaria
\$116,070
Endowment building
\$200,000 – 24 mos.
General purposes

Creating Effective Grassroots Alternatives

Sofia, Bulgaria
\$75,000 – 24 mos.
General purposes

Czech Association of Community Foundations

Usti nad Labem, Czech Republic
\$70,000 – 24 mos.
General purposes

Czech Donors Forum

Prague, Czech Republic
\$60,000 – 24 mos.
General purposes

Hungarian Donors Forum

Budapest, Hungary
\$85,000 – 36 mos.
General purposes

Polish Donors Forum

Warsaw, Poland
\$90,000 – 36 mos.
General purposes

Subtotal: \$1,761,070
EU New Member States

Western Balkans

Association for Civil Society Development – SMART

Rijeka, Croatia
\$60,000 – 24 mos.
General purposes

Association for Psychosocial Help and Development of Voluntary Work

Gracanica, Bosnia and Herzegovina
\$60,000 – 24 mos.
Centre for Development and Promotion of Voluntary Work

Association 'Mi'

Split, Croatia
\$60,000 – 24 mos.
General purposes

Balkan Investigative Reporting Network

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

CARE USA

Atlanta, GA
\$160,000 – 18 mos.
Strengthening civil society in Western Balkans

Center for Civil Initiatives

Zagreb, Croatia
\$100,000 – 24 mos.
General purposes

Centers for Civic Initiatives – Tuzla

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

Centre for Research, Documentation and Publication

Pristina, Kosovo
\$65,000 – 18 mos.
Planning and administrative support

Civic Initiatives

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

Civil Society Promotion Center

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

Community Building Mitrovica

Mitrovica, Kosovo
\$51,000 – 24 mos.
Institutional and program development support

Fund for Active Citizenship

Podgorica, Montenegro
\$150,000 – 18 mos.
General purposes

Group 484

Belgrade, Serbia
\$70,000 – 24 mos.
Institutional and program development support

Heartefact Fund

Belgrade, Serbia
\$70,000 – 18 mos.
Planning and administrative support

Helsinki Committee for Human Rights in Republika Srpska

Bijeljina, Bosnia and Herzegovina
\$69,800 – 24 mos.
Court support network

Interreligious Council in Bosnia and Herzegovina

Sarajevo, Bosnia and Herzegovina
\$50,000 – 24 mos.
Interreligious dialogue and cooperation in Bosnia

Kosova Women's Network

Pristina, Kosovo
\$50,000 – 24 mos.
General purposes

Mozaik Community Development Foundation

Sarajevo, Bosnia and Herzegovina
\$22,000 – 24 mos.
General purposes

Network for the Affirmation of NGO Sector – MANS

Podgorica, Montenegro
\$50,000 – 24 mos.
General purposes

Organization for Civil Initiatives

Osijek, Croatia
\$80,000 – 24 mos.
General purposes

Populari

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

Regional Foundation for Local Development Zamah

Zagreb, Croatia
\$82,000 – 24 mos.
General purposes

Tuzla Community Foundation

Tuzla, Bosnia and Herzegovina
\$70,000 – 24 mos.
General purposes

Youth Communication Center – Banja Luka

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

Youth Initiative for Human Rights – Bosnia

Sarajevo, Bosnia and Herzegovina
\$70,000 – 18 mos.
Planning and administrative support

YouthBuild USA

Somerville, MA
\$200,000 – 24 mos.
YouthBuild in Western Balkans

Subtotal: \$2,069,800
Western Balkans

Western Former Soviet Union

Association for International Education and Exchange

Dortmund, Germany
\$100,000 – 24 mos.
Encouraging development of non-governmental organizations in Belarus

Civic Analysis and Independent Research Center

Perm, Russia
\$180,000 – 24 mos.
Civil initiatives for public benefit support service

Civic Space

Kyiv, Ukraine
\$100,000 – 36 mos.
Institutional development

Civil Society Institute*Kyiv, Ukraine*\$100,000 – 24 mos.
General purposes**Committee of Voters of Ukraine***Kyiv, Ukraine*\$140,000 – 24 mos.
General purposes**Community Foundation Partnership***Togliatti, Russia*\$100,000 – 24 mos.
Institutional development**Foundation for Independent****Radio Broadcasting***Moscow, Russia*\$200,000 – 24 mos.
Participatory radio as a means for
community development in Russia**Foundation–Administered Project**

\$5,397

Legal and regulatory environment
for foreign donor activity in Russia**International Center for****Not-for-Profit Law***Washington, DC*\$100,000 – 24 mos.
Building an enabling legal environment
for Ukraine's nonprofit sector**Krasnoyarsk Center for****Community Partnerships***Krasnoyarsk, Russia*

\$200,000 – 36 mos.

General purposes

Municipal Center for Humanistic**Technologies 'AHALAR'***Chernihiv, Ukraine*\$100,000 – 24 mos.
Territory of development: community
mobilization in Ukraine**National Center for Prevention****of Violence 'ANNA'***Moscow, Russia*\$150,000 – 24 mos.
Mobilizing local communities to
prevent domestic violence**NGO School***Moscow, Russia*\$125,000 – 24 mos.
Increasing private donations to
Russian nonprofit sector**Nizhni Novgorod Voluntary Service***Nizhni Novgorod, Russia*\$218,881 – 36 mos.
TimeBank**Perm Civic Chamber***Perm, Russia*\$50,000 – 12 mos.
Civic expeditions – civil influence**Pontis Foundation***Bratislava, Slovakia*\$100,000 – 24 mos.
Building capacity of Belarus'
analytical community**Siberian Civic Initiatives Support Center***Novosibirsk, Russia*\$170,000 – 24 mos.
Communities of, by and for the people**Sluzhenye Association***Nizhny Novgorod, Russia*\$125,000 – 24 mos.
Community development in Volga region**Step by Step Moldova***Chisinau, Moldova*\$150,000 – 24 mos.
Community school
development in Moldova**Ukrainian Helsinki Human Rights Union***Kyiv, Ukraine*\$100,000 – 24 mos.
General purposes**Ukrainian Step by Step Foundation***Kyiv, Ukraine*\$180,000 – 36 mos.
Community development in Ukraine
through community school programs**Subtotal:** \$2,694,278
Western Former Soviet Union**CEE/Russia Regional****CEE Citizens Network***Banska Bystrica, Slovakia*\$136,000 – 24 mos.
General purposes**Center for Community Change***Washington, DC*\$25,000 – 7 mos.
Organizing training in Central/
Eastern Europe**Czech Donors Forum***Prague, Czech Republic*\$150,000 – 24 mos.
CEENERGI – Central and
Eastern European Network
for Responsible Giving**European Foundation Centre***Brussels, Belgium*\$30,000 – 24 mos.
Grantmakers East Forum**Foundation–Administered Projects**

\$27,956

Community education development
assistance project in Central/Eastern
Europe and former Soviet Union

\$16,701

Community foundation development
in southeast Europe

\$17,775

Philanthropy development
in southeast Europe**German Marshall Fund of****the United States***Washington, DC*\$1,000,000 – 120 mos.
Black Sea Trust for Regional Cooperation**Latvian Rural Forum***Riga, Latvia*\$200,000 – 24 mos.
Pre-accession partnerships
for rural Europe**Trust for Civil Society in Central****and Eastern Europe***Washington, DC*\$60,000 – 28 mos.
Central/Eastern Europe NGO
fellowship program**Subtotal:** \$1,663,432
CEE/Russia Regional**Program Area Total:** \$8,188,580Central/Eastern Europe
and Russia**South Africa****Nonprofit Sector and Philanthropy****Charities Aid Foundation–****Southern Africa***Johannesburg, South Africa*

\$70,000 – 24 mos.

General purposes

Common Purpose South Africa*Johannesburg, South Africa*

\$80,000 – 24 mos.

Training for leaders of
nonprofit organizations**Community Based****Development Programme***Johannesburg, South Africa*

\$100,000 – 24 mos.

General purposes

Community Connections*Philippi, South Africa*

\$80,000 – 24 mos.

General purposes

Community Development**Foundation Western Cape***Bergvliet, South Africa*

\$100,000 – 24 mos.

General purposes

Eastern Cape NGO Coalition*East London, South Africa*

\$150,000 – 24 mos.

General purposes

Gordon Institute of Business Science*Johannesburg, South Africa*

\$35,000 – 12 mos.

Policy, leadership and gender
studies 'Dialogue Circles'**Ikhala Trust***Port Elizabeth, South Africa*

\$120,000 – 22 mos.

General purposes

MaAfrika Tikkun*Johannesburg, South Africa*

\$120,000 – 24 mos.

Core operational support

Pitseng Trust*Johannesburg, South Africa*

\$40,000 – 24 mos.

General purposes

South African Institute for Advancement*Cape Town, South Africa*

\$20,000 – 24 mos.

General purposes

Sustainability Institute*Stellenbosch, South Africa*

\$40,000 – 12 mos.

Capacity building for development

Tides Center*San Francisco, CA*

\$75,000 – 36 mos.

Africa Grantmakers' Affinity Group

Subtotal: \$1,030,000

Nonprofit Sector and Philanthropy

Rights, Responsibilities**and Participation****Black Sash Trust***Cape Town, South Africa*

\$200,000 – 24 mos.

General purposes

Centre for Public Participation*Durban, South Africa*

\$40,000 – 12 mos.

Local government support program

Community Law and Rural Development Centre

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

Community Organisation Urban Resource Centre

Cape Town, South Africa
\$80,000 – 24 mos.
Building partnerships between organizations of urban poor and local authorities

Gender Links

Johannesburg, South Africa
\$80,000 – 24 mos.
Women and local government project

Isandla Institute

Kenilworth, South Africa
\$50,000 – 12 mos.
General purposes
\$100,000 – 24 mos.
Good Governance Learning Network

Karoo Centre for Human Rights

Beaufort West, South Africa
\$100,000 – 24 mos.
General purposes

Rhodes University

Grahamstown, South Africa
\$150,000 – 24 mos.
Legal Aid Clinic: advice office project

Social Change Assistance Trust

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

Trust for Community Outreach and Education

Cape Town, South Africa
\$100,000 – 12 mos.
Community engagement with local government

University of KwaZulu-Natal

Durban, South Africa
\$75,000 – 12 mos.
Centre for Civil Society

University of the Western Cape

Cape Town, South Africa
\$100,000 – 24 mos.
Fair Share

Subtotal:	\$1,475,000
Rights, Responsibilities and Participation	

Race and Ethnic Relations**Apartheid Museum**

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

Diakonia Council of Churches

Durban, South Africa
\$50,000 – 12 mos.
Social justice program

Ditshwanelo CAR²AS

Johannesburg, South Africa
\$40,000 – 12 mos.
General purposes

Five Star Films

Cabin John, MD
\$75,000 – 12 mos.
“Breaking the Rules” film project

Institute for Healing of Memories

Cape Town, South Africa
\$200,000 – 36 mos.
General purposes

Institute for Justice and Reconciliation

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

Satyagraha – In Pursuit of Truth

Durban, South Africa
\$40,000 – 12 mos.
General purposes

South African History Online

Pretoria, South Africa
\$80,000 – 24 mos.
General purposes

South African Holocaust Foundation

Cape Town, South Africa
\$40,000 – 12 mos.
National school curriculum support

Steve Biko Foundation

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

Subtotal:	\$845,000
Race and Ethnic Relations	

Special Opportunities**Foundation–Administered Project**

\$208,065
Technical support and dialogue platform

Subtotal:	\$208,065
Special Opportunities	

Program Area Total:	\$3,558,065
South Africa	

United States**Nonprofit Sector Effectiveness and Accountability****Alliance for Nonprofit Management**

Washington, DC
\$25,000 – 12 mos.
General purposes

Association of Small Foundations

Washington, DC
\$120,000 – 24 mos.
General purposes

CFLeads

Kansas City, MO
\$40,000 – 12 mos.
General purposes

Communications Network

Naperville, IL
\$30,000 – 36 mos.
General purposes

Council of Michigan Foundations

Grand Haven, MI
\$5,000 – 24 mos.
General purposes

Council on Foundations

Arlington, VA
\$200,000 – 12 mos.
Community foundation leadership team
\$200,000 – 24 mos.
General purposes

Forum of Regional Associations of Grantmakers

Arlington, VA
\$50,000 – 24 mos.
General purposes

Foundation–Administered Project

\$9,848
Community foundation technical assistance

Grantmakers for Effective Organizations

Washington, DC
\$50,000 – 24 mos.
General purposes

\$150,000 – 36 mos.
Scaling what works

Midwest Community Foundations’ Ventures

Grand Haven, MI
\$230,000 – 24 mos.
General purposes

National Center for Family Philanthropy

Washington, DC
\$200,000 – 24 mos.
General purposes

Nonprofit Quarterly

Boston, MA
\$100,000 – 24 mos.
General purposes

Philanthropic Collaborative

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

Subtotal:	\$1,429,848
Nonprofit Sector Effectiveness and Accountability	

Racial and Ethnic Diversity in Philanthropy**Arab Community Center for Economic and Social Services**

Dearborn, MI
\$30,000 – 12 mos.
Center for Arab–American philanthropy
\$55,500 – 12 mos.
Technical assistance to collaborative for Arab–American philanthropy

Asian Americans/Pacific Islanders in Philanthropy

San Francisco, CA
\$90,000 – 36 mos.
General purposes

Council of Michigan Foundations

Grand Haven, MI
\$150,000 – 12 mos.
Transforming Michigan philanthropy through diversity and inclusion

Council on Foundations

Arlington, VA
\$150,000 – 24 mos.
Diversity and inclusiveness program

Foundation Center

New York, NY
\$75,000 – 12 mos.
Diversity in philanthropy research metrics

Hispanics in Philanthropy

San Francisco, CA
\$120,000 – 28 mos.
General purposes

Native Americans in Philanthropy*Minneapolis, MN*

\$90,000 – 36 mos.

General purposes

Tides Center*San Francisco, CA*

\$140,000 – 24 mos.

Emerging practitioners in

philanthropy project

\$100,000 – 12 mos.

Philanthropic initiative for racial equity

Subtotal: \$1,000,500

Racial and Ethnic

Diversity in Philanthropy

Nonprofit Sector Research**Association for Research on Nonprofit Organizations & Voluntary Action***Indianapolis, IN*

\$35,000 – 36 mos.

General purposes

Foundation Center*New York, NY*

\$120,000 – 24 mos.

General purposes

\$50,000 – 12 mos.

GrantsFire

GuideStar*Williamsburg, VA*

\$220,000 – 24 mos.

General purposes

IssueLab*Chicago, IL*

\$50,000 – 12 mos.

General purposes

Johns Hopkins University*Baltimore, MD*

\$120,000 – 36 mos.

Nonprofit employment data project

\$45,000 – 45 mos.

Nonprofit listening post project

Urban Institute*Washington, DC*

\$120,000 – 24 mos.

National Center for Charitable

Statistics community platform

Subtotal: \$760,000

Nonprofit Sector Research

Special Opportunities**Faith & Politics Institute***Washington, DC*

\$50,000 – 24 mos.

General purposes

State of Michigan*Lansing, MI*

\$143,543 – 12 mos.

Office of foundation liaison

Subtotal: \$193,543

Special Opportunities

Program Area Total: \$3,383,891

United States

Special Initiatives – International**Nonprofit Sector and Philanthropy****American Ireland Fund***Boston, MA*

\$40,000 – 12 mos.

Diaspora philanthropy

conference and toolkit

Association of Charitable Foundations*London, England*

\$10,000 – 60 mos.

General purposes

CIVICUS: World Alliance for Citizen Participation*Washington, DC*

\$120,000 – 24 mos.

Affinity Group for National Associations

\$80,000 – 12 mos.

General purposes

Community Foundation Network*London, England*

\$171,500 – 24 mos.

General purposes

Council on Foundations*Arlington, VA*

\$300,000 – 24 mos.

Global philanthropy leadership initiative

\$50,000 – 24 mos.

Global philanthropy program

European Foundation Centre*Brussels, Belgium*

\$100,000 – 12 mos.

General purposes

Foundation-Administered Projects

\$20,000

Global community

philanthropy architecture

\$42,406

Mexican community

foundation development

Global Fund for Community Foundations*Belfast, Ireland*

\$250,000 – 14 mos.

Small grants and capacity-
building program**Network of European Foundations for Innovative Cooperation***Brussels, Belgium*

\$32,000 – 12 mos.

Membership and administrative support

\$228,000 – 12 mos.

Youth empowerment

partnership program

Philanthropy Bridge Foundation*Dartford, England*

\$100,000 – 12 mos.

General purposes

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

\$200,000 – 24 mos.

International community

foundation fellows program

Synergos Institute*New York, NY*

\$150,000 – 24 mos.

Senior fellows program

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

\$300,000 – 24 mos.

General purposes

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

\$25,000 – 12 mos.

Global Philanthropy Forum

Subtotal: \$2,218,906

Nonprofit Sector and Philanthropy

Special Opportunities**Madariaga College of Europe Foundation***Brussels, Belgium*

\$150,000 – 12 mos.

Citizens' Europe program

Partners for Democratic Change*Washington, DC*

\$75,000 – 12 mos.

General purposes

Subtotal: \$225,000

Special Opportunities

Program Area Total: \$2,443,906

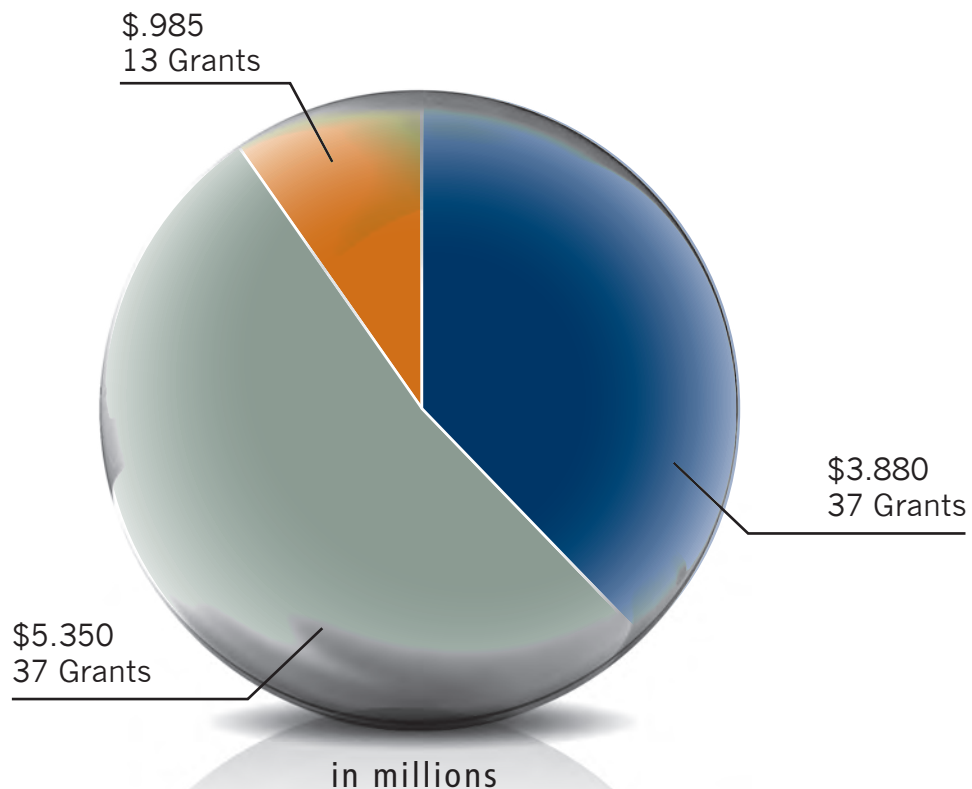
Special Initiatives – International

Program Total: \$17,574,442

Civil Society

Grant Activity:
\$10,215,130 / 87 Grants

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CONSERVATION OF FRESHWATER ECOSYSTEMS		
Strengthening the Environmental Community	\$ 1.527	18
Public Policies	\$ 2.028	17
Site-Based Conservation	\$.325	2
INTERNATIONAL FINANCE FOR SUSTAINABILITY		
Infrastructure and Energy for a Sustainable Future	\$ 3.248	21
Sustainable Regional Development and Integration	\$ 1.925	13
Special Opportunities	\$.177	3
SPECIAL INITIATIVES		
Growth Management and Urban Revitalization in Michigan	\$.525	7
Special Opportunities	\$.460	6
Totals	\$ 10.215	87





PROGRAM OVERVIEW: **ENVIRONMENT**

Mission: To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

GOAL: To advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and, to a lesser extent, portions of the southeastern U.S.

OBJECTIVES/WHAT WE SEEK

- **Strengthening the Environmental Community.** A strong, effective and sustainable non-governmental organization (NGO) community dedicated to the long-term conservation of freshwater ecosystems.
- **Public Policies.** Well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.
- **Site-Based Conservation.** Selected freshwater ecosystems protected and restored through place-based conservation activities.

INTERNATIONAL FINANCE FOR SUSTAINABILITY

GOAL: To shape international investment and trade to support sustainable development and reduce environmental degradation.

OBJECTIVES/WHAT WE SEEK

- **Infrastructure and Energy for a Sustainable Future.** Infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.
- **Sustainable Regional Development and Integration.** Regional trade and investment strategies that contribute to local sustainable development, with an initial emphasis on South America.
- **Special Opportunities.** Unique opportunities to advance sustainable development goals and promote capacity building for NGOs.

SPECIAL INITIATIVES

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

OBJECTIVES/WHAT WE SEEK

- **Special Opportunities.** One-time opportunities to contribute to the resolution of significant domestic, international or global concerns.
- **Growth Management and Urban Revitalization in Michigan.** In Michigan's urban areas and surrounding older communities, a human-built environment designed to promote environmental health, economic prosperity and social equity.

Conservation of Freshwater Ecosystems

Strengthening the Environmental Community

Alabama Rivers Alliance

Birmingham, AL
\$30,000 – 30 mos.
General purposes

Alliance for the Great Lakes

Chicago, IL
\$200,000 – 24 mos.
General purposes

Coalition to Restore Coastal Louisiana

Baton Rouge, LA
\$10,000 – 18 mos.
General purposes

Environmental Support Center

Washington, DC
\$35,000 – 19 mos.
Strengthening capacity of freshwater groups in Southeast and Great Lakes

Flint River Watershed Coalition

Flint, MI
\$80,000 – 24 mos.
General purposes

Freshwater Future

Petoskey, MI
\$315,750 – 24 mos.
General purposes

Grand Traverse Regional Land Conservancy

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

Great Lakes United

Amherst, NY
\$71,000 – 24 mos.
General purposes

Gulf Restoration Network

New Orleans, LA
\$10,000 – 19 mos.
General purposes

Keweenaw Land Trust

Hancock, MI
\$15,000 – 36 mos.
General purposes

Minnesota Environmental Partnership

St. Paul, MN
\$90,000 – 24 mos.
Northeast Minnesota program

River Alliance of Wisconsin

Madison, WI
\$135,000 – 24 mos.
Great Lakes program

River Network

Portland, OR
\$325,000 – 24 mos.
Building citizen capacity for freshwater protection

Wisconsin Wetlands Association

Madison, WI
\$30,000 – 36 mos.
General purposes

World Wildlife Fund

Washington, DC
\$30,000 – 31 mos.
Southeastern Rivers and Streams Support Fund

Subtotal: \$1,526,750
Strengthening the Environmental Community

Public Policies

American Rivers

Washington, DC
\$150,000 – 24 mos.
Ensuring healthy river flows

Clean Water Network

Washington, DC
\$45,000 – 24 mos.
General purposes

Clean Wisconsin

Madison, WI
\$100,000 – 24 mos.
Managing water resources for today and tomorrow

Environmental Defence

Toronto, Canada
\$75,000 – 12 mos.
Protecting Great Lakes

Foundation–Administered Project

\$3,190
Book release event

Georgia Wildlife Federation

Covington, GA
\$110,000 – 24 mos.
Georgia comprehensive statewide water management

Great Lakes Commission

Ann Arbor, MI
\$500,000 – 18 mos.
Eco-separation of the Chicago-area waterway system to prevent invasion by Asian carp

Great Lakes Indian Fish and Wildlife Commission

Odanah, WI
\$65,000 – 12 mos.
Great Lakes sulfide-ore mining project

GreenLaw

Atlanta, GA
\$50,000 – 36 mos.
Georgia clean water project

Louisiana Environmental Action Network

Baton Rouge, LA
\$65,000 – 32 mos.
Water quality project

Midwest Environmental Advocates

Madison, WI
\$80,000 – 24 mos.
Water quantity protection and conservation project

Mobile Baykeeper

Mobile, AL
\$110,000 – 12 mos.
Alabama urban stormwater project

National Wildlife Federation

Reston, VA
\$335,000 – 24 mos.
Great Lakes water quality project

Southern Environmental Law Center

Charlottesville, VA
\$115,000 – 12 mos.
Water quality protection

Tulane University

New Orleans, LA
\$25,000 – 30 mos.
Tulane Environmental Law Clinic water quality and wetlands project

Upper Chattahoochee Riverkeeper

Atlanta, GA
\$140,000 – 24 mos.
Georgia water policy project

World Wildlife Fund

Washington, DC
\$60,000 – 24 mos.
Relicensing engagement in Mobile Bay Basin

Subtotal: \$2,028,190
Public Policies

Site-Based Conservation

Nature Conservancy

Arlington, VA
\$75,200 – 84 mos.
Northern Great Lakes forest project
\$250,000 – 24 mos.
Site-based freshwater conservation in Great Lakes Basin

Subtotal: \$325,200
Site-Based Conservation

Program Area Total: \$3,880,140
Conservation of Freshwater Ecosystems

International Finance for Sustainability

Infrastructure and Energy for a Sustainable Future

ActionAid

London, England
\$385,000 – 24 mos.
Bretton Woods Project

American University

Washington, DC
\$75,000 – 43 mos.
Sustainable finance project

Bank Information Center

Washington, DC
\$25,000 – 24 mos.
General purposes

BankTrack

Nijmegen, Netherlands
\$200,000 – 24 mos.
General purposes

Berne Declaration (Erklärung von Bern)

Zurich, Switzerland
\$200,000 – 24 mos.
Sustainable financial relations project

Corner House

Dorset, England
\$200,000 – 24 mos.
General purposes

Forest Peoples Programme

Moreton-in-Marsh, England
\$250,000 – 24 mos.
Promoting forest people's interests in international forest policymaking

Friends of the Earth

Washington, DC
\$50,000 – 24 mos.
Advancing sustainability in development finance

Global Greengrants Fund

Boulder, CO
\$250,000 – 24 mos.
Supporting local knowledge: small grants for energy and infrastructure

Institute for Policy Studies

Washington, DC
\$150,000 – 24 mos.
Building a new economy that addresses climate and global finance

International Rivers*Berkeley, CA*

\$15,000 – 24 mos.

General purposes

Les Amis de la Terre*Montreuil, France*

\$125,000 – 12 mos.

International financial institution reform and capacity building

Mani Tese*Milan, Italy*

\$350,000 – 24 mos.

Mainstreaming environmental sustainability in global financial flows North-South

NGO Forum on ADB*Quezon City, Philippines*

\$17,500 – 24 mos.

General purposes

Oil Change International*Hyattsville, MD*

\$100,000 – 12 mos.

International program

PLATFORM*London, England*

\$150,000 – 24 mos.

Reforming energy investment

Tides Canada Initiatives*Vancouver, Canada*

\$50,000 – 24 mos.

Halifax Initiative

Urgewald*Sassenberg, Germany*

\$250,000 – 24 mos.

Promoting environmental and social standards in financial sector

World Resources Institute*Washington, DC*

\$405,000 – 24 mos.

International financial flows and environment

Subtotal:	\$3,247,500
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 Infrastructure and Energy for a Sustainable Future
Sustainable Regional Development and Integration**Amazon Watch***San Francisco, CA*

\$250,000 – 24 mos.

International finance and Amazon program

Asociación Civil Labor*Moquegua, Peru*

\$50,000 – 12 mos.

Strengthening Peruvian civil society for social and environmental monitoring of IIRSA and Camisea

Center for Socio-Environmental Support*Cunha, Brazil*

\$240,000 – 24 mos.

General purposes

Centro Peruano de Estudios Sociales*Lima, Peru*

\$140,000 – 18 mos.

Accountability for integration and infrastructure investments in Peru

Derecho Ambiente y Recursos Naturales*Lima, Peru*

\$175,000 – 24 mos.

General purposes

Fundacion Ambiente Y Recursos Naturales*Buenos Aires, Argentina*

\$200,000 – 24 mos.

Monitoring infrastructure investments in Argentina

Indian Law Resource Center*Helena, MT*

\$150,000 – 24 mos.

Integration investments and indigenous peoples in South America

Instituto del Bien Común*Lima, Peru*

\$100,000 – 24 mos.

Impacts of large-scale infrastructure projects and development in Peruvian Amazon

Instituto Latinoamericano de Servicios Legales Alternativos*Bogotá, Colombia*

\$110,000 – 24 mos.

Strengthening civil society engagement in regional integration and infrastructure investments in Colombia

Instituto Socioambiental*Sao Paulo, Brazil*

\$150,000 – 12 mos.

Impacts of investments of Brazilian National Development Bank on regional sustainability

IPS-Inter Press Service*Montevideo, Uruguay*

\$150,000 – 24 mos.

Growing role of Brazil in Latin America

National Alliance of Latin American & Caribbean Communities*Chicago, IL*

\$200,000 – 24 mos.

Building Latino immigrant capacity on regional integration

Uruguayan Study Center of Appropriate Technologies*Montevideo, Uruguay*

\$10,000 – 24 mos.

Impacts and alternatives to new trade regime on environmental and sustainability options in Latin America

Subtotal:	\$1,925,000
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 Sustainable Regional Development and Integration
Special Opportunities**Center for Investigative Reporting***Berkeley, CA*

\$75,000 – 10 mos.

Informing public about issues in international finance and sustainability: carbon market

Foundation-Administered Project

\$12,490

International finance for sustainability convenings

Institute for Agriculture and Trade Policy*Minneapolis, MN*

\$75,000 – 12 mos.

Regulating speculation

Third World Network Berhad*Penang, Malaysia*

\$15,000 – 24 mos.

Capacity building in the South on climate change and sustainable development

Subtotal:	\$177,490
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Special Opportunities

Program Area Total:	\$5,349,990
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International Finance for Sustainability

Special Initiatives**Growth Management and Urban Revitalization in Michigan****Foundation for the Uptown Reinvestment Corporation***Flint, MI*

\$80,000 – 12 mos.

Flint Wayfinding Project

Funders' Network for Smart Growth and Livable Communities*Coral Gables, FL*

\$50,000 – 24 mos.

General purposes

MI*Voice*Detroit, MI*

\$100,000 – 24 mos.

Constituency building and outreach on land use and equitable development

Michigan Environmental Council*Lansing, MI*

\$100,000 – 15 mos.

Michigan Transportation Reform Partnership

Michigan State University*East Lansing, MI*

\$25,000 – 8 mos.

2010 Legislative Leadership Program

Michigan Suburbs Alliance*Ferndale, MI*

\$100,000 – 24 mos.

Transportation reform

University of Michigan*Ann Arbor, MI*

\$70,000 – 12 mos.

SMART program

Subtotal:	\$525,000
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 Growth Management and Urban Revitalization in Michigan
Special Opportunities**Consultative Group on Biological Diversity***San Francisco, CA*

\$40,000 – 24 mos.

General purposes

Environmental Grantmakers Association*New York, NY*

\$20,000 – 19 mos.

General purposes

INESC*Brasilia, Brazil*

\$100,000 – 12 mos.

Rede Brasil: Civil Society Eye on the G-20

New Rules for Global Finance*Washington, DC*

\$200,000 – 24 mos.

Catalyzing governance reforms of international financial institutions

South Centre*Geneva, Switzerland*

\$100,000 – 12 mos.

Capacity building in developing countries on global economic architecture

Subtotal:	\$460,000
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Special Opportunities

Program Area Total:	\$985,000
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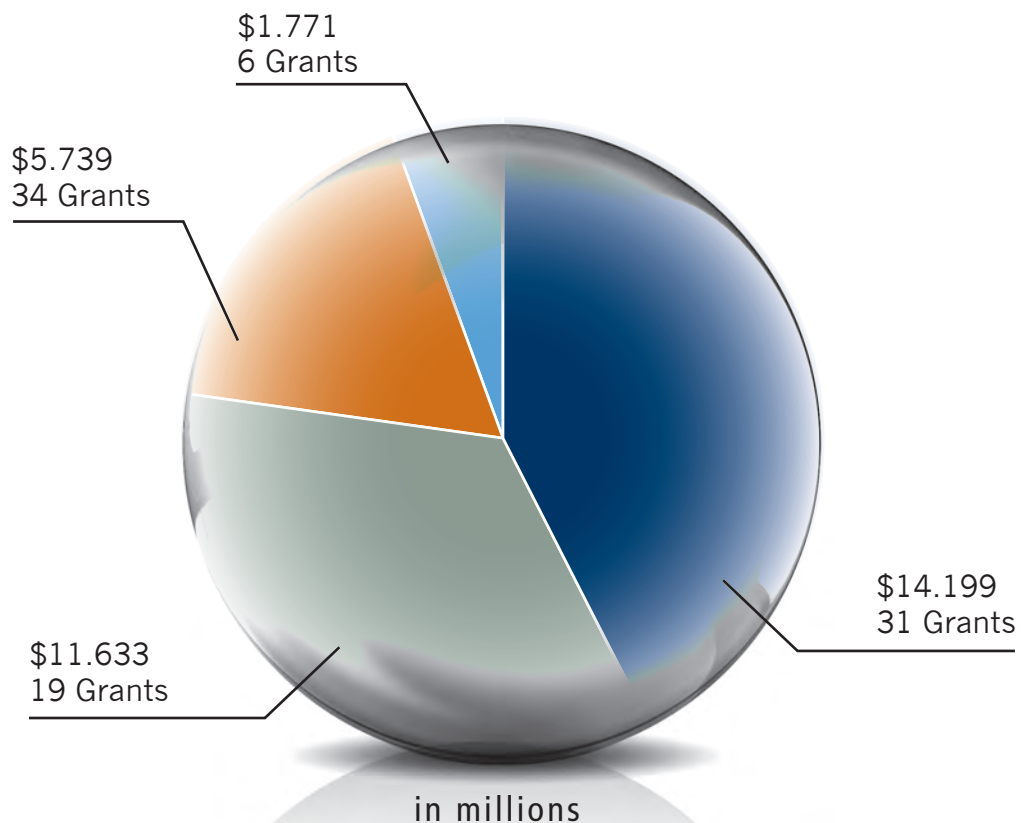
Special Initiatives

Program Total:	\$10,215,130
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 Environment

Grant Activity: \$33,341,883 / 90 Grants

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ARTS, CULTURE AND EDUCATION		
Arts and Culture	\$ 7.704	19
Education	\$ 6.495	12
ECONOMIC REVITALIZATION		
Economic Development	\$ 10.888	14
Workforce Development	\$.745	5
STRENGTHENING COMMUNITY		
Children and Families	\$ 2.520	21
Housing and Neighborhoods	\$ 2.114	7
Philanthropy/Nonprofit Sector	\$ 1.050	5
Race Relations	\$.055	1
SPECIAL INITIATIVES		
Special Initiatives	\$ 1.771	6
Totals	\$ 33.342	90





PROGRAM OVERVIEW: **FLINT AREA**

Mission: To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

ARTS, CULTURE AND EDUCATION

GOAL: To support education, arts and cultural institutions as critical forces for positive change and key determinants of the community's quality of life and economic well-being.

OBJECTIVES/WHAT WE SEEK

- **Arts and Culture.** Strong and vibrant local cultural organizations that provide diverse arts and cultural opportunities to all residents of Genesee County.
- **Education.** A continuum of high-quality learning opportunities that meet the needs of Flint-area children, youth and adults from pre-kindergarten through college.

ECONOMIC REVITALIZATION

GOAL: To support efforts that improve local governance, regional cooperation, community participation and the Flint area's economic vitality.

OBJECTIVES/WHAT WE SEEK

- **Economic Development.** A vibrant and diverse regional economy.
- **Workforce Development.** Quality employment opportunities for Flint-area residents who face multiple barriers to good jobs in the regional labor market.

STRENGTHENING COMMUNITY

GOAL: To support activities that provide opportunities for children and families, improve neighborhoods and the community, and sustain a vibrant nonprofit sector.

OBJECTIVES/WHAT WE SEEK

- **Children and Families.** Healthy and productive lives for Genesee County children and families.
- **Housing and Neighborhoods.** Affordable housing and livable neighborhoods, with an emphasis on the city of Flint.
- **Philanthropy/Nonprofit Sector.** A strong, local nonprofit sector capable of meeting community needs.
- **Race Relations.** A community with the capacity to address issues of race and ethnicity honestly and productively.

SPECIAL INITIATIVES

GOAL: To respond to critical opportunities and/or issues that have the potential to improve significantly the quality of life in the Flint area.

OBJECTIVE/WHAT WE SEEK

- **Special Initiatives.** Flexibility to respond to critical needs, seize special opportunities, leverage other resources and incubate new program areas in the Flint community.

Arts, Culture and Education

Arts and Culture

ArtServe Michigan

Wixom, MI

\$75,000 – 36 mos.

Michigan Cultural Data Project

Buckham Fine Arts Project

Flint, MI

\$25,000 – 12 mos.

General purposes

Community Foundation of Greater Flint

Flint, MI

\$2,148,538

Endowment funds

Flint Area Convention & Visitors Bureau

Flint, MI

\$30,000 – 10 mos.

Back to the Bricks/Bikes on the Bricks

Flint Cultural Center Corporation

Flint, MI

\$70,000 – 7 mos.

Kearsley streetscape

\$1,350,000 – 12 mos.

Operating support

Flint Institute of Arts

Flint, MI

\$90,908 – 8 mos.

Glass exhibitions

\$27,012 – 6 mos.

"Landscapes from the Age of Impressionism" exhibit

\$1,250,000 – 12 mos.

Operating support

Flint Institute of Music

Flint, MI

\$12,617 – 18 mos.

Music in the Parks

\$650,000 – 12 mos.

Operating support

\$75,000 – 12 mos.

Program support

\$50,000 – 6 mos.

Tapology Tap Dance Festival for Youth

Floyd McCree Theatre

Flint, MI

\$60,000 – 12 mos.

McCree-Ative Performing Arts Academy

Genesee County Parks & Recreation Commission

Flint, MI

\$1,270,000 – 12 mos.

General purposes

Greater Flint Arts Council

Flint, MI

\$300,000 – 12 mos.

General purposes

\$120,000 – 12 mos.

Parade of Festivals

Sphinx Organization

Detroit, MI

\$100,000 – 12 mos.

Overture program and partnership with Flint Institute of Music

Subtotal: \$7,704,075
Arts and Culture

Education

Central Michigan University

Mt. Pleasant, MI

\$105,000 – 12 mos.

GEAR UP college day program

EduGuide

Lansing, MI

\$118,000 – 12 mos.

Gear Up Michigan project

Flint Area Science Fair

Flint, MI

\$45,000 – 31 mos.

General purposes

Flint Community Schools

Flint, MI

\$70,000 – 3 mos.

Summer Tot Lot program

Flint District Library

Flint, MI

\$425,000 – 12 mos.

Technology upgrade

Genesee Area Focus Fund

Flint, MI

\$3,100,000 – 12 mos.

YouthQuest afterschool initiative

Genesee Intermediate School District

Flint, MI

\$150,000 – 12 mos.

Genesee Early College

Kettering University

Flint, MI

\$15,000 – 12 mos.

Metal Muscle mentoring program

\$2,000,000 – 12 mos.

Strategic initiatives

Mott Community College

Flint, MI

\$149,977 – 12 mos.

Smart Teachers As Role

models (STAR) initiative

Policy Studies Associates Inc.

Washington, DC

\$462,015 – 36 mos.

Three-year evaluation of YouthQuest afterschool initiative

United Way of Genesee County

Flint, MI

–\$550,000

Adjustment to previous grant

University of Michigan–Flint

Flint, MI

\$405,000 – 36 mos.

International student recruitment

Subtotal: \$6,494,992

Education

Program Area Total: \$14,199,067

Arts, Culture and Education

Economic Revitalization

Economic Development

AutoHarvest Foundation

Ann Arbor, MI

\$300,000 – 12 mos.

Accelerating automotive innovation

Crim Fitness Foundation

Flint, MI

\$576,000 – 24 mos.

Capacity building

Foundation for the Uptown Reinvestment Corporation

Flint, MI

\$200,000 – 9 mos.

Downtown redevelopment project

\$60,200 – 12 mos.

Downtown security

\$30,000 – 7 mos.

Flint Farmers Market roof repair

\$85,000 – 12 mos.

Operating support

\$310,000 – 12 mos.

Property acquisition

\$7,000,000 – 96 mos.

Riverfront Residence Hall expansion

\$300,000 – 9 mos.

South Saginaw Street

redevelopment plan

Foundation–Administered Projects

\$241,048

Flint stimulus coordination project

\$96,015

Technical assistance for downtown Flint revitalization

Genesee Area Focus Fund

Flint, MI

\$1,400,000 – 12 mos.

Education and economic

development initiatives

\$75,000 – 18 mos.

Energy Council for city of Flint

Metro Community Development

Flint, MI

\$25,000 – 12 mos.

Community development

financial institution program

\$125,000 – 12 mos.

Incubator without walls/

microlending program

University of Michigan–Flint

Flint, MI

\$65,000 – 12 mos.

College entrepreneurship program

Subtotal: \$10,888,263

Economic Development

Workforce Development

Disability Network

Flint, MI

\$20,000 – 10 mos.

Employment training for staff

Flint Area Specialized Employment Services Inc.

Flint, MI

\$150,000 – 12 mos.

Flint STRIVE replication program

Greater Flint Health Coalition

Flint, MI

\$125,000 – 12 mos.

Flint Healthcare Employment

Opportunities project

National Employment Law Project <i>New York, NY</i> \$450,000 – 24 mos. Technical assistance for trade adjustment assistance	
Subtotal:	\$745,000
Program Area Total: \$11,633,263	
Economic Revitalization	

Strengthening Community

Children and Families

Big Brothers Big Sisters of Greater Flint

Flint, MI
\$150,000 – 12 mos.
Amachi collaborative

Boy Scouts of America – Tall Pine Council

Flint, MI
\$75,000 – 12 mos.
General purposes

Boys & Girls Club of Greater Flint

Flint, MI
\$67,000 – 12 mos.
General purposes

Catholic Charities of Shiawassee and Genesee Counties

Flint, MI
\$112,000 – 24 mos.
North End Soup Kitchen program expansion

Catholic Outreach

Flint, MI
\$100,000 – 12 mos.
Medical transportation program

Flint Area Specialized Employment Services Inc.

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

Food Bank of Eastern Michigan

Flint, MI
\$100,000 – 6 mos.
Increasing food distribution and access

Genesee Area Focus Fund

Flint, MI
\$800,000 – 12 mos.
Summer youth initiative

Genesee County Department of Human Services

Flint, MI
\$15,000 – 12 mos.
Middle school family resource centers

Mott Community College

Flint, MI
\$45,718 – 7 mos.
Teen CEO Initiative

Old Newsboys of Flint

Flint, MI
\$30,000 – 4 mos.
Coats for Kids

Resource Genesee

Flint, MI
\$30,000 – 12 mos.
General purposes
\$50,000 – 12 mos.
One Stop Housing Resource Center

Robert E. Weiss Advocacy Center for Children and Youth

Flint, MI
\$119,900 – 6 mos.
Building acquisition

Salvation Army of Genesee County

Flint, MI
\$200,000 – 12 mos.
Rent and utility assistance program

Shelter of Flint Inc.

Flint, MI
\$100,000 – 12 mos.
General purposes

Wellness AIDS Services Inc.

Flint, MI
\$60,000 – 4 mos.
Debt reduction

YWCA of Greater Flint

Flint, MI
\$340,000 – 6 mos.
Capital improvements
\$40,000 – 12 mos.
SafeHouse shelter

Subtotal: \$2,519,618
Children and Families

Housing and Neighborhoods

Center for Community Progress

Flint, MI
\$1,500,000 – 12 mos.
General purposes

Genesee County Habitat for Humanity

Flint, MI
\$90,000 – 12 mos.
Three-year plan for growth and renewal in city of Flint

Genesee County Land Bank Authority

Flint, MI
\$124,165 – 12 mos.
Neighborhood and community planning

Local Initiatives Support Corporation

New York, NY
\$225,000 – 36 mos.
Flint and Genesee County community development project

Metro Community Development

Flint, MI
\$100,000 – 12 mos.
General purposes

Salem Housing Community Development Corporation

Flint, MI
\$75,000 – 12 mos.
General purposes

Subtotal: \$2,114,165
Housing and Neighborhoods

Philanthropy/Nonprofit Sector

BoardSource

Washington, DC
\$100,000 – 14 mos.
Building nonprofit leadership initiative

Center for Leadership Innovation

Ellicott City, MD
\$75,000 – 12 mos.
Michigan Latino Nonprofit Leadership Academy

Community Foundation of Greater Flint

Flint, MI
\$100,000 – 12 mos.
General purposes

Foundation–Administered Project

\$250,000
Technical assistance and technology upgrades

United Way of Genesee County

Flint, MI
\$275,000 – 12 mos.
Building Excellence, Sustainability and Trust nonprofit capacity building
\$250,000 – 12 mos.
General purposes

Subtotal: \$1,050,000
Philanthropy/Nonprofit Sector

Race Relations

American Arab Heritage Council

Flint, MI
\$55,000 – 12 mos.
Immigration services

Subtotal: \$55,000
Race Relations

Program Area Total: \$5,738,783
Strengthening Community

Special Initiatives

City of Flint

Flint, MI
\$1,150,000 – 12 mos.
Flint 21st century community policing

Flint Area Congregations Together

Flint, MI
\$110,000 – 12 mos.
General purposes

Flint Club

Flint, MI
\$25,000 – 5 mos.
General purposes

Flint Downtown Development Authority

Flint, MI
\$25,000 – 1 mo.
Fourth of July Festival

Genesys Health Foundation

Grand Blanc, MI
\$110,770 – 8 mos.
Life science cluster economic impact analysis

Michigan State University

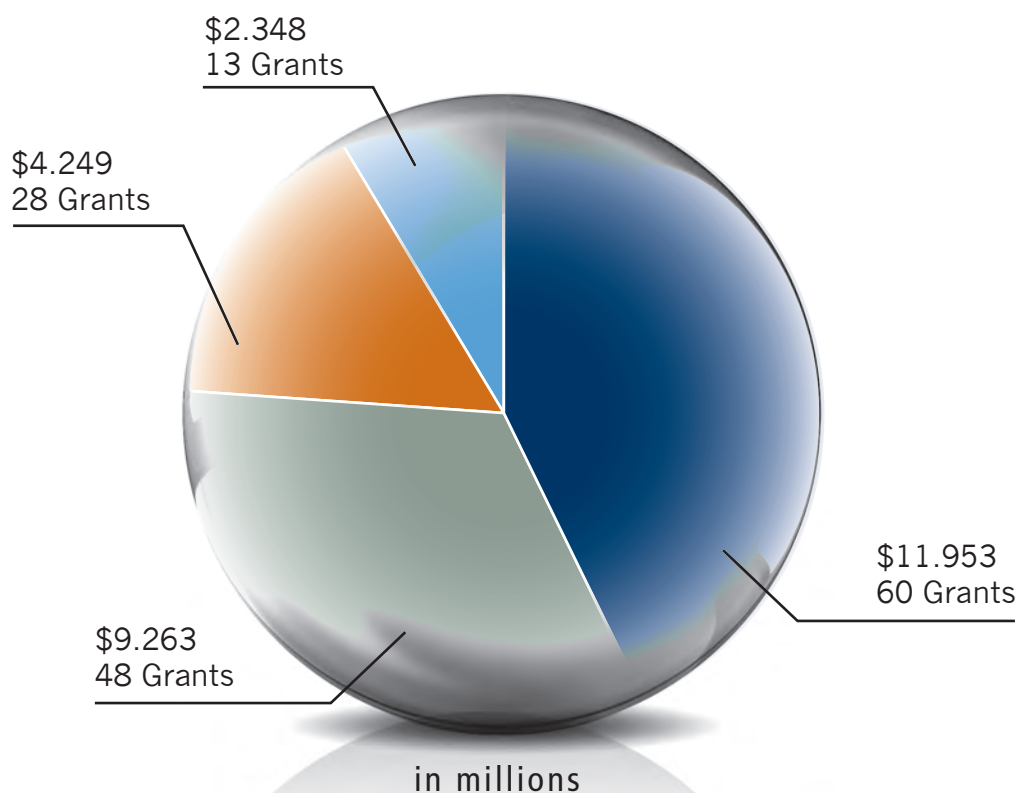
East Lansing, MI
\$350,000 – 12 mos.
Flint 21st century community policing technical assistance

Program Area Total: \$1,770,770
Special Initiatives

Program Total: \$33,341,883
Flint Area

Grant Activity:
\$27,812,573 / 149 Grants

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
IMPROVING COMMUNITY EDUCATION		
Community-Driven Reform	\$.785	6
Educational Opportunities for Vulnerable Youth	\$ 1.953	15
Learning Beyond the Classroom	\$ 9.215	39
EXPANDING ECONOMIC OPPORTUNITY		
Income Security	\$ 3.430	19
Reducing Barriers to Employment	\$ 1.735	13
Retention and Wage Progression	\$ 4.098	16
BUILDING ORGANIZED COMMUNITIES		
Building Community Organizing Infrastructure	\$ 4.249	28
SPECIAL INITIATIVES		
Transitions	\$ 1.800	9
Exploratory and Special Projects	\$.548	4
Totals	\$ 27.813	149





PROGRAM OVERVIEW: **PATHWAYS OUT OF POVERTY**

Mission: To identify, test and help sustain pathways out of poverty for low-income people and communities.

IMPROVING COMMUNITY EDUCATION

GOAL: To ensure that community education serves as a pathway out of poverty for children in low-income communities.

OBJECTIVES/WHAT WE SEEK

- **Community-Driven Reform.** Effective community-driven reform strategies that increase student achievement across entire school districts and at the state or regional level.
- **Educational Opportunities for Vulnerable Youth.** Policies and practices that ensure that vulnerable youth are prepared for college and careers.
- **Learning Beyond the Classroom.** High quality learning beyond the classroom initiatives that increase student success by providing students with multiple ways of learning, anchored to high standards and aligned with educational resources throughout a community.

EXPANDING ECONOMIC OPPORTUNITY

GOAL: To expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income and assets, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.

OBJECTIVES/WHAT WE SEEK

- **Income Security.** A social safety net that augments families' efforts to escape poverty.
- **Reducing Barriers to Employment.** Innovative strategies that enable low-skill, low-income job seekers to enter the labor market.
- **Retention and Wage Progression.** Workforce development policies and practices that help low-income workers stay in the labor market and increase their earnings over time.

BUILDING ORGANIZED COMMUNITIES

GOAL: To enhance the power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in shaping their futures.

OBJECTIVE/WHAT WE SEEK

- **Building Community Organizing Infrastructure.** Strong and effective community-organizing networks at the national, regional and state levels that foster community engagement and positive change in poor communities.

SPECIAL INITIATIVES

GOAL: To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.

OBJECTIVES/WHAT WE SEEK

- **Transitions.** Policies and practices that strengthen micro-enterprise in the U.S. in order to maximize its potential as a means for low-income entrepreneurs to escape from poverty.
- **Exploratory and Special Projects.** Flexibility to identify critical issues, seize special opportunities, research issues to determine future program directions and promote crosscutting projects.

Improving Community Education

Community-Driven Reform

Community Foundation for the National Capital Region

Washington, DC
\$80,000 – 12 mos.
Collaborative for education organizing

Hyde Square Task Force

Jamaica Plain, MA
\$70,000 – 12 mos.
Collaborative for educational change

Interfaith Education Fund

Austin, TX
\$250,000 – 24 mos.
General purposes

Parent/Teacher Home Visit Project

Sacramento, CA
\$80,000 – 24 mos.
General purposes

PICO National Network

Oakland, CA
\$75,000 – 12 mos.
Louisiana Interfaith Together

Public Interest Projects

New York, NY
\$230,000 – 12 mos.
Communities for public
education reform

Subtotal: \$785,000
Community-Driven Reform

Educational Opportunities for Vulnerable Youth

Center for Law and Social Policy

Washington, DC
\$100,000 – 24 mos.
Reconnecting the disconnected:
building systems to reconnect
youth to education and jobs

Community Foundation for the National Capital Region

Washington, DC
\$25,000 – 12 mos.
Youth Transition Funders Group

Community Foundation of Greater Flint

Flint, MI
\$50,000 – 12 mos.
Genesee County Out-of-
School Youth Initiative

Editorial Projects in Education

Bethesda, MD
\$100,000 – 12 mos.
Diplomas Count: The Graduation Project

Intercultural Development Research Association

San Antonio, TX
\$39,848 – 24 mos.
Brown and Mendez dialogues on
multiple pathways to graduation

Jobs for the Future

Boston, MA
\$150,000 – 12 mos.
Creating new designs for
graduation and post-secondary
success for off-track youth

Lansing Community College

Lansing, MI
\$150,000 – 18 mos.
High school diploma
completion initiative

Michigan's Children

Lansing, MI
\$200,000 – 24 mos.
Improving outcomes for out-of-
school youth in Michigan

National League of Cities Institute

Washington, DC
\$300,000 – 18 mos.
Municipal leadership for
disconnected youth

San Francisco State University

San Francisco, CA
\$100,000 – 19 mos.
Building green energy and
technology pathways

School & Main Institute

Boston, MA
\$150,000 – 12 mos.
Schools for the Future: integrating
career and technical education into
new alternative education models

Southern Education Foundation

Atlanta, GA
\$150,000 – 18 mos.
Policy strategies and actions addressing
needs of high school dropouts

Tides Center

San Francisco, CA
\$100,000 – 12 mos.
Youth Development Institute: developing
community-based career and technical
education strategies for dropouts

University of Michigan-Flint

Flint, MI
\$237,500 – 13 mos.
Pre-college summer residential and
academic year bridge program

Youth Connection Charter School

Chicago, IL
\$100,000 – 12 mos.
Career pathways program

Subtotal: \$1,952,348
Educational Opportunities
for Vulnerable Youth

Learning Beyond the Classroom

Academy for Educational Development

Washington, DC
\$100,000 – 24 mos.
Promising practices in
afterschool programs

Afterschool Alliance

Washington, DC
\$1,000,000 – 12 mos.
General purposes

After-School Corporation

New York, NY
\$200,000 – 24 mos.
Expanded learning time/New York City

After School Matters

Chicago, IL
\$12,000 – 18 mos.
Aligning high school afterschool
with school reform

Asia Society

New York, NY
\$200,000 – 18 mos.
Promising practices in
afterschool global literacy

Baltimore's Safe & Sound Campaign

Baltimore, MD
\$225,000 – 36 mos.
Maryland statewide afterschool network

Central Susquehanna Intermediate Unit

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

Collaborative Communications Group

Washington, DC
\$62,000 – 12 mos.
Support for New Day for
Learning community
\$90,000 – 24 mos.
Supporting national network of
statewide afterschool networks

Council of Chief State School Officers

Washington, DC
\$125,000 – 20 mos.
Moving Forward Conference

Council of Michigan Foundations

Grand Haven, MI
\$75,000 – 17 mos.
Race to the Top-Michigan

Education Sector

Washington, DC
\$250,000 – 24 mos.
Next generation of accountability
for out-of-school education

Education's Next Horizon

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

Finance Project

Washington, DC
\$350,000 – 24 mos.
Funding strategies for statewide
afterschool networks

Foundation Center

New York, NY
\$325,000 – 13 mos.
Foundations for education excellence

GMMB Inc.

Washington, DC
\$750,000 – 16 mos.
New Day for Learning social
marketing campaign

Grantmakers for Education

Portland, OR
\$26,000 – 36 mos.
General purposes

Harvard University

Cambridge, MA
\$375,000 – 24 mos.
Supporting New Day for Learning
evaluation and research

Indiana Association of United Ways

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

Institute for Educational Leadership
Washington, DC
\$200,000 – 24 mos.
Coalition for community schools

LA's BEST

Los Angeles, CA
\$100,000 – 12 mos.
General purposes

Michigan Association of United Ways
Lansing, MI
\$225,000 – 36 mos.
Michigan statewide afterschool network

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

National Conference of State Legislatures
Denver, CO

\$550,000 – 24 mos.
Informing legislatures on statewide afterschool policy

National Council of La Raza
Washington, DC
\$200,000 – 18 mos.
Latino family engagement and best practices in afterschool

National League of Cities Institute
Washington, DC
\$350,000 – 24 mos.
City leaders engaged in afterschool reform and New Day for Learning

National Public Education Support Fund
Washington, DC
\$25,000 – 12 mos.
Education Funders Strategy Group

National School Boards Association
Alexandria, VA
\$25,000 – 24 mos.
School board leadership to promote high quality extended-day learning for all students

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

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

New Mexico Public Education Department
Santa Fe, NM
\$225,000 – 36 mos.
New Mexico statewide afterschool network

New Visions for Public Schools
New York, NY
\$300,000 – 24 mos.
General purposes

Ohio Valley Educational Cooperative
Shelbyville, KY
\$225,000 – 36 mos.
Kentucky statewide afterschool network

Synergy Enterprises Inc.
Silver Spring, MD
\$200,000 – 12 mos.
21st Century Community Learning Centers summer institute

United Way of Metropolitan Atlanta
Atlanta, GA
\$225,000 – 36 mos.
Georgia statewide afterschool network

Virginia Child Care Resource and Referral Network
Richmond, VA
\$225,000 – 36 mos.
Virginia statewide afterschool network

Wireless Generation
Brooklyn, NY
\$400,000 – 7 mos.
ThirdSpace: data-driven accountability in afterschool

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

Subtotal: \$9,215,000
Learning Beyond the Classroom

Program Area Total: \$11,952,348
Improving Community Education

Expanding Economic Opportunity

Income Security

Arise Citizens' Policy Project
Montgomery, AL
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Brandeis University
Waltham, MA
\$367,034 – 24 mos.
Assets learning project

Brandon Roberts + Associates
Chevy Chase, MD
\$200,000 – 12 mos.
Working poor families project

California Budget Project
Sacramento, CA
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Center on Budget and Policy Priorities
Washington, DC
\$100,000 – 24 mos.
State Fiscal Analysis Initiative – D.C. Fiscal Policy Institute

Colorado Center on Law and Policy
Denver, CO
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Earned Asset Resource Network Inc.
San Francisco, CA
\$360,000 – 24 mos.
Kindergarten to college evaluation

Fiscal Policy Institute
Latham, NY
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Foundation-Administered Projects
\$204,303
Asset-building capacity-building meeting
\$19,033
Fiscal opportunity project

Hatcher Group
Bethesda, MD
\$130,000 – 15 mos.
State earned-income tax credit initiative

Hope Enterprise Corporation
Jackson, MS
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Maine Center for Economic Policy
Augusta, ME
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Massachusetts Budget and Policy Center
Boston, MA
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

MDRC
New York, NY
\$350,000 – 12 mos.
AutoSave demonstration

Michigan League for Human Services
Lansing, MI
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

Michigan Unemployment Insurance Project
Ann Arbor, MI
\$100,000 – 24 mos.
General purposes

North Carolina Justice Center
Raleigh, NC
\$100,000 – 24 mos.
State Fiscal Analysis Initiative

State Environmental Leadership Program
Madison, WI
\$300,000 – 24 mos.
Federal budget advocacy project

Urban Institute
Washington, DC
\$100,000 – 24 mos.
Joint Tax Policy Center

Washington University
St. Louis, MO
\$300,000 – 12 mos.
SEED universal policy initiative
Subtotal: \$3,430,370
Income Security

Reducing Barriers to Employment

Catholic Charities Archdiocese of New Orleans
New Orleans, LA
\$97,538 – 12 mos.
Alternative staffing project

Emerge Community Development
Minneapolis, MN
\$100,000 – 12 mos.
Alternative staffing employment and enterprise outcomes

Fifth Avenue Committee*Brooklyn, NY*

\$100,000 – 12 mos.

Alternative staffing employment and enterprise outcomes

Goodwill Association of Michigan*Pentwater, MI*

\$100,000 – 12 mos.

General purposes

Goodwill Industries of West Michigan*Muskegon, MI*

\$180,000 – 15 mos.

GoodTemps

Goodwill Industries–Suncoast*St. Petersburg, FL*

\$100,053 – 12 mos.

Alternative staffing employment and enterprise outcomes

Goodwill Staffing Services*Austin, TX*

\$100,000 – 12 mos.

Alternative staffing employment and enterprise outcomes

Heartland Alliance for Human Needs & Human Rights*Chicago, IL*

\$75,000 – 12 mos.

National Transitional Jobs Network

ICA Group*Brookline, MA*

\$225,000 – 12 mos.

Alternative staffing alliance

Options for Independence*Houma, LA*

\$100,000 – 12 mos.

Alternative staffing project

Public/Private Ventures*Philadelphia, PA*

\$199,495 – 12 mos.

Gulf Coast alternative staffing project

University of Massachusetts – Boston*Boston, MA*

\$274,356 – 12 mos.

Alternative staffing outcomes for job candidates and employers

UpLIFTD*Baton Rouge, LA*

\$83,000 – 12 mos.

Alternative staffing project

Subtotal: \$1,734,442

Reducing Barriers to Employment

Retention and Wage Progression**Aspen Institute***Washington, DC*

\$225,000 – 12 mos.

Sector skills academy

Center for Automotive Research*Ann Arbor, MI*

\$250,000 – 12 mos.

Program for Automotive Labor and Education

Corporation for a Skilled Workforce*Ann Arbor, MI*

\$250,000 – 12 mos.

Building capacity of Michigan's workforce system

CSR Inc.*Arlington, VA*

\$313,326 – 24 mos.

Replicating successful sector employment program

Focus: HOPE*Detroit, MI*

\$750,000 – 12 mos.

General purposes

Insight Center for Community Economic Development*Oakland, CA*

\$200,000 – 12 mos.

Planning southern sector initiative

Jobs for the Future*Boston, MA*

\$337,000 – 12 mos.

Creating career paths for low-skilled in high-poverty areas

\$140,000 – 15 mos.

Creating career paths for low-skilled in Michigan colleges

\$331,000 – 12 mos.

Scaling up career paths for low-skilled at community colleges

Mott Community College*Flint, MI*

\$75,000 – 12 mos.

Achieving the dream

National Wildlife Federation*Reston, VA*

\$250,000 – 24 mos.

Michigan community college green jobs training network

PHI*Bronx, NY*

\$200,000 – 12 mos.

Building communication capacity

\$300,000 – 12 mos.

General purposes

\$225,000 – 12 mos.

PHI – Michigan

Prima Civitas Foundation*Lansing, MI*

\$252,000 – 12 mos.

Moving ideas to market initiative

Subtotal: \$4,098,326

Retention and Wage Progression

Program Area Total: \$9,263,138

Expanding Economic Opportunity

Building Organized Communities**Building Community Organizing Infrastructure****Alliance for Justice***Washington, DC*

\$20,000 – 23 mos.

Resources for evaluating community organizing

Center for Community Change*Washington, DC*

\$345,000 – 24 mos.

Building field of community organizing

\$30,000 – 24 mos.

Documentation of Industrial Areas Foundation's community organizing in Wisconsin

\$230,000 – 12 mos.

Intermediary support for organizing communities

\$50,000 – 12 mos.

Researching history of community organizing

Community Catalyst*Boston, MA*

\$150,000 – 12 mos.

Community learning partnership

Community Training and Assistance Center*Boston, MA*

\$225,000 – 12 mos.

Intermediary support for organizing communities

Community Voices Heard*New York, NY*

\$80,000 – 24 mos.

New York statewide organizing

Direct Action and Research Training Center*Miami, FL*

\$300,000 – 24 mos.

General purposes

Foundation–Administered Project

\$294,087

Intermediary support for organizing communities annual meeting

Harriet Tubman Center for Recruitment and Development of Organizers*Detroit, MI*

\$25,000 – 16 mos.

General purposes

IAF Northwest*Tukwila, WA*

\$150,000 – 24 mos.

General purposes

Interfaith Funders*Longmont, CO*

\$35,000 – 24 mos.

General purposes

Interfaith Worker Justice*Chicago, IL*

\$50,000 – 12 mos.

Training organizers for immigrant community

InterValley Project*West Newton, MA*

\$220,000 – 24 mos.

Capacity building for InterValley network

Iowa Citizens for Community Improvement*Des Moines, IA*

\$180,000 – 24 mos.

Capacity building and expansion

Isaiah Institute*New Orleans, LA*

\$80,000 – 12 mos.

Organizing in African–American churches

Jeremiah Group*Harvey, LA*

\$100,000 – 24 mos.

General purposes

Jewish Funds for Justice*New York, NY*

\$85,000 – 12 mos.

Organizing apprenticeship program

National Council of La Raza*Washington, DC*

\$225,000 – 12 mos.

Intermediary support for organizing communities

National Employment Law Project*New York, NY*

\$150,000 – 24 mos.

General purposes

National People's Action*Chicago, IL*

\$130,000 – 24 mos.

General purposes

\$225,000 – 12 mos.

Intermediary support for
organizing communities**PICO National Network***Oakland, CA*

\$75,000 – 12 mos.

Community outreach on housing
foreclosure and predatory lending

\$300,000 – 24 mos.

General purposes

Public Interest Projects*New York, NY*

\$70,000 – 16 mos.

Public attitudes on financial reforms

Southern Echo Inc.*Jackson, MS*

\$225,000 – 12 mos.

Intermediary support for
organizing communities**Virginia Organizing Inc.***Charlottesville, VA*

\$200,000 – 24 mos.

General purposes

Subtotal: \$4,249,087Building Community
Organizing Infrastructure**Program Area Total:** \$4,249,087

Building Organized Communities

Special Initiatives

Transitions

ACCION USA*New York, NY*

\$750,000 – 25 mos.

Developing central office
for ACCION USA**Aspen Institute***Washington, DC*

\$250,000 – 12 mos.

Demonstrating scale in
domestic microenterprise

\$150,000 – 12 mos.

Innovations for microenterprise field

\$250,000 – 12 mos.

MicroTest

\$100,000 – 12 mos.

Tracking trends for microenterprise field

Center for Rural Affairs*Lyons, NE*

\$150,000 – 12 mos.

Rural microenterprise development

Corporation for Enterprise Development*Washington, DC*

\$150,000 – 12 mos.

Federal microenterprise
policy expansion project**Subtotal:** \$1,800,000

Transitions

Exploratory and Special Projects

Harlem Children's Zone*New York, NY*

\$223,000 – 12 mos.

General purposes

Initiative for a Competitive Inner City*Boston, MA*

\$75,000 – 11 mos.

Federal policy for distressed urban cities

Prima Civitas Foundation*Lansing, MI*

\$250,000 – 12 mos.

General purposes

Subtotal: \$548,000

Exploratory and Special Projects

Program Area Total: \$2,348,000

Special Initiatives

Program Total: \$27,812,573

Pathways Out of Poverty



EXPLORATORY & SPECIAL PROJECTS

Mission: To support unusual or unique opportunities addressing significant national and international problems. (*Proposals are by invitation only; unsolicited proposals are discouraged.*)

Historically and Predominantly Black Colleges and Universities

Phelps Stokes Fund

Washington, DC
\$100,000 – 24 mos.
Ralph Bunche Societies

Southern Education Foundation

Atlanta, GA
\$600,000 – 23 mos.
Center to Serve Historically Black Colleges and Universities

Program Area Total: \$700,000
Historically and Predominantly Black Colleges and Universities

Special Projects

Alliance of Religions and Conservation

Manchester, England
\$50,000 – 18 mos.
Seven-year plans for generational change: environmental partnership between United Nations and faith organizations

Center for the Study of the Presidency and Congress

Washington, DC
\$150,000
Endowment of chair for leadership and ethics

Dartmouth College

Hanover, NH
\$250,000 – 12 mos.
Emergency relief for earthquake in Haiti

Drug Free America Foundation Inc.

St. Petersburg, FL
\$100,000 – 12 mos.
Drug awareness education

Duke University

Durham, NC
\$100,000 – 24 mos.
Louisiana effective leadership program

National Organization on Disability

New York, NY
\$200,000 – 54 mos.
AW2 careers project
\$75,000 – 36 mos.
Capacity building

University of Missouri – Columbia

Columbia, MO
\$30,000 – 24 mos.
Journalism That Matters

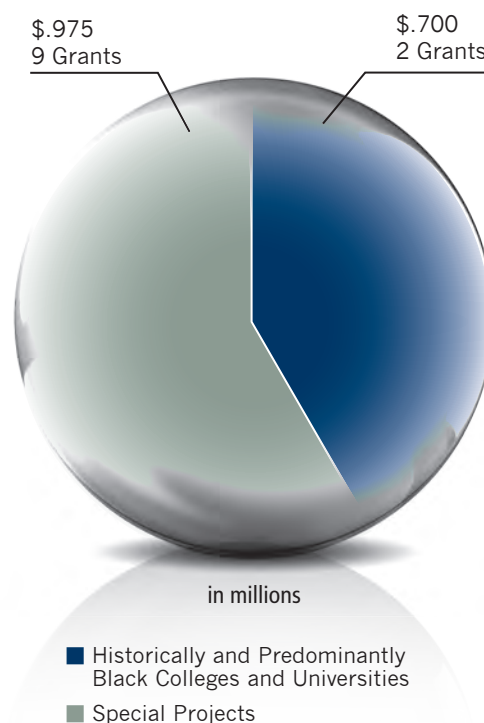
William J. Clinton Foundation

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

Program Area Total: \$975,000
Special Projects

Program Total: \$1,675,000
Exploratory and Special Projects

Grant Activity: \$1,675,000 / 11 Grants



EMPLOYEE & TRUSTEE GRANTS

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

Employee/Trustee Matching and Trustee-Initiated

Employee/Trustee Matching Grants

Program Area Total: \$1,319,553
Employee/Trustee Matching

Trustee-Initiated Grants

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

Program Total: \$2,279,553
Employee/Trustee Matching and Trustee-Initiated

TOTAL: \$92,898,581
All Grants

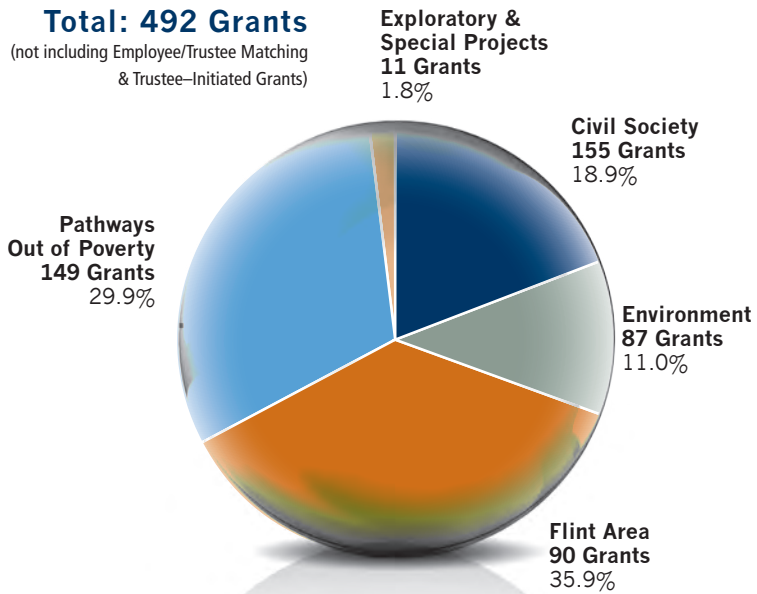
Finance



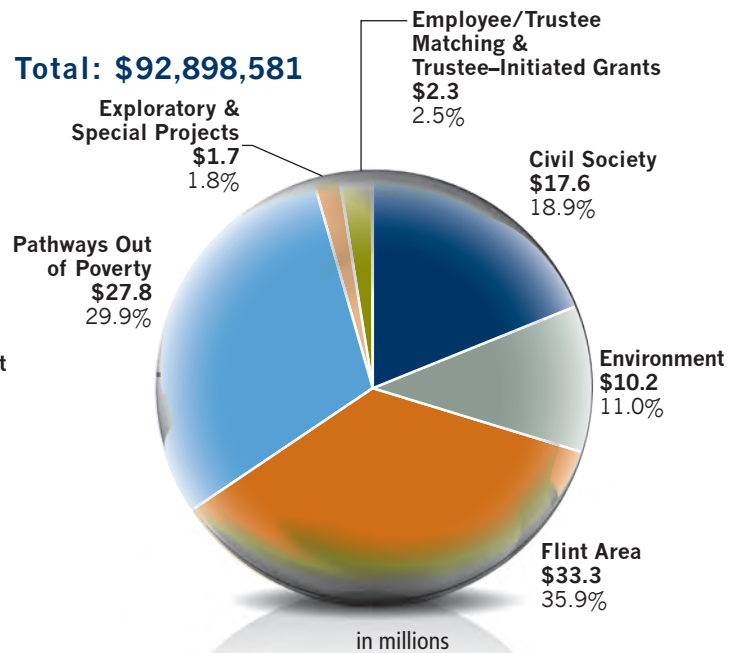
Profile: 2010

GRANTMAKING ACTIVITIES

Total: 492 Grants
(not including Employee/Trustee Matching
& Trustee-Initiated Grants)

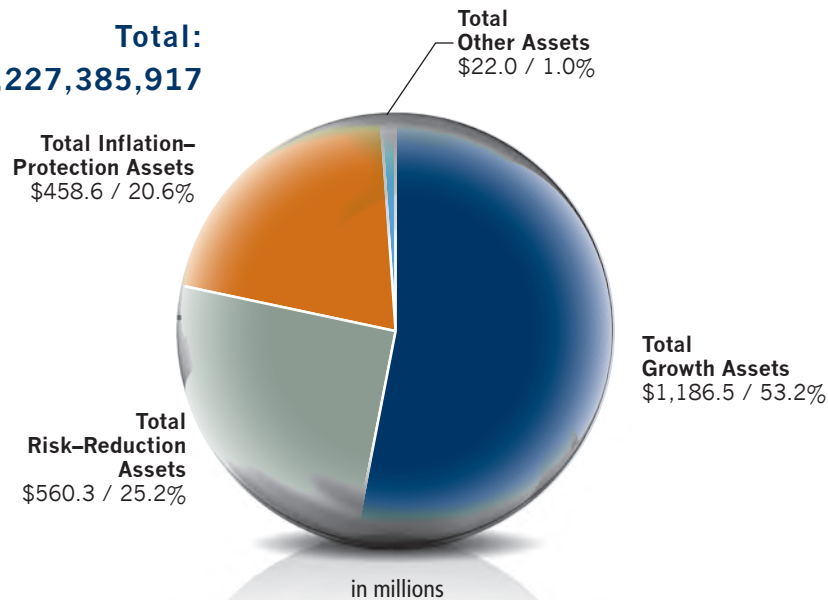


Total: \$92,898,581



ASSET ALLOCATION 12.31.10

Total:
\$2,227,385,917



Profile: 10-year Statistics

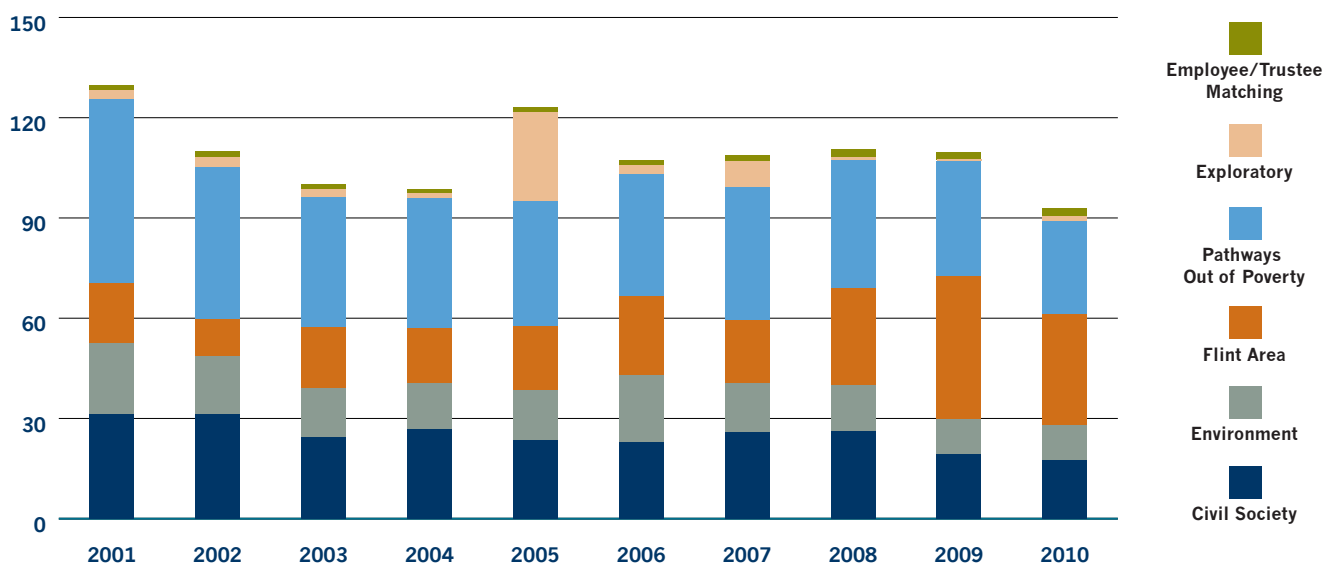
2001–2010 Selected Financial Information (in millions)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Total Assets – Fair Value	\$2,458.0	\$2,011.4	\$2,373.2	\$2,524.7	\$2,477.3	\$2,626.1	\$2,711.5	\$1,929.9	\$2,079.9	\$2,227.4
Total Assets – 2010 Dollars	3,049.0	2,437.0	2,822.4	2,907.9	2,759.0	2,852.3	2,829.5	2,012.1	2,111.0	2,227.4
12-Month Rolling Average Assets	2,542.3	2,153.0	2,133.6	2,361.9	2,407.0	2,507.0	2,707.4	2,380.2	1,916.0	2,063.4
Total Investment Income (Loss)	(284.5)	(312.9)	477.3	287.8	84.4	290.5	245.0	(684.6)	289.3	275.5
Total Investment Income (Loss) 2010 Dollars	(352.9)	(379.2)	567.6	331.5	94.0	315.5	255.7	(713.8)	293.6	275.5
Total Grants Awarded	129.7	109.8	100.0	98.7	123.2	107.3	108.7	110.4	109.3	92.9
Total Expenditures*	131.1	128.0	124.8	136.3	132.1	142.7	158.2	100.6	134.2	127.9

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 tax and investment expenses.

2001–2010 Grants Awarded by Program (in millions)



Report Of Independent Certified Public Accountants



BOARD OF TRUSTEES

Charles Stewart Mott Foundation

We have audited the accompanying statements of financial position of the Charles Stewart Mott Foundation (the "Foundation") as of December 31, 2010 and 2009, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America as established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2010 and 2009, and the results of its activities and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

A stylized, handwritten-style signature of "Grant Thornton LLP" in a light blue or grey color.

Southfield, Michigan
August 7, 2011

Statements of Financial Position

	Years Ended December 31,	
	2010	2009
Assets		
Investments, at fair value:		
Equity securities	\$ 1,209,815,106	\$ 1,216,862,050
U.S. Government obligations	82,459,231	106,507,034
Corporate bonds	95,218,267	82,915,219
Limited partnerships	769,526,770	503,670,688
Investment deposits in transit	5,000,000	14,000,000
Cash equivalents	43,383,777	134,236,695
	<u>2,205,403,151</u>	<u>2,058,191,686</u>
Cash	14,576,577	3,346,542
Accrued interest and dividends	1,208,155	1,740,038
Land, building and improvements, net	4,174,396	4,296,697
Other assets	2,023,638	12,305,464
Total Assets	<u>\$ 2,227,385,917</u>	<u>\$ 2,079,880,427</u>
Liabilities and Unrestricted Net Assets		
Liabilities		
Grants payable	\$ 38,039,005	\$ 52,006,241
Accounts payable and other liabilities	19,821,029	24,189,035
Deferred excise tax	5,248,872	1,412,681
	<u>63,108,906</u>	<u>77,607,957</u>
Unrestricted Net Assets	<u>2,164,277,011</u>	<u>2,002,272,470</u>
Total Liabilities and Unrestricted Net Assets	<u>\$ 2,227,385,917</u>	<u>\$ 2,079,880,427</u>

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

Statements of Activities

	Years Ended December 31,	
	2010	2009
Income:		
Dividends and Interest	\$ 28,345,233	\$ 32,659,243
Limited partnership income (loss)	9,326,412	(9,766,104)
Net realized gain (loss) on investments	53,308,456	(28,487,974)
Net unrealized gain on investments	184,423,708	295,344,228
Other income (expense)	59,501	(484,073)
	<u>275,463,310</u>	<u>289,265,320</u>
Investment expenses:		
Direct investment expenses	5,162,395	5,241,980
Provision for excise tax:		
Current	885,241	333,600
Deferred expense	3,836,191	5,478,258
	<u>9,883,827</u>	<u>11,053,838</u>
Net investment income	265,579,483	278,211,482
Grants and operating expenses:		
Grants	91,032,717	108,369,042
Foundation-administered projects	1,667,357	850,610
Administration expenses	14,437,858	16,091,827
	<u>107,137,932</u>	<u>125,311,479</u>
Net operating income	158,441,551	152,900,003
Other changes in unrestricted net assets:		
Pension-related changes other than net periodic pension cost	2,713,784	3,464,016
Postretirement health-care related changes other than net periodic benefit cost	849,206	1,375,114
Change in unrestricted net assets	<u>162,004,541</u>	<u>157,739,133</u>
Unrestricted net assets:		
Beginning of year	2,002,272,470	1,844,533,337
End of year	<u>\$ 2,164,277,011</u>	<u>\$ 2,002,272,470</u>

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

Statements of Cash Flows

	Years Ended December 31,	
	2010	2009
Cash flows from operating activities:		
Change in unrestricted net assets	\$ 162,004,541	\$ 157,739,133
Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:		
Net realized (gain) loss on investments	(53,308,456)	28,487,974
(Income) loss on limited partnerships	(9,326,412)	9,766,104
Net unrealized (gain) loss on investments	(184,423,708)	(295,344,228)
Excess value of donated securities included with grants	2,120,342	2,582,227
Depreciation expense	298,844	314,253
Loss on fixed asset retirements	14,469	–
(Increase) decrease in accrued interest and dividends	531,883	375,836
(Increase) decrease in other assets	10,281,826	(9,184,930)
(Increase) decrease in deferred excise tax asset	–	4,065,577
Increase (decrease) in grants payable	(13,967,236)	(3,215,247)
Increase (decrease) in accounts payable and other liabilities	(4,368,006)	(5,955,222)
Increase (decrease) in deferred excise tax liability	3,836,191	1,412,681
Total adjustments	(248,310,263)	(266,694,975)
Net cash used by operating activities	(86,305,722)	(108,955,842)
Cash flows from investing activities:		
Proceeds from sales or redemptions of investments	858,200,202	713,248,023
Purchases of investments	(760,473,433)	(605,398,731)
Acquisition of building improvements	(191,012)	(764,665)
Net cash provided by investing activities	97,535,757	107,084,627
Net increase (decrease) in cash	11,230,035	(1,871,215)
Cash, beginning of year	3,346,542	5,217,757
Cash, end of year	<u>\$ 14,576,577</u>	<u>\$ 3,346,542</u>
Supplemental disclosure of noncash investing activities:		
Investment trades receivable (payable) at year end, included with sales/proceeds on investments	<u>\$ 66,395</u>	<u>\$ 10,000,000</u>

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

Notes To Financial Statements December 31, 2010 and 2009

A. Mission and Grant Programs

The Charles Stewart Mott Foundation (the “Foundation”) is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty. 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.

RECENT ACCOUNTING PRONOUNCEMENTS

The Foundation adopted the amended guidance from the Financial Accounting Standards Board (FASB) relating to fair value presentation in its December 31, 2009, financial statements for its investments in equity securities and limited partnerships. Adoption of this guidance did not have an impact on the fair value determination of applicable investments; however, it did require additional disclosures. See Note C – Investments for the additional disclosures related to the amended guidance.

Effective January 1, 2009, the Foundation adopted the new provisions set by the FASB, which clarified accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. There are two steps to recognizing and measuring uncertain tax positions. This new guidance prescribes a comprehensive model for recognizing, measuring, presenting and disclosing in the financial statements tax positions taken or expected to be taken on a tax return, including positions that the organization is exempt from income taxes or not subject to income taxes on unrelated business income. The Foundation is exempt from income tax under Internal Revenue Code (IRC) section 501(c)(3); however, as a private foundation is required to pay excise tax and tax on income unrelated to its exempt purpose. The Foundation recognizes interest and penalties related to income tax matters as a part of excise tax. There was no interest or penalties paid or accrued in the 2010 and 2009 financial statements. The tax years ending 2007, 2008 and 2009 are still open to audit for both federal and state purposes. The Foundation is currently under federal examination for the years 2008 and 2009. The Foundation does not anticipate any significant impact to its tax positions as a result of this examination. The adoption of this guidance did not have any impact on the Foundation’s financial statements.

CASH EQUIVALENTS

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

OTHER ASSETS

Included in other assets are investment trades receivable (where applicable) and land and buildings that were purchased by the Foundation for charitable purposes and are recorded at cost.

LAND, BUILDING AND IMPROVEMENTS

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 6 to 50 years.

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

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

	2010	2009
Land	\$ 397,852	\$ 397,852
Building and improvements	9,411,891	9,361,446
Less accumulated depreciation	<u>(5,635,347)</u>	<u>(5,462,601)</u>
	<u>\$ 4,174,396</u>	<u>\$ 4,296,697</u>

ESTIMATES

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

INVESTMENTS

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

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

The Foundation's 18.4% investment in United States Sugar Corporation (USSC), a non-publicly traded security with no readily determinable fair value, is priced based on an independent valuation of the USSC stock on a non-marketable minority interest basis.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2010, the Foundation has \$572.1 million in outstanding limited partnership commitments, including both domestic and international partnerships.

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

RECLASSIFICATIONS

Certain amounts in the 2009 statements have been reclassified to conform to the 2010 presentation.

C. Investment Securities

The following is a summary of cost and approximate fair values of the investment securities held at December 31 (in thousands):

	2010		2009	
	Fair Value	Cost Basis	Fair Value	Cost Basis
Equity securities	\$ 1,209,815	\$ 1,007,621	\$ 1,216,862	\$ 1,101,216
U.S. Government obligations	82,459	79,135	106,507	96,999
Corporate bonds	95,218	82,987	82,915	75,258
Limited partnerships	769,527	701,352	503,671	535,209
Investment deposits in transit	5,000	5,000	14,000	14,000
Cash equivalents	43,384	43,465	134,237	134,091
	<u>\$ 2,205,403</u>	<u>\$ 1,919,560</u>	<u>\$ 2,058,192</u>	<u>\$ 1,956,773</u>

Investments valued at Net Asset Value (NAV) as of December 31, 2010, consisted of the following:

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity securities (a)	\$ 368,935,642	\$ 10,000,000	Quarterly to Annual if applicable	5 days to 4 months if applicable
Limited partnerships (b)	769,526,770	572,100,000	Quarterly to Annual if applicable	5 days to 4 months if applicable
Total investments at NAV	<u>\$ 1,138,462,412</u>	<u>\$ 582,100,000</u>		

(a) This category includes investments in real estate funds and hedge funds. The NAV of the real estate funds are as provided by the fund and determined using the fair value option or depreciable cost basis of the underlying assets. The NAV of the hedge funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the Financial Accounting Standards Board (FASB). The majority of the hedge funds offers 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 real estate funds do not offer redemption options.

(b) This category includes investments in private equity funds, public equity funds, hedge funds, real estate funds and energy funds. The NAV of these funds is 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 offers 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.

See footnote D for additional information regarding fair value measurements.

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

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

D. Fair Value Measurements

Effective January 1, 2008, the Foundation adopted a framework for measuring fair value under generally accepted accounting principles. Fair Value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. This process also 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.

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 valuation of nonpublic investments requires significant judgment by the General Partner 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. Valuations are reviewed periodically utilizing available market and other data to determine if the carrying value of these investments should be adjusted. Such data primarily include, but are not limited to, observations of the trading multiples of public companies considered comparable to the private companies being valued. Valuations are adjusted to account for company-specific issues, the lack of liquidity inherent in a nonpublic investment, the level of ownership in the company and the fact that comparable public companies are not identical to the companies being valued. Such valuation adjustments are necessary because in the absence of a committed buyer and completion of due diligence similar to that performed in an actual negotiated sale process, there may be company-specific issues that are not fully known that may affect value. In addition, a variety of additional factors may be considered during the valuation process, including, but not limited to, financial and sales transactions with third parties, current operating performance and future expectations of the particular investment, changes in market outlook and the third-party financing environment. In determining valuation adjustments resulting from the investment review process, emphasis is placed on market participant's assumptions and market-based information over entity-specific information.

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2010:

Investment Type	Level 1	Level 2	Level 3	Total
Equity securities	\$ 772,984,870	\$ —	\$ 436,830,236	\$ 1,209,815,106
U.S. Government obligations	82,459,231	—	—	82,459,231
Corporate bonds	95,218,267	—	—	95,218,267
Limited partnerships	—	—	769,526,770	769,526,770
Investment deposits in transit	—	—	5,000,000	5,000,000
Cash equivalents	43,383,777	—	—	43,383,777
Total	\$ 994,046,145	\$ —	\$ 1,211,357,006	\$ 2,205,403,151

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

Balance, December 31, 2009	\$ 821,190,819
Purchases	348,969,440
Sales	(102,590,959)
Transfers – donated securities	(2,148,538)
Realized gains	11,774,260
Unrealized gains	134,161,984
Balance, December 31, 2010	<u>\$ 1,211,357,006</u>

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2009:

Investment Type	Level 1	Level 2	Level 3	Total
Equity securities	\$ 913,341,919	\$ –	\$ 303,520,131	\$ 1,216,862,050
U.S. Government obligations	106,507,034	–	–	106,507,034
Corporate bonds	82,915,219	–	–	82,915,219
Limited partnerships	–	–	503,670,688	503,670,688
Investment deposits in transit	–	–	14,000,000	14,000,000
Cash equivalents	134,236,695	–	–	134,236,695
Total	<u>\$ 1,237,000,867</u>	<u>\$ –</u>	<u>\$ 821,190,819</u>	<u>\$ 2,058,191,686</u>

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

Balance, December 31, 2008	\$ 712,445,833
Purchases	156,904,603
Sales	(76,845,041)
Transfers – donated securities	(2,626,390)
Realized losses	(21,477,051)
Unrealized gains	52,788,865
Balance, December 31, 2009	<u>\$ 821,190,819</u>

E. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2010 and 2009. The deferred excise tax provision is calculated assuming a 2% rate and is based on the projected gains/losses that assume complete liquidation of all assets.

	2010	2009
Excise tax payable (receivable)	\$ 109,229	\$ (275,000)
Deferred excise tax liability	5,248,872	1,412,681
	<u>\$ 5,358,101</u>	<u>\$ 1,137,681</u>

Excise tax payments of \$790,520 and \$475,000 were paid in 2010 and 2009, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non-charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2010, the Foundation made qualifying distributions greater than the required minimum distribution of approximately \$21.3 million. The Foundation has \$47.6 million in prior year excess distributions to add to this amount, resulting in a net accumulated over-distribution of \$68.9 million to be carried forward to 2011.

F. Grants Payable

Grants payable at December 31, 2010, are expected to be paid as follows:

Payable in Year Ending December 31,					
	2011	2012	2013	2014-15	Total
PROGRAMS					
Civil Society	\$ 8,986,355	\$ 1,444,321	\$ 449,004	\$ 4,000	\$ 10,883,680
Environment	5,498,125	340,000	—	—	5,838,125
Flint Area	5,012,408	385,015	—	—	5,397,423
Pathways Out of Poverty	12,412,486	2,948,445	25,000	—	15,385,931
Other*	590,000	325,000	—	—	915,000
Grants payable	32,499,374	5,442,781	474,004	4,000	38,420,159
Less: Unamortized discount	—	337,251	43,367	536	381,154
	<u>\$ 32,499,374</u>	<u>\$ 5,105,530</u>	<u>\$ 430,637</u>	<u>\$ 3,464</u>	<u>\$ 38,039,005</u>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation's financial statements totaled \$1,448,022 and \$1,868,154 as of December 31, 2010 and 2009, respectively.

Grant activity for the years ended December 31, 2010 and 2009, was as follows:

	2010	2009
Undiscounted grants payable, January 1	\$ 52,517,607	\$ 55,993,994
Grants approved	<u>93,318,713</u>	<u>109,065,677</u>
	145,836,320	165,059,671
Less grants paid by program:		
Civil Society	20,548,917	21,686,485
Environment	11,102,005	10,686,906
Flint Area	37,147,348	43,617,257
Pathways Out of Poverty	35,328,338	33,958,505
Other*	<u>3,289,553</u>	<u>2,592,911</u>
	<u>107,416,161</u>	<u>112,542,064</u>
Undiscounted grants payable, December 31	<u>\$ 38,420,159</u>	<u>\$ 52,517,607</u>

*Includes Exploratory, Special Projects and Matching Gifts Program.

G. Pension and Other Postretirement Benefits

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

Basic information is as follows:

Amounts in (\$000)	Pension Benefits		Postretirement Health-Care Benefits	
	2010	2009	2010	2009
Benefit obligation at December 31	\$ (40,165)	\$ (37,412)	\$ (11,399)	\$ (11,201)
Fair value of plan assets at December 31	<u>35,490</u>	<u>28,158</u>	<u>—</u>	<u>—</u>
Funded status at December 31	<u>\$ (4,675)</u>	<u>\$ (9,254)</u>	<u>\$ (11,399)</u>	<u>\$ (11,201)</u>
Amounts recognized in the statements of financial position:				
Prepaid benefit included with other assets	\$ —	\$ —	\$ —	\$ —
Accrued benefit liability included with accounts payable and other liabilities	<u>(4,675)</u>	<u>(9,254)</u>	<u>(11,399)</u>	<u>(11,201)</u>
Net amount recognized	<u>\$ (4,675)</u>	<u>\$ (9,254)</u>	<u>\$ (11,399)</u>	<u>\$ (11,201)</u>
Employer contributions	\$ 4,060	\$ 3,356	\$ 237	\$ 279
Benefit payments	\$ (864)	\$ (700)	\$ (237)	\$ (279)
Components of net periodic benefit cost:				
Service cost	\$ 1,317	\$ 1,290	\$ 450	\$ 576
Interest cost	2,120	1,941	663	662
Expected return on assets	(2,231)	(1,667)	—	—
Amortization of net loss	934	1,225	42	126
Amortization of prior service cost	<u>55</u>	<u>55</u>	<u>129</u>	<u>129</u>
Net periodic benefit cost	<u>\$ 2,195</u>	<u>\$ 2,844</u>	<u>\$ 1,284</u>	<u>\$ 1,493</u>

BENEFIT OBLIGATIONS

The accumulated benefit obligation of the nonqualified pension plan was \$3,916,779 and \$3,441,653 as of December 31, 2010 and 2009, respectively. The accumulated benefit obligation of the qualified plan was \$32,093,131 and \$29,192,602 as of December 31, 2010 and 2009, respectively.

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

	Pension Benefits		Postretirement Health-Care Benefits	
	2010	2009	2009	2009
Discount rate (benefit obligation)	5.50%	5.80%	5.50%	6.00%
Discount rate (net periodic cost)	5.80%	5.90%	6.00%	5.90%
Expected return on plan assets	8.00%	8.00%	N/A	N/A
Rate of compensation increase	5.00%	5.00%	N/A	N/A

For measurement purposes, an initial annual rate of 9% in the per capita cost of health care was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5% by year 2017.

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 as of December 31, 2010, is as follows:

Asset Class	Percent of Assets	Target Allocation
Domestic stock	52.1%	50.6%
International stock	17.6%	16.9%
Real estate	5.7%	2.5%
Debt securities	24.6%	30.0%
Total	<u>100.0%</u>	

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2010:

Investment Type	Level 1	Level 2	Level 3	Total
Equity securities	\$ —	\$ 8,731,934	\$ —	\$ 8,731,934
Real estate	—	941,246	1,083,228	2,024,474
Debt securities	—	24,733,555	—	24,733,555
Total	<u>\$ —</u>	<u>\$ 34,406,735</u>	<u>\$ 1,083,228</u>	<u>\$ 35,489,963</u>

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

Balance, December 31, 2009	\$ 934,349
Unrealized gains	148,879
Balance, December 31, 2010	<u>\$ 1,083,228</u>

EXPECTED CONTRIBUTIONS

The Foundation expects to contribute \$4,419,440 to its pension plans and \$304,595 to its postretirement medical plan in 2011. 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, before deducting the Medicare Part D subsidy:

Year	Pension Plans	Postretirement Health-Care Benefits	Postretirement Medicare Part D Subsidy
2011	\$ 2,260,440	\$ 304,595	\$ 21,146
2012	2,314,440	341,511	27,273
2013	2,425,440	401,807	30,824
2014	2,521,440	468,502	37,711
2015	2,680,440	486,243	32,103
2016–2020	13,961,200	3,129,812	209,101

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, 2010 and 2009, the Foundation contributed \$225,406 and \$225,916, respectively.

H. Subsequent Events

The Foundation evaluated its December 31, 2010, financial statements for subsequent events through August 7, 2011, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.

Administration & Investment Expenses

	Administration Total		Investment Total	
	2010	2009	2010	2009
Salaries	\$ 7,208,817	\$ 7,395,759	\$ 2,087,802	\$ 1,919,259
Other personnel costs	4,462,094	5,371,675	846,964	862,078
Operations	1,064,199	1,198,340	278,830	285,575
Professional fees	766,469	1,105,445	1,886,479	2,128,771
Travel and business expense	721,624	753,884	62,320	46,297
Publications and contract services	214,655	266,724	–	–
	<u>\$ 14,437,858</u>	<u>\$ 16,091,827</u>	<u>\$ 5,162,395</u>	<u>\$ 5,241,980</u>

Trustees & Staff



Board and Committees

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

+ Serves as presiding/lead outside director.

Board and committees lists as of May 1, 2011

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Lisa R. Maxwell
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Jennifer Liversedge²
*Assistant to the President and
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ADMINISTRATIVE SERVICES

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Lesle Berent
Senior Accountant

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Administrative Accountant

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Jill A. Powell
Word Processors

Teresa A. Littlejohn
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Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

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Larry M. Stein
Building Operations Assistants

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Alicia E.M. Kitsuse
Kimberly S. Roberson⁷
Ridgway H. White¹
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***Tiffany J. Cole-Stitt**
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PATHWAYS OUT OF POVERTY

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Benita D. Melton

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J. Gay McArthur

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LOANED STAFF

Karen B. Aldridge–Eason

*Foundation Liaison, Office of Gov.
Rick Snyder, State of Michigan
(formerly Program Director, Flint
Area program)*

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Vyacheslav Bakhmin, *Civil Society
program (Russia)*

Joumana M. Klanseck,
Information Services

Jeanette R. Mansour, *Programs*

Shaun Samuels, *Civil Society
program (South Africa)*

Svitlana Suprun, *Civil Society
program (Belarus, Moldova,
Ukraine)*

Darlene F. Wood, *Administration*

Cristina Wright, *Web Administrator*

*No longer with the Foundation

¹Serves as Vice President – Special
Projects and Program Officer for
Flint Area

²Shared with Programs

³Shared with Flint Area program

⁴Serves as Vice President and
Associate Director – Programs and
Program Director for Flint Area

⁵Shared with Pathways Out of
Poverty program

⁶Shared with South Africa office

⁷Shared with Civil Society program

⁸Shared with Flint Area and Pathways
Out of Poverty programs

⁹Shared with Civil Society, Flint
Area and Pathways Out of Poverty
programs

Staff list as of July 11, 2011. This
list reflects everyone who worked
at the Foundation since the 2009
Annual Report was published in
the fall of 2010.

For an updated staff list, please visit
our Web site at www.mott.org.

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