



# PICTURING SUCCESS:

The Transformative Power of Afterschool



CHARLES STEWART  
MOTT FOUNDATION®



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## OUR FOUNDER



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

*“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

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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

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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 that 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 AND 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

An abstract artwork in the top right corner featuring green, blue, yellow, and red textured brushstrokes.

# ANNUAL MESSAGE

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Transforming Lives  
Through Afterschool



# Transforming Lives Through Afterschool



Americans disagree on many issues today, but I suspect there is widespread agreement about one thing: Our current K-12 education system is failing – both students and society – and reform is critically needed.

There's plenty of debate, too, about how we should redesign the system to better prepare young people for jobs in a more sophisticated, technological age and for life in a fast-paced, complex world. Discussions about corrective steps produce a wide range of ideas and options, but no single solution.

Still there is a clear sense of urgency about the need to act – sooner rather than later.

Among those to sound a warning most recently about the dangers of delay are Thomas L. Friedman and Michael Mandelbaum in their new book, “That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back,” which I asked my staff to read earlier this year. In considerable detail, they describe how America is losing its competitiveness and how important it is to invest in education, among other things, “if we hope to realize the full potential of the American people in the coming decades, to generate the resources to sustain our prosperity, and to remain the global leader that we have been and the world needs us to be.”

The two go on to say:

“We need our education system not only to strengthen everyone’s basics – reading, writing and arithmetic – but to reach and inspire all Americans to start something new, to add something extra, or to adapt something old in whatever job they are doing.

“With the world getting more hyperconnected all the time, *maintaining the American dream will require learning, working, producing, relearning and innovating twice as hard, twice as fast, twice as often and twice as much.*”

And so it seems to me that it is imperative that we focus a spotlight on the ways kids learn, the opportunities they need to succeed academically and how we might shape a system that encourages more of them to stay in school, graduate and go on to become productive contributors to society.

As much as I might want a silver bullet for what ails our education system, I’m fully aware there is no such thing. Revamping the way we educate our young people, with an eye toward improving achievement levels, will require the



knitting together of multiple approaches. And as we look for workable solutions, I believe we should focus some attention on the hours before and after school. For if there is one thing we've discovered at the Mott Foundation – through years of funding community education programs in our earliest days and, more recently, supporting afterschool initiatives – it's that the productive use of time spent before and after school, as well as during the summer months, forms an important foundation for learning.

By no means do I wish to suggest that afterschool is the answer to the problems facing our education system. But based on what we've learned over time, it can be an important piece of the puzzle.

The Mott Foundation's deep involvement in the education field has its roots in our support for community education beginning in 1935. Initiated as Flint struggled to gain economic stability during the Great Depression, the Foundation's funding for community-based afterschool and summer programming was built upon community collaboration and partnership, effective use of existing school and community facilities, and coordination of services.

At the heart of those first school-based programs was a desire to keep kids safe, active and engaged in productive learning during the late afternoon and summer hours.

That desire, in part, sparked our interest in 1996 in joining with the federal government in the 21st Century Community Learning Centers (21st CCLC) initiative – a partnership that over time has resulted in a proliferation of high-quality, extended-learning programs that are strengthening not only local schools and families, but also the communities in which they operate.

The initiative was conceived as a \$1 billion project by the U.S. Department



*LA's BEST afterschool computer classes at Grape Street Elementary School prove learning can be fun and exciting.*

of Education that would build on a \$40 million program already under way. For our part, the Mott Foundation began with a \$2 million commitment and a \$55 million pledge for multiyear expansion. As part of the partnership, the Foundation funded activities better suited to philanthropy than government, including technical assistance, generating public will, seeding evaluation and identifying promising practices.

Importantly, over time the Foundation's investment in afterschool has been focused on a comprehensive strategy to take afterschool to scale across the country. As part of that effort, we and too many funding partners to name have supported the systematic growth



*From arts and culture to math and science, LA's BEST offers students an array of afterschool options.*

of statewide afterschool networks, which have grown from nine in 2002 to 41 today with more under consideration.

The focus of the networks has been on: establishing quality standards for programs; sharing learning, curriculums and best practices; creating new state policies; and generating additional afterschool funding. These efforts have established a unique infrastructure across the country of public-private partnerships working locally and at the state level to increase the total number of afterschool opportunities, while preventing the loss of thousands of programs during economic downturns and shifting political environments. Moreover, because this infrastructure is based on partnerships, it is nimble and can maximize local, state and federal resources.

Through the years, our support for 21st CCLC has totaled \$158 million. At the same time, the federal commitment to the initiative has grown considerably. In 2011, \$1.154 billion in federal appropriations provided

afterschool opportunities through 21st CCLC programming to 1.6 million children and youth in nearly 10,500 schools and community centers across the country.

Indeed, we've been joined over time by many outstanding funding partners, including William T. Grant, Noyce, The David & Lucille Packard and The Wallace foundations; JCPenney; and the Open Society Institute. In addition, local programs themselves have attracted financial supporters, ranging from state government, to national and local foundations, to United Ways.

So what goes on in these programs? Over the years, I've visited a number of afterschool sites at home and in communities

across the country and found that no two programs are identical. Programming varies and typically reflects the needs of students and their families, the creativity and ingenuity of the program's creators, the availability of local resources and volunteers that can be tapped to enhance offerings, and other factors.

The goal of high-quality programs is to offer low-income students the kinds of opportunities that are available mainly to middle- and upper-class children – the chance to be exposed to a wide range of extracurricular activities; to participate in project-based learning, such as in science and technology; to play organized sports; to enjoy theater, dance and music; to work with tutors; and to find caring adult mentors.

Indeed, such opportunities are becoming more critical – for all students – as school districts cut enrichment and extracurricular activities in the face of ever-tightening budgets.

Through afterschool programs, students have the chance to expand their horizons and become more engaged in learning. In this

way, they are more likely to stay in school, develop their distinct interests and talents, and achieve success.

At the same time, the afterschool space provides an important environment in which educators can develop and/or try out innovative curriculums and learning tools, including digital media and online learning.

To help develop robust, outside-the-box educational opportunities for students, it is not uncommon to see strong programs engage with local art museums, colleges and universities, businesses, professional societies, libraries, the YMCA and YWCA, Boys & Girls Clubs, and other such organizations.

To give readers a sense of how dynamic, variable and effective afterschool programs can be, we have showcased some outstanding examples later in this report, as well as on our Web site.

We also tapped the artistic talent of young people participating in afterschool programs in Flint and Genesee County to obtain the artwork you see on the cover of this report and throughout its pages. Moreover, it is worth noting that the Mott Foundation has supported afterschool programming locally with grants totaling \$26.2 million just since 2000.

As Foundation staff members visited programs from coast to coast for this report and talked to students, parents, program operators and school principals, they heard time and again how afterschool is transforming the lives of participants.

For instance, the principal of an elementary school participating in LA's BEST – one of the finest afterschool models in the country – described the impact of afterschool on her students this way: “When you think about it, afterschool adds three hours – another half day of learning time. But because

afterschool is not as structured as the regular school day, kids show their true personalities.”

The director of Big Thought, a program for elementary and middle school students in Dallas, Texas, put it another way: “For too many of our students, the horizon is only as wide as they can stretch their arms. Big Thought is dedicated to widening their world – helping children see the vast panorama of possibilities through creative activities that engage them in school, afterschool and in their community.”

What we've seen again and again is that the best programs recognize that the hours after the final school bell rings can be a critical time for hands-on, individualized learning that complements and enhances the regular school day without duplicating it.

Strikingly, longitudinal research is beginning to substantiate the powerful difference quality afterschool can make for children. A recent study showed, for instance, that when a child from a low-income family regularly participates in quality afterschool programming during the elementary grades, their fifth-grade math achievement scores reflect a narrowing of the achievement gap with their middle- and high-income peers.

## Widespread Positive Impacts of Afterschool Programs

A meta-analysis of 49 reports of 73 afterschool programs that seek to enhance the personal and social skills of children and adolescents indicated that, compared to controls, participants demonstrated **significant increases** in their self-perceptions and bonding to school, positive social behaviors, school grades and levels of academic achievement, and **significant reductions** in problem behaviors.

Source: Durlak, J.A., Weissberg, R.P. and Pachan, M. "A Meta-Analysis of After-School Programs That Seek to Promote Personal and Social Skills in Children and Adolescents." *American Journal of Community Psychology*, 2010, pp. 249-309.

GRADES AND  
ACADEMIC  
ACHIEVEMENT

BONDING  
TO SCHOOL

SOCIAL  
BEHAVIORS

CHILD SELF-  
PERCEPTIONS

PROBLEM  
BEHAVIORS

This positive news also is being complemented by further research indicating that when students participate in high-quality programs, they go to school more, behave better, receive better grades, do better on tests, increase the chances they will complete high school, and are less likely to engage in negative behaviors, such as drug use and teenage pregnancy.

I'm extremely encouraged by these findings. And although it may be a little early to say that afterschool could be a "silver bullet" answer to our educational woes, it certainly is turning out to be a "silver lining."

Such compelling indicators naturally give rise to questions about program costs, which turn out to be quite reasonable and efficient. The average cost of programming is about \$1,000 per student per year, although expenses vary depending upon the quality and types of services offered.

Yet afterschool programming, whether funded through the 21st CCLC initiative or through some other means, is reaching only a fraction of those in need. Some 15 million children still find themselves unsupervised when the school day ends.

And, unfortunately, current federal funding levels have not kept up with demand. While it is true that funding for 21st CCLC programs increased from \$453 million in 2000 to \$1.166 billion in 2010, that funding represented a *smaller percentage* of the overall federal budget for education – dropping from 1.38 percent to .60 percent of the budget.

In practical terms, that has meant that over 10 years, \$4 billion in local grant requests for 21st CCLC funding – one of every three requests – was denied because of the lack of sufficient federal funding and intense competition.

Worse, there is legitimate concern today that with so much emphasis on budget

## 21<sup>st</sup> Century Community Learning Centers: High Demand, Unmet Needs

**2 out of every 3 requests** for 21<sup>st</sup> CCLC funding – totaling \$4 billion in grants – **were denied** because of the lack of adequate federal funding and intense competition.



Source: Afterschool Alliance (May 2012). "21st Century Community Learning Centers Fact Sheet"

tightening, deficit reduction and reallocating existing funds, federal allocations for the 21st CCLC could be under threat. The 21st CCLC program has been highly focused, which is one reason for its success. However, in today's fiscal climate, I'm seriously worried that other worthy programs will try to grab a piece of the 21st CCLC pie, thus diluting its effectiveness and ultimately placing it on the deficit-cutting chopping block.

That would be more than unfortunate. It would be a travesty.

Too many of us have worked for too long to establish and share models of effective practice, to scale-up programming, to build networks of strong programs, and to use our vast experience to influence a new framework for education reform that focuses on transforming the school and the community to better support the needs of students.

My gut instinct always has told me that if you can educate, enrich, mentor and protect children during out-of-school hours, they have a better chance of having positive life outcomes. To have witnessed that over the years in so many towns and cities across America, and to now have research data to support my intuition, isn't just deeply satisfying. It also lends credence to the Mott Foundation's unwavering commitment to afterschool.



## Governance and Administration

In 2011, we experienced a small decline in assets, which were \$2.16 billion on December 31, 2011, compared with \$2.23 billion the previous year. On the following page, we have included a chart labeled “Total Assets at Market Value & 2011 Dollars,” which tracks our asset performance since 1963.

As 2011 drew to a close, I knew the new year would be one of change, given the announced retirements of three key staff members: Maureen H. Smyth, our senior vice president of programs and communications; Jack A. Litzenberg, senior program officer; and Jeanette R. Mansour, who actually was planning her *second* retirement from the Foundation.

But 2012 brought some other sad, and unanticipated, changes as well. In March, Trustee Rushworth Kidder passed away, followed in June by Trustee John W. Porter. Both gave the Foundation many years of service; Rush 22 years and John nearly 32 years.

It’s impossible to describe the wide range of contributions these two individuals made to our board, as well as to the Foundation. Both were thoughtful men who routinely asked probing questions and offered keen observations during any and all discussions.

With Rush’s quick journalist’s mind, we could always count on the president of the Rockport, Maine-based Institute for Global Ethics to offer a fresh perspective and summarize complex discussions succinctly.

John, who had a long and distinguished career in the field of education, kept our feet to the fire when it came to setting benchmarks and assessing both our grantmaking progress and impact.

Both Rush and John are missed, and their losses will be felt for years to come.

We also lost the creative energy, strategic thinking and loyal dedication of Maureen, Jack and Jeanette with their retirements.

Maureen joined the Foundation in 1984 as a program associate, taking on a succession of progressively more responsible positions

through the years, and retiring as senior vice president of programs and communications.

Maureen managed our program staff through a period of growth and change, helped to streamline the Foundation’s grantmaking structure, and instituted a number of critical practices and procedures that improved our grantmaking processes. Her sharp mind and graceful management style were true assets we came to rely on.

Jack also joined the Foundation in 1984 and served in various capacities within the Flint Area and the Pathways Out of Poverty programs, including program officer, program director, interim program director and senior program officer. Always compassionate, honest and laser-focused, Jack developed a national reputation for his innovative grantmaking in not one but two fields – microenterprise and a particular type of workforce training known as “sectoral employment development.” Jack won several awards for his work through the years, the most prominent being the Robert W. Scrivner Award for Creativity in Grantmaking in 1994 from the Council on Foundations.

Jeanette came to work for Mott in 1978 and served in several positions, including director of planning for the Foundation and program officer in the Civil Society program, before retiring in 1996. Not one to allow any moss to grow under her feet, she immediately returned to the Foundation to work as a program consultant.

During her time on staff, Jeanette was instrumental in the development of our Civil Society program’s Central/Eastern European and Russia grantmaking. As a consultant, she continued to provide valuable advice and assistance to that team, while also serving as a key adviser to the Center for Arab American Philanthropy, a role she continues to play.

All three employees made special and important contributions to the Foundation that will be long remembered. As they now move into the next phase of their lives, we



wish them many happy and healthy years ahead.

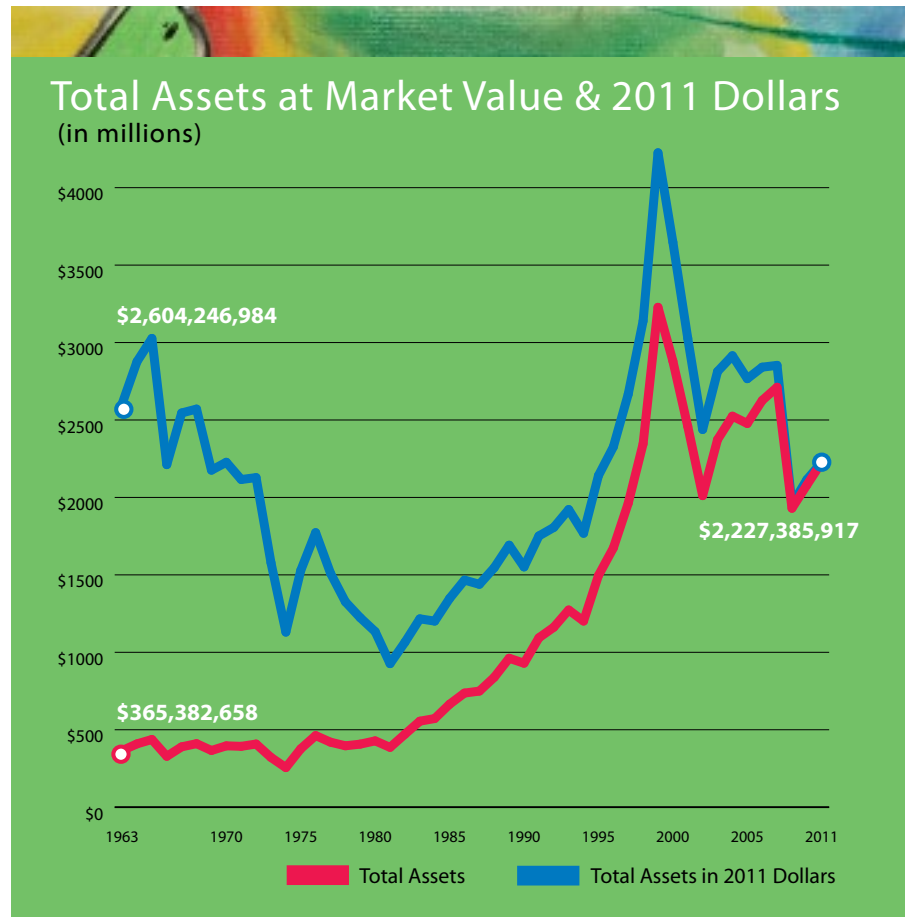
While there is always a sense of loss when enjoyable, respected colleagues retire, we were fortunate to offset Maureen's departure with the promotion of Neal R. Hegarty to vice president of programs in January 2012. Neal, who joined the staff in 2000, served over time as an associate program officer, program officer, director of the Flint Area program, and vice president and associate director of programs – positions that allowed him to demonstrate his excellent talents as a grantmaker and a manager.

Another notable promotion occurred in spring 2011 when Ridgway H. White was promoted to vice president of special projects, a new position that allows him to maintain his interest in urban planning and revitalization in Flint and environs, while he also assists the executive office in various capacities. Ridgway joined the Foundation in 2004 as a program assistant for the Flint Area, advancing to associate program officer and program officer over the years.

It's always a win-win when there are opportunities for advancement in our organization and staff members ready and eager to rise to the challenge. So it was with these individuals.



**William S. White**, President



An abstract painting with green, blue, yellow, and red sections is visible in the top right corner of the page.

# SPECIAL SECTION

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PICTURING SUCCESS:  
The Transformative Power of Afterschool

A decorative graphic in the bottom left corner consisting of a vertical rectangle with diagonal white lines and a horizontal blue line extending to the right.

# PICTURING SUCCESS:

## The Transformative Power of Afterschool

**K**eeping children and families engaged in learning after school and during the summer was the impetus in 1935 for funding the first school-based recreational programs in Charles Stewart Mott's home community of Flint, Michigan. And for decades it has remained the driving force behind the Mott Foundation's continuing commitment to increasing the quality of afterschool programming and bringing it to scale in communities across the U.S.

With that backdrop, in 1998 the Mott Foundation and the federal government formally launched an innovative collaboration – the 21st Century Community Learning Centers (21st CCLC) program – aimed at putting afterschool programming within reach of any community across the nation willing to create community-school partnerships for the benefit of low-income students.

As a result of this collaboration, a proliferation of high-quality afterschool programs has been developed – each taking advantage of sometimes innovative local resources but sharing a set of key principles that include:

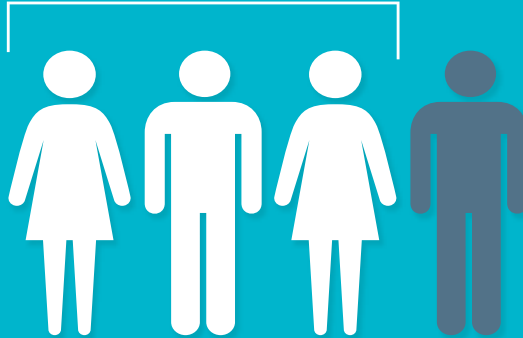
- Engaged learning through “hands-on” activities that often are project-based and incorporate multiple learning styles;
- Engaged families who are comfortable and involved with their local school;
- Increased academic competency through homework help and enrichment activities that link to, and complement, what is learned during the school day;
- Increased social and emotional well-being through a focus on the “whole child” and activities that build confidence;
- Increased physical fitness through recreational and sports activities, information on healthy eating and lifestyles, and distribution of a nutritious snack or meal; and
- Use of financial models – including leveraging additional services from local museums, colleges, libraries, arts and other nonprofits – that lead to affordable, scalable and sustainable programming.

On the next several pages, features on five communities – each receiving 21st CCLC funding – illustrate the transformative nature of high-quality afterschool programs, and are emblematic of best practices in the field today. The richness of these programs is difficult to convey in such limited space; therefore, we have posted additional content about afterschool programs on our Web site at [www.mott.org/AR11](http://www.mott.org/AR11). From east to west, the highlighted communities are:

- **Laconia, New Hampshire** – Project EXTRA! (Enriching eXtensions To Raise Achievement), a K-12 afterschool program garnering increasing interest for its strategies to help high school students remain engaged and earn their diplomas;
- **Daytona Beach, Florida** – Westside's Night Alive, a K-5 afterschool program receiving statewide recognition for the high level of community support it enjoys, both financially and from a volunteer/service perspective;
- **Michigan City, Indiana** – Safe Harbor, a K-12 afterschool program emphasizing STEM (Science, Technology, Engineering and Math) activities designed to integrate with, and support, regular school-day instruction;
- **Dallas, Texas** – Thriving Minds, a K-8 afterschool program partnering with more than 100 community organizations to provide in-school, afterschool and summer programs that address academic achievement and youth development by connecting with arts, culture and creative learning; and
- **Los Angeles, California** – LA's BEST (Better Educated Students for Tomorrow), a long-running, nationally recognized K-6 afterschool program that for the past 24 years has served more than 28,000 students annually at 186 sites.

## Parents Report Afterschool Boosts Academic Success

76% of parents report their children **do better in school** because of afterschool programs.

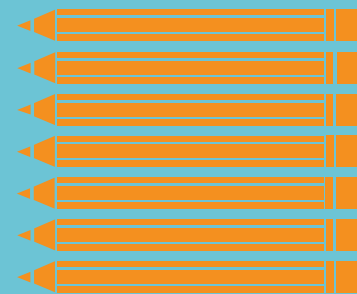


Source: "Evidence of Program Quality and Youth Outcomes in DYCD Out-of-School Time Initiative: Report on the Initiative's First Three Years." Policy Studies Associates (2009).



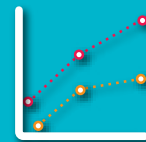
**7 out of 10 parents**

look to afterschool programs for homework help.



## Need Exceeds Supply

23.5 million young people need afterschool programs. But, **only about 1/3** are currently in a program.



**23.5 MILLION**  
(need afterschool)

**15.1 MILLION**  
left unsupervised  
after school



**8.4 MILLION**  
in programs



Number of students participating in afterschool programs



Number of students left unsupervised after school

Source: Afterschool Alliance (2009). "America After 3PM"



LACONIA, NEW HAMPSHIRE

# ENLIVENING EDUCATION FOR STRUGGLING STUDENTS

**S**eventeen-year-old Nicholas Fecteau remembers a time not long ago when his educational prospects were looking “pretty bad.”

“I was barely passing my classes, and I thought I was probably doomed to repeat a year,” he said. “I didn’t feel very good about myself or school. I wasn’t even sure if I had it in me to graduate.”

Since 2001, Project EXTRA! (Enriching eXtensions To Raise Achievement), a local afterschool and extended learning program, has offered Fecteau and other struggling students in the small, lakeside town of Laconia, New Hampshire, the chance to re-energize their academic careers and their lives.

Ken Martin, Project EXTRA! site coordinator at the high school, says the districtwide program is connecting in-school and out-of-school hours

in ways that promote educational and personal success for all area students.

“Many kids, including those at risk of failing a class or dropping out altogether, respond better to learning experiences that engage them and meet their individual needs,” he said. “We’re using every opportunity, including outside the classroom, to make that a reality.”

Key to that effort in the high school program is a collection of afterschool “clubs” aligned around such themes as youth engagement in government, dance and physical fitness, self-expression through art, and peer communication and support.

The clubs allow students to explore and develop new interests and skills, and – just as importantly – link their in-class learning to hands-on application. For example, members of the engineering technologies club created an online virtual city, complete with alternative energy power sources, using knowledge cultivated in their math and science courses.

Those linkages can be eye-opening for a student who is questioning the merits of staying in school, says Martin.

“When kids do real-life problem solving using the information they get from a textbook or lecture, they start to recognize the value of their investment in school,” he said. “The out-of-classroom learning reinforces that connection.”

Some students also use their Project EXTRA! experience to create what the school calls “extended learning opportunities.” Available to all Laconia High School students, such opportunities allow teens to earn course credits through independent study and research under the guidance of a teacher or adviser. This can be an all-important option for those



*Jewelry-making is one way Project EXTRA! is trying to spark the creativity of students at Laconia High School.*





*Re-energizing the academic careers and lives of teens, including those struggling to complete school, is the goal of Project EXTRA!*

needing to retake a failed class or otherwise struggling to stay on course academically.

Across the school campus, staff and students are confident that Project EXTRA! and other supplemental learning activities, such as extended learning opportunities, are having positive impacts on participants. The school's dropout rate for the 2010-11 academic year was 1.7 percent, down from 2.9 percent in 2007-08.

Fecteau credits his academic resurgence to the improved self-esteem, confidence, sense of belonging and capacity for leadership cultivated through his experience in a Project EXTRA! club.

"I started to like school again," he said. "My grades shot up, so I'm able to graduate this year, and I'm hoping to enlist in the Army. I've also become a better person since I joined the club and made a lot of friends. I'd say it's made a huge difference."

## PROJECT EXTRA!

*Laconia School District, Laconia, New Hampshire*

**ENROLLMENT:** More than 1,000 students in grades K-12 participated in before and afterschool activities – offered daily – and summer services at five schools during the 2011-12 program. High school students may also engage in weekend activities. Approximately 55 percent of the district's 2,045 students qualified for free or reduced-price school meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, New Hampshire Charitable Foundation, Curran Foundation and the WLNH Children's Auction.

**DESCRIPTION:** Established in 2001, Project EXTRA! (Enriching eXtensions To Raise Achievement) provides students with out-of-school and extended-learning opportunities that build on the personal and academic development taking place in the classroom. Its high school program includes strategies designed to help students stay in school and earn their diplomas.



*Story time helps broaden the imagination and learning of students in the Westside Elementary School afterschool program.*

DAYTONA BEACH, FLORIDA

## ADDING SPARK TO AFTERSCHOOL THROUGH LOCAL LEADERSHIP

**W**estside Elementary School in Daytona Beach, Florida, is a prime example of the importance of local leadership in developing quality afterschool programs.

“When I decided seven years ago to start our program, I knew funding would be an issue,” Westside Principal Judi Winch said. “Given the 52 elementary schools in our district, the education dollars just weren’t there to support free programs that meet both the academic and recreational needs of students and their families.”

But she was also keenly aware of the profound need. Westside primarily serves children from low-income homes; 95 percent of its students qualify for free or reduced-cost lunches. Many live in troubled neighborhoods, leaving them with few safe places to spend time after school.

And with few additional learning opportunities to build and diversify students’ skills, Winch feared they were at increased risk of falling behind their peers.

“Throwing up my hands and saying, ‘Well, the money isn’t there; there’s nothing I can do’ wasn’t an option,” she said. “So I got to work.”



She began by calling on local leaders from the public and private sectors, sharing with them her vision for “Westside’s Night Alive,” an afterschool program that would blend a wide range of academic and recreational activities in a safe and nurturing environment. Her ideas and passion quickly sparked interest among those she met.

Many responded with cash donations, while others provided supplies and services. Several joined the program’s marketing and development team and have helped Winch raise roughly \$500,000 for Westside’s Night Alive over the past seven years.

The initial outpouring of support, along with funding from the federal 21st Century Community Learning Centers program for Westside’s academic components, helped launch in 2005 what has become one of Florida’s most widely recognized and highly regarded afterschool initiatives.

Financial backing is just one result of the leadership behind Westside, says Joe Davis, chief operating officer for the Florida Afterschool Network.

He says Winch and her staff also have demonstrated how individual belief and investment can help engage and energize an entire community’s support for afterschool.

“They set the bar high at Westside, and their enthusiasm for expanded learning activities creates a buzz that the community feeds off and an environment in which the students and their families love to participate,” Davis said.

“The old adage of ‘students have to think that you care, before they care what you think’ definitely applies to Westside. The students know that their principal cares, as well as their teachers and the rest of the staff in the afterschool programs.”

Carol James agrees. Her 7-year-old grandson, Brandon, participates in Westside’s Night Alive, and she has seen improvement in his grades, as well as his behavior, self-esteem and relationships with others. James herself has become active in the program, joining Brandon for weekly “Book Bingo” nights and other afterschool events.



*Westside students use balloon and marshmallow “shooters” to study the scientific relationship between mass and force.*

She believes that the leadership demonstrated by Winch and others in the program is an important inspiration to Westside students and their families.

“They show us every day that they really do care about the kids, that they want them to succeed,” James said. “That helps to remind all of us that when we come together, we can make wonderful things happen in this community.”

## WESTSIDE’S NIGHT ALIVE

*Westside Elementary School, Volusia County Schools, Daytona Beach, Florida*

**ENROLLMENT:** Approximately 160 students in grades K-5 participated in Westside’s before and afterschool activities – offered daily – and summer services during the 2011-12 program. About 95 percent of Westside’s 400 students qualified for free or reduced-price school meals. In the Volusia County School District, which includes Westside Elementary, 58 percent of the 61,524 students qualified for free or reduced-price school meals.

**FUNDING:** Federal 21st Century Community Learning Centers program and hundreds of individuals, organizations and businesses.

**DESCRIPTION:** Launched in 2005, Westside’s Night Alive provides students and their families with a broad range of educational, enrichment and recreational activities. The program is widely recognized for the high level of community support it enjoys, both financially and from a volunteer/service perspective.

MICHIGAN CITY, INDIANA

## USING AFTERSCHOOL TO BOOST CURIOSITY AND ACHIEVEMENT



When Herb Higgin, coordinator of the Safe Harbor afterschool program in Michigan City, Indiana, asked Al Walus to mentor a newly organized high school robotics team, Walus not only signed on as a volunteer, but also recruited 14 engineers from other area companies.

Walus is a longtime member of Michigan City's Economic Development Corp. and on the staff of Christopher Burke Engineering. He was concerned with preparing the area's next-generation workforce – one capable of filling the increasingly high-tech, high-skill demands of local industry and businesses.

"Afterschool was our foot in the door," he said. "It was an opportunity to pique kids' interest in science, technology and engineering."

Increasingly, Walus also sees afterschool as the space where curriculum innovation can take place – innovations that eventually could impact the regular school day.

"Our local branch of Purdue University had expanded their engineering program – that's

what ultimately sold me on the value of Safe Harbor," he said. "If our kids are going to take advantage of that opportunity, we have to start engaging them with the sciences before high school. That's just too late."

Safe Harbor's emphasis on STEM (Science, Technology, Engineering and Mathematics) parallels recent changes at the district level, where Superintendent Barbara Eason-Watkins has instituted adjustments to curricula at the middle-school level, created two elementary magnet schools – one of which focuses on STEM education – and implemented a comprehensive instructional technology plan recognized nationally for its innovative classroom methodology.

Eason-Watkins worked for 35 years for the Chicago Public Schools, ultimately serving as the chief education officer. After accepting the Michigan City position two years ago, she conducted a 60-day "listening tour" of the community and then began restructuring the district.

"The schools are integral to the long-term success of our community," she said. "What parents, local businesses and faculty want is more rigorous programming for our kids – programming that is relevant to 21st century skills. As superintendent, my job is to identify – and push – the key levers that will help the district create the best possible conditions for academic success."

Those levers include afterschool programming, according to Jan Radford, the district's director of curriculum development. Like Eason-Watkins, Radford views afterschool as a "curricular extension" of the academic day – a safe space where students can take risks, ask questions, try new things and apply what they've learned.



*Students construct paper rockets during an afterschool program focusing on STEM.*



*Fire Hawk, a robot designed by Michigan City's robotics team, took the 2012 Midwest Regional Rookie All-Star award.*

"If you give them the space and the time to engage with others in different situations, kids will become more adept," said Higgin of the value of a challenging afterschool experience. "Kids become more comfortable making mistakes. They come to understand that mistakes help you learn."

Nowhere has that played out more convincingly than with Safe Harbor's robotics team.

"The kids stuck with it, even though their initial design kept breaking down," he said. "They didn't give up, and they ended up taking the Midwest Regional Rookie All-Star award this March."

The award not only validated the efforts of the robotics team, Higgin says, but also has inspired increasing numbers of younger kids to take an interest in robotics, rocketry and the life sciences.

"There are partnerships – big and small – in place," he said. "Lots of people are engaged with our kids. Michigan City has really embraced afterschool."

## SAFE HARBOR

*Michigan City Area Schools,  
LaPorte and Porter counties, Indiana*

**ENROLLMENT:** About 950 students in grades K-12 participated in Safe Harbor at 13 schools during the 2011-12 program. Afterschool activities were offered daily at elementary schools, while middle and high schools offered afterschool programming several days each week. Approximately 70 percent of the district's 6,722 students qualified for free or reduced-price meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, NASA, JCPenney, Michigan City Enrichment Corp., private donors and sponsorships from area businesses.

**DESCRIPTION:** Established in 1998, the program provides tutoring and homework assistance as well as a number of developmental and academic enrichment activities, with a special emphasis on STEM (Science, Technology, Engineering and Math) education, that integrate with, and support, regular school-day instruction.



DALLAS, TEXAS

# USING THE ARTS AS A PATH TO ACADEMIC SUCCESS

**D**allas, Texas, is home to an expansive arts district that includes numerous visual and performing arts venues. But local leadership recognized early on the troubling fact that too many of its residents – especially schoolchildren from low-income neighborhoods – were unable to take advantage of the rich and diverse activities that were occurring there and throughout the city.

To remedy the situation, and use the arts as a strategy to expand creativity and encourage academic success, Big Thought, a Dallas-based nonprofit, created Thriving Minds, a sprawling network of community partners that work together to ensure that the arts are a daily reality for the city's students during and after school.

“Creative learning opportunities help kids build a sense of self,” said Gigi Antoni, longtime president and CEO of Big Thought.

“The arts offer kids a chance to identify their own strengths and talents, to experience pleasure and they give them a way to succeed – to feel a sense of accomplishment.”

An advocate for children and the arts for almost 25 years, Antoni says the arts are the “sweet spot” that Big Thought has focused on while building a system of opportunities for creative learning in partnership with the Dallas Independent School District (ISD) and municipal government.

“We began with a strong arts concentration and, from there, have tried to connect the dots so that the children participating in our afterschool programs are surrounded by the academic and social supports they need to succeed in school,” she said.

Operating five days a week from 3 to 6 p.m. in 39 elementary and middle schools, Thriving Minds uses music, drama, dance and the visual arts – what leaders call the big “A” arts – along with the small “a” arts such as cooking, crocheting, storytelling and gardening, to engage children and, increasingly, their families with their community school and the services available.

“We use the acronym ‘STEAM’ because our roots are in the arts, but we’ve grown to include the STEM (Science, Technology, Engineering and Math) subjects,” said Brenda Snitzer, Big Thought’s afterschool regional manager.

More than 100 service organizations also bring athletics, service learning, health and wellness, and college and career exploration activities to Thriving Minds.

The program builds off the regular school day, which also bears the imprint of Thriving Minds. Working with the Dallas ISD,



*Kindergarteners at W.W. Bushman Elementary School created butterflies as part of a lesson about the winged insects.*



*Young musicians at Roger Q. Mills Elementary School build confidence through performance opportunities.*

Thriving Minds helped to develop a new K-12 fine arts curriculum and realign the existing arts integration program with new curricula in math, science, social studies and the language arts. Since 2007, Dallas ISD has hired 140 in-school fine arts teachers and instituted a policy mandating weekly arts instruction for every elementary student.

These innovations – including the afterschool program instituted in 2008 – have had positive impacts on students' TAKS (Texas Assessment of Knowledge and Skills) test scores, says Antoni. But more must be done to help students change the trajectory of their lives.

“For too many of our students, the horizon is only as wide as they can stretch their arms,” Antoni said. “Big Thought is dedicated to broadening their world – helping children see the vast panorama of possibilities through creative activities that engage them in school, afterschool and in their community.”

## THRIVING MINDS

*Dallas Independent School District (ISD),  
Dallas, Texas*

**ENROLLMENT:** A total of 5,852 students in grades K-8 participated in afterschool activities offered at 39 schools daily and summer services at schools and community facilities during the 2011-12 program. Of the district's 157,111 students, 86.5 percent qualified for free or reduced-price meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, Texas Education Agency, City of Dallas, Chase Bank, Wallace Foundation, other private and corporate foundations, and individual donors.

**DESCRIPTION:** Since 2007, Big Thought, the managing partner of Thriving Minds, has connected the City of Dallas, the Dallas ISD and more than 100 community organizations to provide in-school, afterschool and summer programs that address academic achievement and youth development by connecting classroom objectives and traditional teaching methods with arts, culture and creative learning.





*Euclid Avenue Elementary School dancers perform the samba in costumes they designed and created after school.*

LOS ANGELES, CALIFORNIA

## TAKING A “WHOLE CHILD” APPROACH TO AFTERSCHOOL

**S**urveying a group of young tennis players on the busy playground at Euclid Avenue Elementary School in the Latino neighborhood of Boyle Heights, site director Miguel Amaya muses about the benefits of LA’s BEST (Better Educated Students for Tomorrow) afterschool programming.

“Early on we nudge them to try new things, to move them out of their comfort zone. It pays off later,” he said.

The sense of self-efficacy, self-awareness and self-assurance demonstrated by participants has been documented by several outside evaluations of LA’s BEST. It is a much-desired outcome

for the 24-year-old afterschool model and its “whole child” approach to programming.

Like the other 185 LA’s BEST sites across the city, Euclid Avenue’s large, fenced campus is a hive of activity each day after school. Under the watchful eye of Amaya, almost 200 children make a seamless transition from the school day to an intentional balance of academic, enrichment and physical recreation activities designed to ensure that each student is healthy, safe, engaged, supported and challenged.

“The yardstick we’ve set for ourselves has always been: Is this a program my children and grandchildren would like to attend? Is this a joyful, cool, fun place to be?” said Carla

Sanger, president and CEO of LA's BEST since its inception.

Sustaining the program year after year and keeping it relevant, vital and “a fun place to be” is both a challenge and a unifying goal for the program’s board and more than 2,300 office and field staff.

“This is no paper partnership, it’s a daily articulation,” said Sanger, noting that “entropy” can set in quickly if a program is not exciting and rewarding for kids, parents, teachers and staff members.

Which is why, she says, many if not most of the site-based employees are “homegrown.” Because they come from the surrounding neighborhoods, they are positioned to understand the culture and needs of local students and their families.

Staff training is another hallmark of LA's BEST. Prior to setting foot on a campus, new hires are required to attend a six-day orientation, shadow existing site staff and undergo training in leadership, safety and youth development. Staff turnover is low, and LA's BEST is perceived as a “safe haven,” a place where children can be children, according to Jera Turner, principal of Grape Street Elementary School.

“We serve pint-sized people with adult problems, so there’s no ‘us and them’ mentality at Grape Street,” she said of the collaboration that occurs daily between her teachers and the staff of LA's BEST. “We use afterschool as a motivational tool. We’ve had some exceptional turnarounds, especially with some of our most troublesome students.”

LA's BEST is not a drop-in program. Parents who sign up commit to sending their children three hours a day, five days a week. Increasingly, research has confirmed what educators know intuitively – gains in academic achievement and decreases in negative behavior are consistent with regular attendance in high-quality afterschool programs.

“Closing the achievement gap – that doesn’t happen in a vacuum,” Sanger said.



Science Fair contestants from Euclid Avenue Elementary School's afterschool program placed among the city's top teams.

“LA's BEST strives to be symbiotic with all of its partners, and that requires fluid communication and a constant focus on what is best for our kids.”

## LA'S BEST

*Los Angeles Unified School District (LAUSD),  
Los Angeles, California*

**ENROLLMENT:** About 28,000 students in grades K-6 participated in afterschool activities offered daily at 186 schools during the 2011-12 academic year. About 76 percent of the district's 610,785 students qualified for free or reduced-price meals.

**FUNDING:** Federal 21st Century Community Learning Centers program, California Department of Education, City of Los Angeles, Mott and other private foundations, and hundreds of individuals, organizations and corporations.

**DESCRIPTION:** Established in 1988, LA's BEST (Better Educated Students for Tomorrow) is an independent nonprofit organization governed by three boards that work in collaboration with the LAUSD, the mayor's office and the private sector. The mission of LA's BEST is to provide a safe and supervised afterschool education, enrichment and recreation program for children ages 5-12.







# ARTISTS' GALLERY

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In spring 2012, the Mott Foundation invited the afterschool programs in our backyard – the city of Flint as well as other communities in Genesee County, Michigan – to participate in an art contest for children in grades 4 through 12.

Participating artists were asked to illustrate the impact of afterschool programs on their lives. They could work alone or in teams.

In all, 33 programs from five area school districts participated, submitting more than 200 pieces of artwork, using pastels on paper as the medium. As part of the contest, artists also were asked to include a statement explaining what they were attempting to convey.

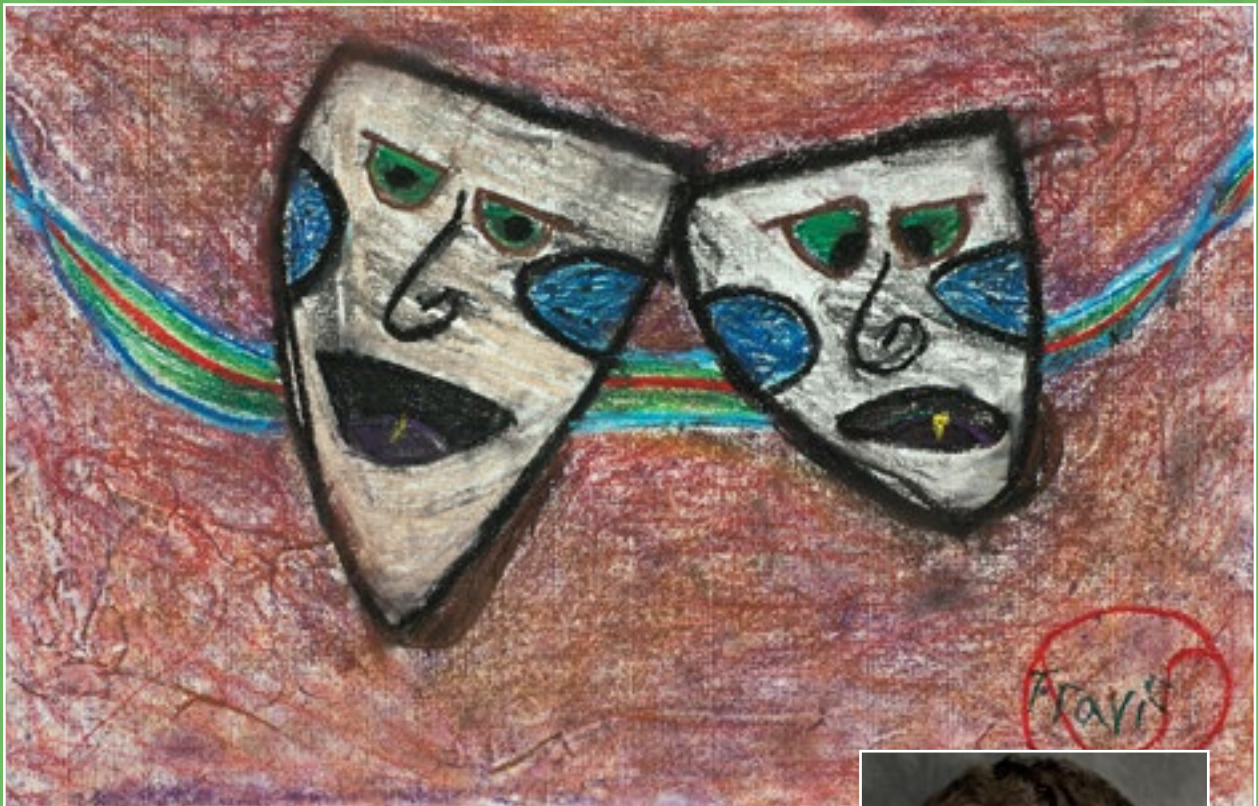
Choosing a single piece of artwork to put on our cover was impossible – so diverse and interesting were the entries we received. Therefore, we identified six pieces for inclusion in our publication. On the following pages, the full drawings are presented, along with each artist's statement about what he or she values most about participating in afterschool.



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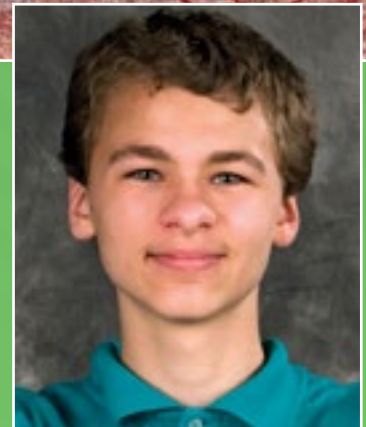
# DRAMA

*Travis Bishop, 8th Grade, Bendle Middle School, Bendle School District*



## ARTIST'S STATEMENT:

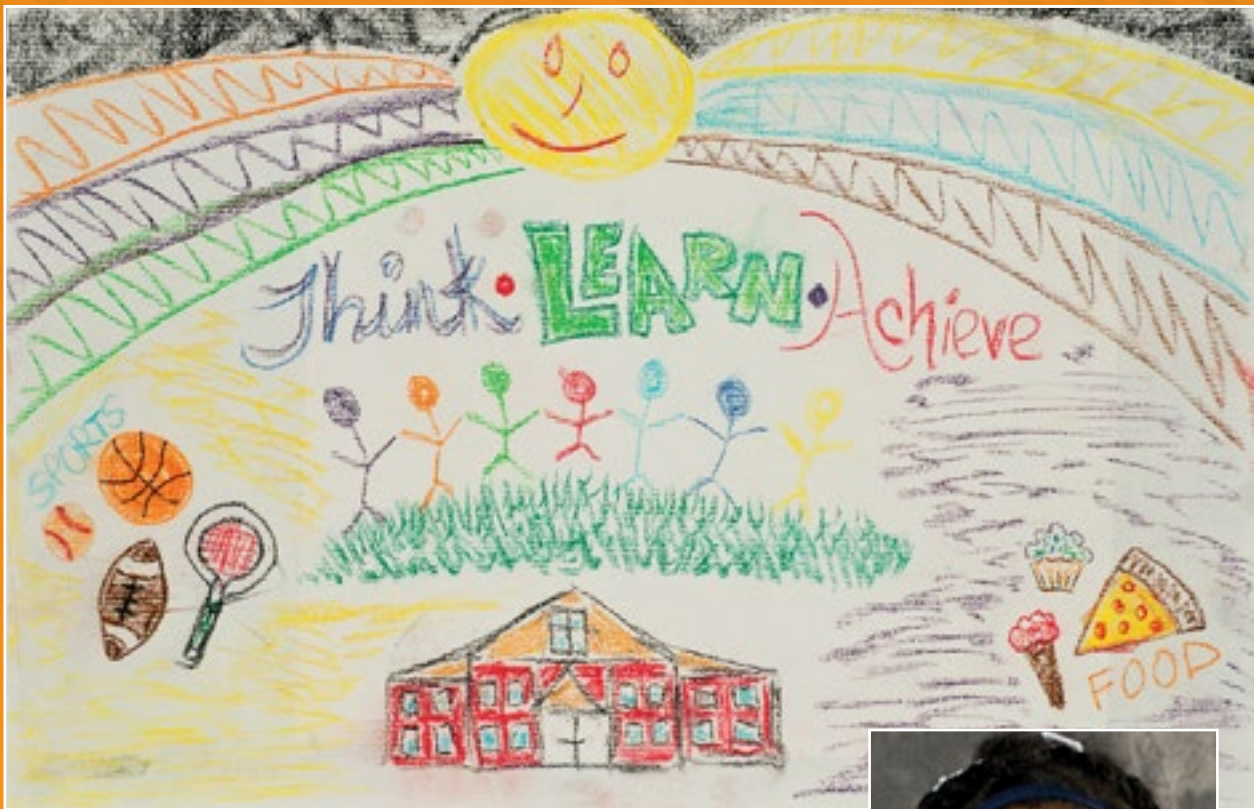
I like afterschool programs because there is drama.  
I like to act on the stage.  
I like that Mr. Payne is the drama teacher.  
I like to hang out with my friend.  
I like that I had the idea to put emotions into the picture.





# THINK, LEARN, ACHIEVE.

*Arya Welch, 4th Grade, Bunche Elementary School, Flint School District*



## ARTIST'S STATEMENT:

Each day I come to YouthQuest, I get to think about exciting things, learn them and achieve at it. With the learning guides we also get to learn things that are interesting. I also like to be with my classmates longer. Afterschool programs are fun for us all. The activities we do are cool, too. I'm glad to be a part of YouthQuest.





# NO UGLY DUCKLINGS

*Ashley Silagi, 10th Grade; McKenzie Tucker, 12th Grade; Rayven Layton, 10th Grade; Elisabeth Ann Johnson High School, Mt. Morris School District*



*Ashley Silagi*



*McKenzie Tucker*

*Rayven Layton  
(photo unavailable)*

## ARTISTS' STATEMENT:

In afterschool programs there are no ugly ducklings.



## ACTIVE ART

*Mary Hoffmann, 5th Grade, Montague Elementary School, Mt. Morris School District*



### ARTIST'S STATEMENT:

My art entry shows a couple of my favorite things. I love art and I love exercises so I show a color wheel and paint brushes on a piece of paper, with me running around it with sticky paint shoes!



# UNTITLED

*Jamie Arnold, 5th Grade, Dye Elementary School, Carman-Ainsworth School District*



## ARTIST'S STATEMENT:

My picture shows diversity and C.S.I. because of all the different colors and bugs. I learned that bugs can tell how long a body has been there, and it depends on what type of bugs they are, too.





# THE PHOENIX

*McKenzie Tucker, 12th Grade, Elisabeth Ann Johnson High School, Mt. Morris School District*



## ARTIST'S STATEMENT:

In my drawing, the phoenix represents me rising out of the ordinary school day into the expressive, creative person within me. Afterschool programs give me wings.







# PROGRAMS & GRANTS

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# 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.** Strong and sustainable community advice offices and related community-based organizations that assist poor and marginalized communities.
- **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 sector's 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 reflect the geographic sub-region in which we make grants in Central/Eastern Europe and Russia.



## Central/Eastern Europe and Russia

### Southeast Europe

#### Ana and Vlade Divac Fund

Belgrade, Serbia  
\$100,000 – 18 mos.  
Program and operational development support

#### Association for Community Relations

Cluj-Napoca, Romania  
\$450,000 – 24 mos.  
Community foundation development program

#### Association for Psychosocial Help and Development of Voluntary Work

Gracanica, Bosnia and Herzegovina  
\$60,000 – 24 mos.  
Center for development and promotion of voluntary work

#### Balkan Community Initiatives Fund – Serbia

Belgrade, Serbia  
\$370,000 – 24 mos.  
General purposes

#### Balkan Investigative Reporting Network Kosovo

Pristina, Kosovo  
\$100,000 – 24 mos.  
General purposes

#### Belgrade Fund for Political Excellence

Belgrade, Serbia  
\$130,000 – 24 mos.  
General purposes

#### Bulgarian School of Politics

Sofia, Bulgaria  
\$100,000 – 24 mos.  
Promoting philanthropic culture in Bulgaria

#### Center for Regionalism

Novi Sad, Serbia  
\$30,000 – 12 mos.  
General purposes

#### Centre for Peace, Nonviolence and Human Rights Osijek

Osijek, Croatia  
\$30,000 – 12 mos.  
General purposes

#### Community Foundation Slogalica

Osijek, Croatia  
\$75,000 – 24 mos.  
General purposes

#### Community Volunteers Foundation

Istanbul, Turkey  
\$150,000 – 18 mos.  
YouthBank development in Turkey

#### Dimitar Berbatov Foundation

Sofia, Bulgaria  
\$100,000 – 24 mos.  
Institutional development

#### Documenta

Zagreb, Croatia  
\$155,000 – 24 mos.  
General purposes

#### East West Centre Sarajevo

Sarajevo, Bosnia and Herzegovina  
\$150,000 – 18 mos.  
East West Performing Arts Centre  
\$23,000 – 12 mos.

Football stories: Bosnian tour

#### FOL Movement

Prishtina, Kosovo  
\$60,000 – 24 mos.  
Strengthening capacity and outreach

#### Humanitarian Law Center

Belgrade, Serbia  
\$155,000 – 24 mos.  
General purposes

#### Ideas Factory Association

Sofia, Bulgaria  
\$100,000 – 24 mos.  
Hub for agents of social change

#### Initiative for Progress

Ferizaj, Kosovo  
\$60,000 – 18 mos.  
School of activism

#### International Association

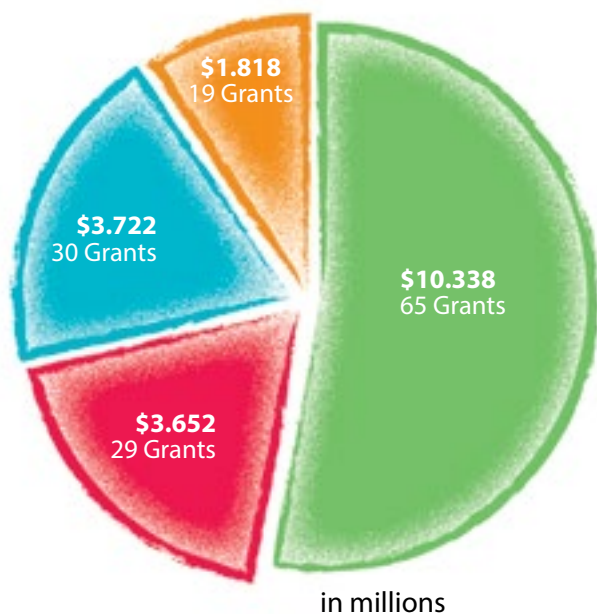
'Interactive Open Schools'  
Tuzla, Bosnia and Herzegovina  
\$50,000 – 24 mos.  
General purposes

#### Mozaik Community Development Foundation

Sarajevo, Bosnia and Herzegovina  
\$222,000 – 24 mos.  
General purposes

## GRANT ACTIVITY:

\$ 19,529,607 / 143 GRANTS



in millions

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>CENTRAL/EASTERN EUROPE AND RUSSIA</b>		
Southeast Europe	\$ 4.301	34
Western Former Soviet Union	\$ 3.240	19
CEE/Russia Regional	\$ 2.797	12
<b>SOUTH AFRICA</b>		
Community Advice Office Sector	\$ 1.305	11
Philanthropy Development	\$ 1.475	12
Special Opportunities	\$ .872	6
<b>UNITED STATES</b>		
Nonprofit Sector Responsiveness	\$ 2.706	19
Community Philanthropy	\$ .215	2
Racial and Ethnic Diversity in Philanthropy	\$ .751	8
Special Opportunities	\$ .050	1
<b>GLOBAL PHILANTHROPY AND NONPROFIT SECTOR</b>		
Philanthropy and Nonprofit Sector	\$ 1.515	17
Special Opportunities	\$ .303	2
<b>Totals</b>	<b>\$ 19.530</b>	<b>143</b>

**National Alliance for Volunteer Action**  
*Plovdiv, Bulgaria*  
 \$110,000 – 24 mos.  
 Rebirth of volunteerism in Bulgaria

**National Association of Citizens Advice Bureaux**  
*Bucharest, Romania*  
 \$150,000 – 36 mos.  
 General purposes

**PACT – Partnership for Community Action and Transformation Foundation**  
*Bucharest, Romania*  
 \$190,000 – 24 mos.  
 General purposes

**Princess Margarita of Romania Foundation – Romania**  
*Bucharest, Romania*  
 \$200,000 – 24 mos.  
 General purposes

**Pro Vobis National Resource Center for Volunteering**  
*Cluj-Napoca, Romania*  
 \$80,000 – 24 mos.  
 General purposes

**Reconstruction Women's Fund**  
*Belgrade, Serbia*  
 \$70,000 – 24 mos.  
 Institutional and program development support

**Research and Documentation Center Sarajevo**  
*Sarajevo, Bosnia and Herzegovina*  
 –\$70,000  
 Adjustment to previous grant

**Third Sector Foundation of Turkey**  
*Karakoy, Turkey*  
 \$75,000 – 12 mos.  
 Philanthropy infrastructure development in Turkey

**United Way Romania**  
*Bucharest, Romania*  
 \$160,000 – 24 mos.  
 General purposes

**Women in Black**  
*Belgrade, Serbia*  
 \$50,000 – 24 mos.  
 Confronting the past in Serbia

**Workshop for Civic Initiatives Foundation**  
*Sofia, Bulgaria*  
 \$400,000 – 24 mos.  
 Bulgarian community foundations development fund

**Youth Communication Center – Banja Luka**  
*Banja Luka, Bosnia and Herzegovina*  
 \$70,000 – 24 mos.  
 General purposes

**Youth Initiative for Human Rights**  
*Belgrade, Serbia*  
 \$140,000 – 24 mos.  
 General purposes

**Youth Initiative for Human Rights – Bosnia**  
*Sarajevo, Bosnia and Herzegovina*  
 \$6,000 – 18 mos.  
 Planning and administrative support

**Subtotal:** \$4,301,000  
 Southeast Europe

## Western Former Soviet Union

**Andrei Sakharov Foundation**  
*Moscow, Russia*  
 \$125,000 – 24 mos.  
 Development of multifunctional social center

**Carnegie Endowment for International Peace**  
*Washington, DC*  
 \$200,000 – 24 mos.  
 Carnegie Moscow Center

**Charities Aid Foundation**  
*Kent, England*  
 \$400,000 – 24 mos.  
 Community foundation development in Russia

**Civic Network OPORA**  
*Kyiv, Ukraine*  
 \$100,000 – 24 mos.  
 General purposes

**Ednannia**  
*Kyiv, Ukraine*  
 \$250,000 – 24 mos.  
 Community foundation school

**Environment-People-Law**  
*Lviv, Ukraine*  
 \$75,000 – 24 mos.  
 General purposes

**GURT Resource Center for NGO Development**  
*Kyiv, Ukraine*  
 \$90,000 – 36 mos.  
 General purposes

**InEca-consulting**  
*Novokuznetsk, Russia*  
 \$100,000 – 24 mos.  
 Develop course on public participation for students

**Information Agency MEMO.RU**  
*Moscow, Russia*  
 \$200,000 – 24 mos.  
 Development of human capital through social marketing

**Institute of Socio-Cultural Management**  
*Kirovohrad, Ukraine*  
 \$100,000 – 24 mos.  
 School of civic participation

**Moscow School of Political Studies**  
*Moscow, Russia*  
 \$180,000 – 24 mos.  
 General purposes

**New Eurasia Foundation**  
*Moscow, Russia*  
 \$800,000 – 24 mos.  
 Mainstreaming civic and community engagement into social development

**Open Society Foundation – Ukraine**  
*Kyiv, Ukraine*  
 \$100,000 – 24 mos.  
 General purposes

**Perm Civic Chamber**  
*Perm, Russia*  
 \$110,000 – 24 mos.  
 Perm united support service for noncommercial groups and organizations

**Regional Development Agency 'Donbass'**  
*Donetsk, Ukraine*  
 \$75,000 – 24 mos.  
 Citizen engagement in Lugansk and Donetsk regions

**Saint-Petersburg NGO Development Centre**  
*St. Petersburg, Russia*  
 \$100,000 – 24 mos.  
 General purposes

**Sakhalin Salmon Initiative Center**  
*Yuzhno-Sakhalinsk, Russia*  
 \$150,000 – 21 mos.  
 Sakhalin watershed council network initiative

**Ukrainian Philanthropists Forum**  
*Kyiv, Ukraine*  
 \$75,000 – 24 mos.  
 Institutional development

**Ukrainian Step by Step Foundation**  
*Kyiv, Ukraine*  
 \$10,000 – 36 mos.  
 Community development in Ukraine through community school programs

**Subtotal:** \$3,240,000  
 Western Former Soviet Union

## CEE/Russia Regional

**Alliance Publishing Trust**  
*London, England*  
 \$50,000 – 4 mos.  
 Developing philanthropy in emerging markets

**CEE Bankwatch Network**  
*Prague, Czech Republic*  
 \$270,000 – 24 mos.  
 General purposes

**CEE Citizens Network**  
*Banska Bystrica, Slovakia*  
 \$40,000 – 24 mos.  
 General purposes

**Center for Community Change**  
*Washington, DC*  
 \$30,000 – 12 mos.  
 Organizing training in Central/Eastern Europe

**ContinYou**  
*Coventry, England*  
 \$220,000 – 24 mos.  
 International center of excellence for community schools

**Federation of Polish Community Foundations**  
*Bilgoraj, Poland*  
 \$80,000 – 24 mos.  
 Institutional development project

**Foundation-Administered Projects**

\$31,798

Active civic participation

\$18,995

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

\$24,892

Community foundation development

\$30,246

Philanthropy development in southeast Europe

**Friends of the CEELI Institute**

Washington, DC

\$200,000 – 12 mos.

CEELI Institute sustainability and program development support

**Fundacja TechSoup**

Warsaw, Poland

\$400,000 – 24 mos.

Strengthening institutional capacity to provide information and communication technology support to NGOs

**German Marshall Fund of the United States**

Washington, DC

\$1,000,000 – 120 mos.

Black Sea Trust for Regional Cooperation

**National Council for Voluntary Organisations**

London, England

\$120,000 – 36 mos.

European network of national associations

**National Society of Conservationists**

Budapest, Hungary

\$105,853 – 18 mos.

Partnership for sustainable development in Central Europe

**Ukrainian Step by Step Foundation**

Kyiv, Ukraine

\$175,000 – 24 mos.

Community schools quality partnership

**Subtotal:** \$2,796,784

CEE/Russia Regional

**Program Area Total:** \$10,337,784

Central/Eastern Europe and Russia

## South Africa

### Community Advice Office Sector

**Association of University Legal Aid Institutions Trust**

Potchefstroom, South Africa

\$200,000 – 24 mos.

Advice office support project

**Black Sash Trust**

Cape Town, South Africa

\$100,000 – 12 mos.

Support to provincial advice office forums

**Centre for Rural Legal Studies**

Stellenbosch, South Africa

\$100,000 – 24 mos.

Practical legal skills training and support for paralegals

**Community Based****Development Programme**

Johannesburg, South Africa

\$100,000 – 24 mos.

General purposes

**Education and Training Unit**

Johannesburg, South Africa

\$80,000 – 24 mos.

Materials development and website management for paralegal training

**Legal Resources Trust**

Johannesburg, South Africa

\$100,000 – 24 mos.

Legal support services for nonprofit organizations

**Project for Conflict Resolution and Development**

Port Elizabeth, South Africa

\$100,000 – 24 mos.

Conflict-resolution training for advice offices

**Trust for Community****Outreach and Education**

Cape Town, South Africa

\$200,000 – 24 mos.

General purposes

**Umtapo Centre**

Durban, South Africa

\$150,000 – 24 mos.

General purposes

**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.

Community Law Centre – local democracy, peace and human security project

**Subtotal:** \$1,305,000

Community Advice Office Sector

### Philanthropy Development

**Charities Aid Foundation-Southern Africa**

Johannesburg, South Africa

\$150,000 – 24 mos.

General purposes

**Community Chest of the Western Cape**

Cape Town, South Africa

\$80,000 – 24 mos.

Capacity building

**DOCKDA Rural Development Agency**

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

**Foundation for Human Rights**

Johannesburg, South Africa

\$150,000 – 24 mos.

General purposes

**GreaterGood South Africa**

Cape Town, South Africa

\$100,000 – 24 mos.

General purposes

**Ikhala Trust**

Port Elizabeth, South Africa

\$40,000 – 25 mos.

General purposes

**Pitseng Trust**

Johannesburg, South Africa

\$150,000 – 24 mos.

General purposes

**South African Institute for Advancement**

Cape Town, South Africa

\$200,000 – 24 mos.

General purposes

**Synergos Institute (Southern Africa)**

Cape Town, South Africa

\$125,000 – 24 mos.

General purposes

**Uthungulu Community Foundation**

Richards Bay, South Africa

\$120,000 – 24 mos.

General purposes

**West Coast Community Foundation**

Cape Town, South Africa

\$120,000 – 23 mos.

General purposes

**Women's Hope, Education and Training Trust**

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

**Subtotal:** \$1,475,000

Philanthropy Development

### Special Opportunities

**Community Development****Resource Association**

Cape Town, South Africa

\$120,000 – 24 mos.

General purposes

**Constitutional Court Trust**

Johannesburg, South Africa

\$150,000 – 19 mos.

Creating an audible legacy

**Desmond Tutu Peace Centre**

Cape Town, South Africa

\$100,000 – 24 mos.

General purposes

**Foundation-Administered Project**

\$252,312

Technical support and dialogue platform

**Gordon Institute of Business Science**

Johannesburg, South Africa

\$50,000 – 12 mos.

Support to social entrepreneurship program

**Social Surveys**

Johannesburg, South Africa

\$50,000 – 10 mos.

Toward a better understanding of civil society in Africa



**Southern African NGO Network***Braamfontein, South Africa*

\$150,000 – 24 mos.

NGO Pulse and PRODDER

<b>Subtotal:</b>	\$872,312
Special Opportunities	

<b>Program Area Total:</b>	\$3,652,312
South Africa	

## United States

### Nonprofit Sector Responsiveness

**Aspen Institute***Washington, DC*

\$110,000 – 24 mos.

Nonprofit data project

**BoardSource***Washington, DC*

\$200,000 – 24 mos.

General purposes

**Columbia University in the City of New York***New York, NY*

\$100,000 – 24 mos.

Oversight and regulation of charitable organizations

**Council of Michigan Foundations***Grand Haven, MI*

\$180,000 – 24 mos.

General purposes

\$40,000 – 12 mos.

PolicyWorks for philanthropy

**Council on Foundations***Arlington, VA*

\$200,000 – 24 mos.

General purposes

**Forum of Regional Associations of Grantmakers***Arlington, VA*

\$100,000 – 24 mos.

General purposes

**Foundation Center***New York, NY*

\$100,000 – 24 mos.

Issue lab

**Grants Managers Network***Washington, DC*

\$17,000 – 24 mos.

General purposes

**Independent Sector***Washington, DC*

\$225,000 – 24 mos.

General purposes

**Indiana University***Indianapolis, IN*

\$150,000 – 36 mos.

Center on philanthropy panel study

**Johns Hopkins University***Baltimore, MD*

\$100,000 – 12 mos.

Nonprofit listening post project

**Michigan Nonprofit Association***Lansing, MI*

\$330,000 – 24 mos.

General purposes

**National Center for Family Philanthropy***Washington, DC*

\$200,000 – 24 mos.

General purposes

**National Center on Philanthropy and the Law***New York, NY*

\$100,000 – 24 mos.

General purposes

**National Council of Nonprofits***Washington, DC*

\$200,000 – 24 mos.

General purposes

**Nonprofit Quarterly***Boston, MA*

\$150,000 – 24 mos.

General purposes

**Philanthropy Roundtable***Washington, DC*

\$85,000 – 24 mos.

General purposes

**State of Michigan***Lansing, MI*

\$118,490 – 12 mos.

Office of foundation liaison

<b>Subtotal:</b>	\$2,705,490
Nonprofit Sector Responsiveness	

### Community Philanthropy

**CFLeads***Kansas City, MO*

\$200,000 – 16 mos.

Cultivating community engagement

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

\$15,000

Kathy A. Agard endowed fellowship in community philanthropy

<b>Subtotal:</b>	\$215,000
Community Philanthropy	

### Racial and Ethnic Diversity in Philanthropy

**Arab Community Center for Economic and Social Services***Dearborn, MI*

\$57,318 – 12 mos.

Technical assistance to center for Arab-American philanthropy

**Associated Grant Makers***Boston, MA*

–\$50,000

Adjustment to previous grant

**Association of Black Foundation Executives***New York, NY*

\$104,000 – 24 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*

\$100,000 – 12 mos.

Diversity in philanthropy research metrics

**Proteus Fund***Amherst, MA*

\$50,000 – 12 mos.

Diversity fellowship program

**Southern Education Foundation***Atlanta, GA*

\$140,000 – 24 mos.

Education summers youth leadership initiative

**Tides Center***San Francisco, CA*

\$50,000 – 12 mos.

Philanthropic initiative for racial equity

<b>Subtotal:</b>	\$751,318
Racial and Ethnic Diversity in Philanthropy	

### Special Opportunities

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

\$50,000 – 24 mos.

General purposes

<b>Subtotal:</b>	\$50,000
Special Opportunities	

<b>Program Area Total:</b>	\$3,721,808
United States	

## Global Philanthropy and Nonprofit Sector

### Philanthropy and Nonprofit Sector

**Alliance Publishing Trust***London, England*

\$100,000 – 24 mos.

General purposes

**Capital Community Foundation***London, England*

\$50,000 – 12 mos.

Developing London community foundation

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

\$91,000 – 12 mos.

General purposes

**Community Foundation Network***London, England*

\$5,000 – 24 mos.

General purposes

**Community Foundations of Canada***Ottawa, Ontario*

\$109,000 – 35 mos.

Transatlantic community  
foundations network

\$50,000

Monica Patten endowment fund

**European Foundation Centre***Brussels, Belgium*

\$100,000 – 12 mos.

General purposes

**Foundation-Administered Project**

\$24,703

Global community philanthropy  
development**Global Fund for Community Foundations***Johannesburg, South Africa*

\$250,000 – 10 mos.

Small grants and  
capacity-building program**Johns Hopkins University***Baltimore, MD*

\$50,000 – 24 mos.

International Society for  
Third-Sector Research**Network of European Foundations  
for Innovative Cooperation***Brussels, Belgium*

\$30,000 – 12 mos.

Membership and administrative support

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

\$25,000 – 24 mos.

International community  
foundation fellows program**Synergos Institute***New York, NY*

\$150,000 – 20 mos.

Connecting global philanthropy  
to community philanthropy**U.S.-Mexico Border****Philanthropy Partnership***San Diego, CA*

\$55,000 – 12 mos.

Technical assistance for Mexican  
community foundations**World Affairs Council of  
Northern California***San Francisco, CA*

\$25,000 – 12 mos.

Global philanthropy forum

**Worldwide Initiatives for  
Grantmaker Support***São Paulo, Brazil*

\$400,000 – 24 mos.

General purposes

**Subtotal:** \$1,514,703

Philanthropy and Nonprofit Sector

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

\$75,000 – 12 mos.

Citizens' Europe program

**Network of European Foundations  
for Innovative Cooperation***Brussels, Belgium*

\$228,000 – 12 mos.

Youth empowerment  
partnership program**Subtotal:** \$303,000

Special Opportunities

**Program Area Total:** \$1,817,703Global Philanthropy and  
Nonprofit Sector**Program Total:** \$19,529,607

Civil Society

# 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

- **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.
- **Special Opportunities.** To support efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic, international or global concern.

## Conservation of Freshwater Ecosystems

### Strengthening the Environmental Community

#### Coalition to Restore Coastal Louisiana

Baton Rouge, LA  
\$50,000 – 30 mos.  
General purposes

#### Environmental Defence

Toronto, Ontario  
\$150,000 – 24 mos.  
Great Lakes water program

#### Freshwater Future

Petoskey, MI  
\$9,450 – 24 mos.  
General purposes

#### Great Lakes United

Amherst, NY  
\$50,000 – 24 mos.  
General purposes

#### Gulf Restoration Network

New Orleans, LA  
\$100,000 – 31 mos.  
General purposes

#### Heart of the Lakes Center for Land Conservation Policy

Grand Ledge, MI  
\$90,000 – 24 mos.  
General purposes

#### Institute for Conservation Leadership

Takoma Park, MD  
\$220,000 – 24 mos.  
Freshwater leadership initiative

#### Land Trust Alliance

Washington, DC  
\$500,000 – 24 mos.  
Southeast and Great Lakes land trust capacity-building program

#### Michigan Environmental Council

Lansing, MI  
\$150,000 – 24 mos.  
Great Lakes program

#### Minnesota Environmental Partnership

St. Paul, MN  
\$125,000 – 24 mos.  
Northeast Minnesota program

#### Ohio Environmental Council

Columbus, OH  
\$170,000 – 24 mos.  
Great Lakes ecosystem project

#### River Network

Portland, OR  
\$10,550 – 24 mos.  
Building citizen capacity for freshwater protection

#### University of Michigan-Flint

Flint, MI  
\$40,000 – 17 mos.  
Flint River Corridor Alliance administrative management

**Subtotal:** \$1,665,000

Strengthening the Environmental Community

### Public Policies

#### Alabama Rivers Alliance

Birmingham, AL  
\$125,000 – 24 mos.  
Alabama water-management project

#### American Rivers

Washington, DC  
\$10,000 – 24 mos.  
Ensuring healthy river flows  
\$100,000 – 24 mos.  
Running rivers campaign

#### Clean Water Network

Washington, DC  
\$10,000 – 24 mos.  
General purposes

#### Coastal Conservation League

Charleston, SC  
\$125,000 – 24 mos.  
Protecting freshwater ecosystems

#### Ecojustice Canada

Vancouver, British Columbia  
\$150,000 – 24 mos.  
Great Lakes water-protection program

#### Louisiana Environmental

#### Action Network

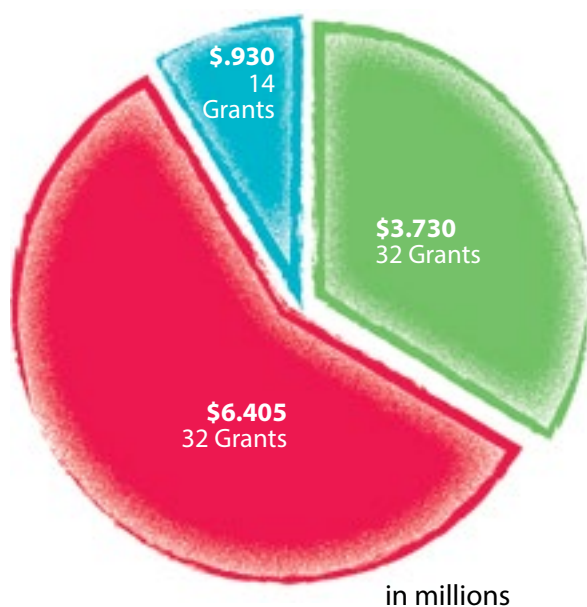
Baton Rouge, LA  
\$25,000 – 44 mos.  
Water quality project

#### Mobile Baykeeper

Mobile, AL  
\$125,000 – 24 mos.  
Alabama urban stormwater project

## GRANT ACTIVITY:

\$11,065,136/ 78 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>CONSERVATION OF FRESHWATER ECOSYSTEMS</b>		
Strengthening the Environmental Community	\$ 1.665	13
Public Policies	\$ 1.590	16
Site-Based Conservation	\$ .475	3
<b>INTERNATIONAL FINANCE FOR SUSTAINABILITY</b>		
Infrastructure and Energy for a Sustainable Future	\$ 4.084	21
Sustainable Regional Development and Integration	\$ 2.005	9
Special Opportunities	\$ .316	2
<b>SPECIAL INITIATIVES</b>		
Growth Management and Urban Revitalization in Michigan	\$ .390	6
Special Opportunities	\$ .540	8
<b>Totals</b>	<b>\$ 11.065</b>	<b>78</b>



**National Wildlife Federation***Reston, VA*

\$75,000 – 24 mos.

Great Lakes water quality project

\$300,000 – 24 mos.

Sustaining the Great Lakes project

**Natural Heritage Institute***San Francisco, CA*

\$15,000 – 36 mos.

Program to establish and enforce performance standards for hydropower dams to restore aquatic diversity

**Northeast-Midwest Institute***Washington, DC*

\$150,000 – 24 mos.

Great Lakes Washington program

**Pacific Institute***Oakland, CA*

\$25,000 – 7 mos.

Circle of Blue Great Lakes project

**River Network***Portland, OR*

\$80,000 – 24 mos.

Water quality project

**Southern Environmental Law Center***Charlottesville, VA*

\$250,000 – 24 mos.

Southern water-management project

**Tulane University***New Orleans, LA*

\$25,000 – 42 mos.

Tulane Environmental Law Clinic water quality and wetlands project

**Subtotal:** \$1,590,000

Public Policies

**Site-Based Conservation****EcoAdapt***Bainbridge Island, WA*

\$50,000 – 12 mos.

Great Lakes climate adaptation survey

**Huron River Watershed Council***Ann Arbor, MI*

\$50,000 – 12 mos.

Adapting to climate change at the watershed scale

**Nature Conservancy***Arlington, VA*

\$375,000 – 36 mos.

Saginaw Bay initiative

**Subtotal:** \$475,000

Site-Based Conservation

**Program Area Total:** \$3,730,000

Conservation of Freshwater Ecosystems

**International Finance for Sustainability****Infrastructure and Energy for a Sustainable Future****Bank Information Center***Washington, DC*

\$420,000 – 24 mos.

General purposes

**Both Ends Foundation***Amsterdam, Netherlands*

\$300,000 – 24 mos.

Multilateral financial institutions and export-credit agencies program

**Center for International Environmental Law***Washington, DC*

\$353,750 – 12 mos.

Ensuring development and climate finance support sustainable development

**Corner House***Dorset, England*

\$200,000 – 24 mos.

General purposes

**Environmental Law Alliance Worldwide***Eugene, OR*

\$280,000 – 24 mos.

General purposes

**FERN***Moreton-in-Marsh, England*

\$50,000 – 24 mos.

European Union campaign to reform export-credit agencies and international financial flows

**Friends of the Earth***Washington, DC*

\$350,000 – 24 mos.

Advancing and protecting sustainability standards in development finance

**Friends of the Earth International***Amsterdam, Netherlands*

\$150,000 – 15 mos.

Supporting climate finance for just and sustainable development

**Institute for Policy Studies***Washington, DC*

\$350,000 – 24 mos.

Global finance for climate sustainability

**International Rivers***Berkeley, CA*

\$340,000 – 24 mos.

General purposes

**Les Amis de la Terre***Montreuil, France*

\$150,000 – 24 mos.

International financial institution reform and capacity building

**Mani Tese***Milan, Italy*

\$50,000 – 24 mos.

Mainstreaming environmental sustainability in global financial flows North-South

**NGO Forum on ADB***Quezon City, Philippines*

\$100,000 – 24 mos.

General purposes

**Oil Change International***Washington, DC*

\$150,000 – 12 mos.

International program

**Pacific Environment***San Francisco, CA*

\$325,000 – 24 mos.

Responsible finance campaign

**Sierra Club Foundation***San Francisco, CA*

\$150,000 – 24 mos.

International Financial Institution reform project

**South Africa Development Fund***Boston, MA*

\$50,000 – 12 mos.

BASIC South Initiative

**Tides Canada Initiatives***Vancouver, British Columbia*

\$175,000 – 24 mos.

Halifax Initiative

**World Resources Institute***Washington, DC*

\$140,000 – 24 mos.

International financial flows and the environment

**Subtotal:** \$4,083,750

Infrastructure and Energy for a Sustainable Future

**Sustainable Regional Development and Integration****Amazon Watch***San Francisco, CA*

\$200,000 – 24 mos.

International finance and Amazon program

**Derecho Ambiente y Recursos Naturales***Lima, Peru*

\$45,000 – 24 mos.

General purposes

**Ecoa – Ecology and Action***Campo Grande, Brazil*

\$210,000 – 24 mos.

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

**Friends of the Earth –****Brazilian Amazonia***São Paulo, Brazil*

\$250,000 – 24 mos.

Holding Amazon megaprojects to account

**Global Greengrants Fund***Boulder, CO*

\$500,000 – 24 mos.

South America small grants program

**INESC***Brasília, Brazil*

\$300,000 – 24 mos.

Finance for sustainable development in South America

**Interamerican Association for Environmental Defense***Oakland, CA*

\$150,000 – 24 mos.

Promoting sustainability in energy and infrastructure investments in Latin America

**IPS-Inter Press Service***Montevideo, Uruguay*

\$200,000 – 24 mos.

Growing role of Brazil in Latin America

**Sobrevivencia**

*Asuncion, Paraguay*  
 \$150,000 – 24 mos.  
 Building capacity and alliances  
 for international financial  
 institutions monitoring

**Subtotal:** \$2,005,000  
 Sustainable Regional  
 Development and Integration

**Special Opportunities****Foundation-Administered Project**

\$66,395  
 International finance for  
 sustainability convenings

**Institute for Agriculture  
and Trade Policy**

*Minneapolis, MN*  
 \$50,000 – 12 mos.  
 Regulating speculation

**Third World Network Berhad**

*Penang, Malaysia*  
 \$200,000 – 24 mos.  
 Capacity building in the  
 South on climate change and  
 sustainable development

**Subtotal:** \$316,395  
 Special Opportunities

**Program Area Total:** \$6,405,145  
 International Finance for Sustainability

**Special Initiatives****Growth Management and Urban  
Revitalization in Michigan**

**Land Information Access Association**  
*Traverse City, MI*  
 \$5,000 – 48 mos.  
 Partnerships for change

**Michigan Association of Planning**

*Ann Arbor, MI*  
 \$100,000 – 24 mos.  
 Integrating transportation, health  
 and community placemaking

**Michigan Environmental Council**

*Lansing, MI*  
 \$100,000 – 24 mos.  
 Moving Michigan toward a world-  
 class transportation system

**Michigan Fitness Foundation**

*Lansing, MI*  
 \$50,000 – 12 mos.  
 Enhancing transportation  
 equity in Michigan

**Michigan Land Use Institute**

*Traverse City, MI*  
 \$100,000 – 24 mos.  
 Initiative to promote transportation  
 choices in Grand Traverse region

**Smart Growth America**

*Washington, DC*  
 \$35,000 – 32 mos.  
 Transportation for America: making  
 the Michigan connection

**Subtotal:** \$390,000  
 Growth Management and  
 Urban Revitalization in Michigan

**Special Opportunities****Alliance for Economic Success**

*Manistee, MI*  
 \$70,000 – 12 mos.  
 Understanding wind initiative

**Baton Rouge Area Foundation**

*Baton Rouge, LA*  
 \$100,000 – 6 mos.  
 Louisiana Water Institute

**Consultative Group on****Biological Diversity**

*San Francisco, CA*  
 \$10,000 – 24 mos.  
 General purposes

**Environmental Grantmakers Association**

*New York, NY*  
 \$10,000 – 19 mos.  
 General purposes

**Foundation-Administered Project**

\$24,991  
 Coordinating and networking  
 Great Lakes grantmakers and  
 partner organizations

**Greater New Orleans  
Development Foundation**

*New Orleans, LA*  
 \$100,000 – 14 mos.  
 Mapping post-disaster economies and  
 linking two-year schools with industry

**Michigan United Conservation Clubs**

*Lansing, MI*  
 \$75,000 – 14 mos.  
 Michigan state parks and  
 outdoor recreation panel

**Oxfam America**

*Boston, MA*  
 \$100,000 – 12 mos.  
 Gulf Coast mapping and outreach project

**Tulane University**

*New Orleans, LA*  
 \$50,000 – 12 mos.  
 Deepwater Horizon spill response

**Subtotal:** \$539,991  
 Special Opportunities

**Program Area Total:** \$929,991  
 Special Initiatives

**Program Total:** \$11,065,136  
 Environment

# 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 meets 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

#### Buckham Fine Arts Project

Flint, MI  
\$20,000 – 12 mos.  
General purposes

#### Community Foundation of Greater Flint

Flint, MI  
\$1,301,400  
Endowment funds  
\$50,000 – 12 mos.  
S. Jean Simi Fund for the Arts

#### 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  
\$400,659 – 16 mos.  
Kearsley streetscape  
\$1,350,000 – 12 mos.  
Operating support

#### Flint Institute of Arts

Flint, MI  
\$108,950 – 8 mos.  
International cartoon art exhibit  
\$1,635,400 – 12 mos.  
Operating support

#### Flint Institute of Music

Flint, MI  
\$50,000 – 6 mos.  
Music in the Parks  
\$650,000 – 12 mos.  
Operating support  
\$89,000 – 16 mos.  
Program support  
\$64,500 – 6 mos.  
Tapology Tap Dance Festival for Youth

#### Genesee County Parks & Recreation Commission

Flint, MI  
\$522,000 – 12 mos.  
Capital improvements

#### Greater Flint Arts Council

Flint, MI  
\$120,000 – 12 mos.  
Parade of Festivals

**Subtotal:** \$6,391,909  
Arts and Culture

### Education

#### Central Michigan University

Mt. Pleasant, MI  
\$110,000 – 12 mos.  
GEAR UP college day program

#### EduGuide

Lansing, MI  
\$131,000 – 12 mos.  
Gear Up Michigan project

#### Flint Community Schools

Flint, MI  
\$70,000 – 3 mos.  
Summer Tot Lot program

#### Foundation for Mott Community College

Flint, MI  
\$5,000 – 6 mos.  
Lenore Croudy Student Success Fund  
\$5,000 – 3 mos.  
Presidential Fund for Student Success

#### Genesee Area Focus Fund

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

#### Genesee Intermediate School District

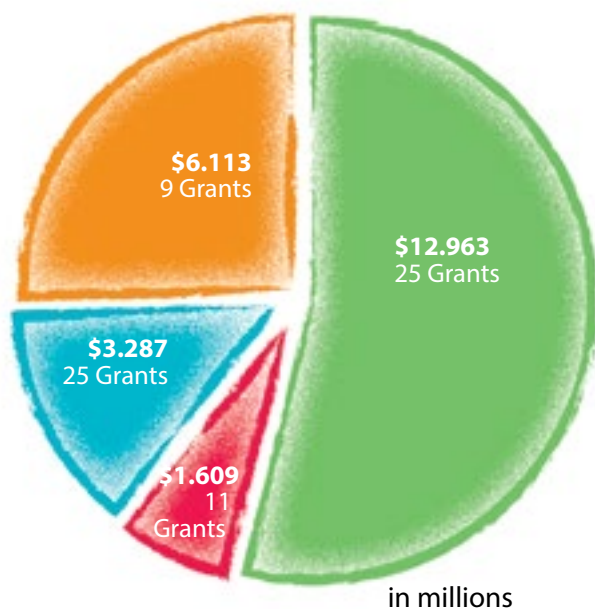
Flint, MI  
\$150,000 – 9 mos.  
Genesee Early College

#### Kettering University

Flint, MI  
\$2,000,000 – 12 mos.  
Strategic initiatives

## GRANT ACTIVITY:

\$23,972,384 / 70 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>ARTS, CULTURE AND EDUCATION</b>		
Arts and Culture	\$ 6.392	14
Education	\$ 6.571	11
<b>ECONOMIC REVITALIZATION</b>		
Economic Development	\$ .884	8
Workforce Development	\$ .725	3
<b>STRENGTHENING COMMUNITY</b>		
Children and Families	\$ 1.651	13
Housing and Neighborhoods	\$ .692	6
Philanthropy/Nonprofit Sector	\$ .899	5
Race Relations	\$ .045	1
<b>SPECIAL INITIATIVES</b>		
Special Initiatives	\$ 6.113	9
<b>Totals</b>	<b>\$ 23.972</b>	<b>70</b>

<b>Mott Community College</b> <i>Flint, MI</i> \$150,000 – 36 mos. GAPS: transition program \$700,000 – 36 mos. Mott Middle/Early College replication \$150,003 – 12 mos. Smart Teachers as Role models (STAR) initiative	
<b>Subtotal:</b>	\$6,571,003
Education	
<b>Program Area Total:</b>	\$12,962,912
Arts, Culture and Education	

## Economic Revitalization

### Economic Development

<b>Brookings Institution</b> <i>Washington, DC</i> \$275,000 – 12 mos. Michigan's next economy	
<b>Center for Automotive Research</b> <i>Ann Arbor, MI</i> \$90,000 – 12 mos. Repurposing closed automotive facilities in mid-Michigan region	
<b>Foundation for the Uptown Reinvestment Corporation</b> <i>Flint, MI</i> \$62,200 – 12 mos. Downtown security \$90,000 – 12 mos. Operating support	
<b>Foundation-Administered Project</b> \$103,862 Technical assistance for downtown Flint revitalization	
<b>Kettering University</b> <i>Flint, MI</i> \$68,700 – 16 mos. Flint and Genesee YES network \$79,500 – 11 mos. TechWorks	
<b>Metro Community Development</b> <i>Flint, MI</i> \$50,000 – 12 mos. Community development financial institution program	
<b>University of Michigan-Flint</b> <i>Flint, MI</i> \$65,000 – 12 mos. Innovation incubator	
<b>Subtotal:</b>	\$884,262
Economic Development	

### Workforce Development

<b>Flint Area Specialized Employment Services Inc.</b> <i>Flint, MI</i> \$150,000 – 12 mos. Flint STRIVE replication program	
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<b>Greater Flint Health Coalition</b> <i>Flint, MI</i> \$125,000 – 12 mos. Flint health-care employment opportunities project	
<b>National Employment Law Project</b> <i>New York, NY</i> \$450,000 – 24 mos. Technical assistance for trade adjustment assistance	
<b>Subtotal:</b>	\$725,000
Workforce Development	
<b>Program Area Total:</b>	\$1,609,262
Economic Revitalization	

## Strengthening Community

### Children and Families

<b>Big Brothers Big Sisters of Greater Flint</b> <i>Flint, MI</i> \$60,000 – 12 mos. Pan-Hellenic Council mentorship project	
<b>Boys &amp; Girls Club of Greater Flint</b> <i>Flint, MI</i> \$127,516 – 12 mos. General purposes	
<b>Catholic Charities of Shiawassee and Genesee Counties</b> <i>Flint, MI</i> \$100,000 – 16 mos. North End Soup Kitchen program expansion	
<b>Catholic Outreach</b> <i>Flint, MI</i> \$100,000 – 12 mos. Medical transportation program	
<b>Crim Fitness Foundation</b> <i>Flint, MI</i> \$40,000 – 48 mos. Repayable grant to promote health and fitness in elementary schools	
<b>Fair Food Network</b> <i>Ann Arbor, MI</i> \$150,000 – 12 mos. Double Up Food Bucks project	
<b>Flint Area Specialized Employment Services Inc.</b> <i>Flint, MI</i> \$81,405 – 12 mos. Flint STRIVE Academy youth empowerment program	
<b>Genesee Area Focus Fund</b> <i>Flint, MI</i> \$800,000 – 12 mos. Summer youth initiative	
<b>Genesee County Department of Human Services</b> <i>Flint, MI</i> \$15,000 – 7 mos. Middle school family resource centers	
<b>Genesee Health Plan</b> <i>Flint, MI</i> \$25,000 – 12 mos. General purposes	

<b>Mott Community College</b> <i>Flint, MI</i> \$51,852 – 7 mos. Teen CEO Initiative	
<b>Resource Genesee</b> <i>Flint, MI</i> \$30,000 – 12 mos. General purposes	
<b>Shelter of Flint Inc.</b> <i>Flint, MI</i> \$70,000 – 12 mos. General purposes	
<b>Subtotal:</b>	\$1,650,773
Children and Families	

### Housing and Neighborhoods

<b>American Assembly</b> <i>New York, NY</i> \$100,000 – 12 mos. America's shrinking cities	
<b>Genesee County Land Bank Authority</b> <i>Flint, MI</i> \$125,000 – 14 mos. Neighborhood and community planning	
<b>Metro Community Development</b> <i>Flint, MI</i> \$135,000 – 12 mos. General purposes	
<b>Priority Children</b> <i>Flint, MI</i> \$212,000 – 24 mos. Green and healthy homes initiative	
<b>Salem Housing Community Development Corporation</b> <i>Flint, MI</i> \$75,000 – 12 mos. General purposes	
<b>University of Michigan-Flint</b> <i>Flint, MI</i> \$45,420 – 12 mos. Urban alternatives house	
<b>Subtotal:</b>	\$692,420
Housing and Neighborhoods	

### Philanthropy/Nonprofit Sector

<b>Association of Black Foundation Executives</b> <i>New York, NY</i> \$80,000 – 17 mos. Connecting leaders fellowship program	
<b>Community Foundation of Greater Flint</b> <i>Flint, MI</i> \$139,484 – 20 mos. National service fund	
<b>Foundation-Administered Project</b> \$91,933 Technical assistance	

**United Way of Genesee County***Flint, MI*

\$237,500 – 12 mos.

Building Excellence, Sustainability and  
Trust nonprofit capacity building

\$250,000 – 12 mos.

General purposes

\$100,000 – 16 mos.

Transition support

**Subtotal:** \$898,917

Philanthropy/Nonprofit Sector

**Race Relations****Arab American Heritage Council***Flint, MI*

\$45,000 – 12 mos.

Immigration services

**Subtotal:** \$45,000

Race Relations

**Program Area Total:** \$3,287,110

Strengthening Community

**Special Initiatives****Special Initiatives****City of Flint***Flint, MI*

\$1,200,000 – 15 mos.

Flint 21st century community policing

**Flint Area Congregations Together***Flint, MI*

\$130,000 – 12 mos.

General purposes

**Flint Downtown Development Authority***Flint, MI*

\$50,000 – 9 mos.

Downtown festivals

**Flint Jewish Federation***Flint, MI*

\$15,000 – 36 mos.

General purposes

**Genesee County Parks and****Recreation Commission***Flint, MI*

\$1,559,000 – 12 mos.

General purposes

**Michigan State University***East Lansing, MI*

\$2,812,600 – 24 mos.

Flint public health and medical campus

\$300,000 – 13 mos.

Flint 21st century community

policing technical assistance

**Village Information Center***Flint, MI*

\$46,500 – 36 mos.

General purposes

**Program Area Total:** \$6,113,100

Special Initiatives

**Program Total:** \$23,972,384

Flint Area



# 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 microenterprise 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 cross-cutting projects.

## Improving Community Education

### Community-Driven Reform

#### American Institute for Social Justice

Washington, DC

–\$25,000

Adjustment to previous grant

#### Appleseed Foundation

Washington, DC

\$125,000 – 12 mos.

Research and technical assistance on No Child Left Behind law

#### Brown University

Providence, RI

\$120,000 – 24 mos.

National Center for Education organizing

#### Community Foundation for the National Capital Region

Washington, DC

\$105,000 – 12 mos.

Collaborative for education organizing

#### Hyde Square Task Force

Jamaica Plain, MA

\$5,000 – 15 mos.

Collaborative for educational change

#### Institute for Wisconsin's Future

Glendale, WI

\$55,000 – 12 mos.

Opportunity to learn – Midwest

### Public Interest Projects

New York, NY

\$280,000 – 12 mos.

Communities for public education reform

#### Subtotal:

\$665,000

Community-Driven Reform

### Educational Opportunities for Vulnerable Youth

#### American Youth Policy Forum

Washington, DC

\$150,000 – 18 mos.

Strengthening the education pipeline: areas for impact related to disconnected youth

#### Boston Private Industry Council

Boston, MA

\$225,000 – 24 mos.

Boston Youth Transitions Taskforce: supporting city partnerships to address dropout crisis

#### Career Alliance Inc.

Flint, MI

\$30,000 – 12 mos.

Jobs for America's graduates

#### Community Foundation for the National Capital Region

Washington, DC

\$21,000 – 12 mos.

Youth Transition Funders Group

#### Foundation-Administered Project

\$14,873

Advancing knowledge base of Flint-area stakeholders in YouthBuild USA model

### Intercultural Development

#### Research Association

San Antonio, TX

\$100,000 – 12 mos.

Mendez and Brown project to expand pathways to graduation for African-American and Latino students

#### Jobs for the Future

Boston, MA

\$150,000 – 12 mos.

Creating new designs for graduation and postsecondary success for off-track youth

#### National Youth Employment Coalition

Washington, DC

\$250,000 – 24 mos.

Building capacity and informing policy to better serve disconnected youth

#### Pew Charitable Trusts

Philadelphia, PA

\$75,000 – 12 mos.

Building new workforce and community college pathways in dental industry

#### Philadelphia Youth Network

Philadelphia, PA

\$250,000 – 24 mos.

Philadelphia Youth Transitions Collaborative: supporting city partnerships to address dropout crisis

#### Resource Genesee

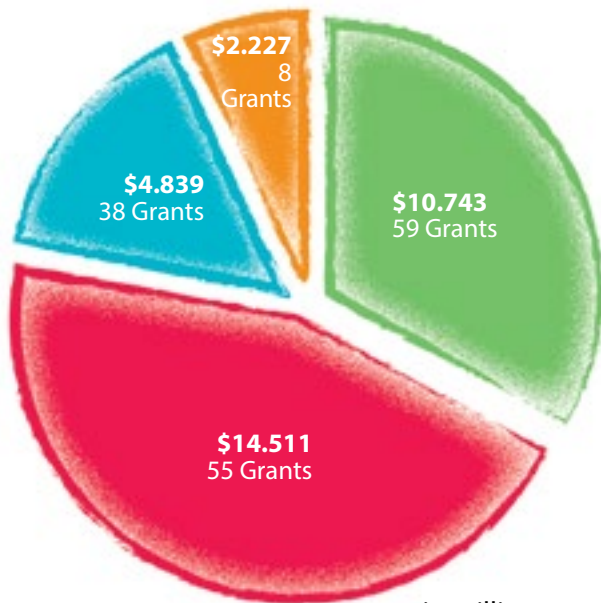
Flint, MI

\$99,000 – 12 mos.

Genesee County out-of-school youth initiative

## GRANT ACTIVITY:

\$32,319,731 / 160 GRANTS



in millions

	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>IMPROVING COMMUNITY EDUCATION</b>		
Community-Driven Reform	\$ .665	8
Educational Opportunities for Vulnerable Youth	\$ 2.381	15
Learning Beyond the Classroom	\$ 7.697	36
<b>EXPANDING ECONOMIC OPPORTUNITY</b>		
Income Security	\$ 3.033	15
Reducing Barriers to Employment	\$ 1.553	14
Retention and Wage Progression	\$ 9.925	26
<b>BUILDING ORGANIZED COMMUNITIES</b>		
Building Community Organizing Infrastructure	\$ 4.839	38
<b>SPECIAL INITIATIVES</b>		
Transitions	\$ .800	3
Exploratory and Special Projects	\$ 1.427	5
<b>Totals</b>	<b>\$ 32.320</b>	<b>160</b>

**School & Main Institute**

*Boston, MA*  
\$200,000 – 12 mos.  
Schools for the Future: developing new high school pathways and innovations for at-risk and struggling students

**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*  
\$415,700 – 12 mos.  
Pre-college summer residential and academic year bridge program

**Youth Connection Charter School**

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

**YouthBuild USA**

*Somerville, MA*  
\$200,000 – 12 mos.  
Developing sector strategies to position low-income youth for careers in high-demand sectors

**Subtotal:** \$2,380,573  
Educational Opportunities for Vulnerable Youth

**Learning Beyond the Classroom****Afterschool Alliance**

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

**After-School Corporation**

*New York, NY*  
\$250,000 – 12 mos.  
Expanded learning and afterschool initiative

**American Youth Policy Forum**

*Washington, DC*  
\$172,000 – 24 mos.  
Integrating afterschool and school-community partnerships

**American Youth Work Center**

*Washington, DC*  
\$30,000 – 24 mos.  
Modernizing 'Youth Today' to reach a larger audience

**Arkansas State University**

*State University, AR*  
\$225,000 – 36 mos.  
Arkansas statewide afterschool network

**Brown University**

*Providence, RI*  
\$50,000 – 9 mos.  
Building capacity for New Day for Learning communities

**Children's Services Council of Florida**

*Tallahassee, FL*  
\$225,000 – 36 mos.  
Florida statewide afterschool network

**Collaborative Communications Group**

*Washington, DC*  
\$1,535,000 – 24 mos.  
Supporting national network of statewide afterschool networks

**College of Charleston Foundation**

*Charleston, SC*  
\$125,000 – 54 mos.  
Afterschool and community learning network

**Community Chest Inc.**

*Virginia City, NV*  
\$225,000 – 36 mos.  
Nevada statewide afterschool network

**Council of Chief State School Officers**

*Washington, DC*  
\$300,000 – 12 mos.  
Building state capacity and supporting statewide afterschool networks

**Finance Project**

*Washington, DC*  
\$100,000 – 24 mos.  
Funding strategies for statewide afterschool networks

**Foundation Center**

*New York, NY*  
\$150,000 – 12 mos.  
Foundations for education excellence

**FowlerHoffman**

*San Rafael, CA*  
\$125,000 – 12 mos.  
Policy and messaging strategies for afterschool networks

**Furman University**

*Greenville, SC*  
\$200,000 – 18 mos.  
Establishment of education policy institute

**GMMB Inc.**

*Washington, DC*  
\$400,000 – 12 mos.  
New Day for Learning social marketing campaign

**Marshfield Clinic Research Foundation**

*Marshfield, WI*  
\$225,000 – 36 mos.  
Wisconsin statewide afterschool network

**New Hampshire Coalition Against Domestic and Sexual Violence**

*Concord, NH*  
\$30,000 – 11 mos.  
Afterschool program emergency support

**Oklahoma Institute for Child Advocacy**

*Oklahoma City, OK*  
\$225,000 – 36 mos.  
Oklahoma statewide afterschool network

**Oregon Association for the Education of Young Children**

*Gladstone, OR*  
\$225,000 – 36 mos.  
Oregon statewide afterschool network

**PlusTime NH**

*Concord, NH*  
\$56,250  
Adjustment to previous grant

**Public School Forum of North Carolina**

*Raleigh, NC*  
\$225,000 – 36 mos.  
North Carolina statewide afterschool network

**South Carolina Afterschool Alliance**

*Columbia, SC*  
\$295,000 – 36 mos.  
South Carolina statewide afterschool network

**Southeastern Regional Education Service Center Inc.**

*Bedford, NH*  
\$281,250 – 36 mos.  
New Hampshire statewide afterschool network

**Synergy Enterprises Inc.**

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

**United Way of Rhode Island**

*Providence, RI*  
\$225,000 – 36 mos.  
Rhode Island statewide afterschool network

**United Ways of Texas**

*Austin, TX*  
\$225,000 – 36 mos.  
Texas statewide afterschool network

**University of California – Davis**

*Davis, CA*  
\$225,000 – 36 mos.  
California statewide afterschool network

**University of California – Irvine**

*Irvine, CA*  
\$60,000 – 64 mos.  
Impact of program and practice characteristics on participant outcomes

**University of Kansas Center for Research Inc.**

*Lawrence, KS*  
\$225,000 – 36 mos.  
Kansas statewide afterschool network

**University of Maine at Farmington**

*Farmington, ME*  
\$225,000 – 36 mos.  
Maine statewide afterschool network

**University of Missouri – Columbia**

*Columbia, MO*  
\$225,000 – 36 mos.  
Missouri statewide afterschool network

**Voices for Illinois Children**

*Chicago, IL*  
\$225,000 – 36 mos.  
Illinois statewide afterschool network

**Subtotal:** \$7,697,000  
Learning Beyond the Classroom

**Program Area Total:** \$10,742,573  
Improving Community Education

**Expanding Economic Opportunity****Income Security****Brandon Roberts + Associates**

*Chevy Chase, MD*  
\$100,000 – 12 mos.  
Working poor families project

**Brookings Institution**

*Washington, DC*  
\$200,000 – 24 mos.  
Budgeting for national priorities

**Center on Budget and Policy Priorities**

*Washington, DC*  
\$640,000 – 24 mos.  
State fiscal and low-income initiatives project



**Community Economic Development Association of Michigan**  
*Lansing, MI*  
 \$50,000 – 36 mos.  
 Asset-building policy project  
 \$150,000 – 12 mos.  
 Michigan communities for financial empowerment network

**Corporation for Enterprise Development**  
*Washington, DC*  
 \$200,000 – 24 mos.  
 Federal and state asset policy project

**Engage Strategies**  
*Sullivan's Island, SC*  
 \$95,280 – 5 mos.  
 State children's savings account assessment

**Finance Project**  
*Washington, DC*  
 \$100,000 – 24 mos.  
 Grantmakers income security taskforce

**Foundation-Administered Project**  
 \$184,680  
 Asset-building capacity-building meeting

**MDRC**  
*New York, NY*  
 \$250,000 – 15 mos.  
 AutoSave demonstration

**Michigan Unemployment Insurance Project**  
*Ann Arbor, MI*  
 \$120,000 – 24 mos.  
 General purposes

**New America Foundation**  
*Washington, DC*  
 \$400,000 – 24 mos.  
 Asset-building program

**Pew Charitable Trusts**  
*Philadelphia, PA*  
 \$243,000 – 15 mos.  
 Savings and the recession

**Philanthropy New York**  
*New York, NY*  
 \$100,000 – 24 mos.  
 Asset funders network

**Urban Institute**  
*Washington, DC*  
 \$200,000 – 16 mos.  
 MyAccountCard evaluation

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**Subtotal:** \$3,032,960  
 Income Security

### Reducing Barriers to Employment

**Catholic Charities Archdiocese of New Orleans**  
*New Orleans, LA*  
 \$97,551 – 12 mos.  
 Alternative staffing project

**Emerge Community Development**  
*Minneapolis, MN*  
 \$100,000 – 18 mos.  
 Alternative staffing employment and enterprise outcomes

**Fifth Avenue Committee**  
*Brooklyn, NY*  
 \$100,000 – 18 mos.  
 Alternative staffing employment and enterprise outcomes

**Goodwill Association of Michigan**  
*Pentwater, MI*  
 \$125,000 – 12 mos.  
 General purposes

**Goodwill Industries of Mid-Michigan Inc.**  
*Flint, MI*  
 \$50,000 – 6 mos.  
 Mid-Michigan GoodTemp alternative staffing organization

**Goodwill Industries of West Michigan**  
*Muskegon, MI*  
 \$160,600 – 12 mos.  
 GoodTemps

**Goodwill Industries-Suncoast**  
*St. Petersburg, FL*  
 \$100,000 – 18 mos.  
 Alternative staffing employment and enterprise outcomes

**Goodwill Staffing Services**  
*Austin, TX*  
 \$100,000 – 18 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*  
 \$200,000 – 12 mos.  
 Alternative staffing alliance

**One Economy Corporation**  
*Washington, DC*  
 \$57,000 – 7 mos.  
 U.S. Ignite phase I

**Options for Independence**  
*Houma, LA*  
 \$50,000 – 12 mos.  
 Alternative staffing project

**Public/Private Ventures**  
*Philadelphia, PA*  
 \$188,185 – 15 mos.  
 Gulf Coast alternative staffing project

**University of Massachusetts – Boston**  
*Boston, MA*  
 \$150,000 – 12 mos.  
 Alternative staffing outcomes for job candidates and employers

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**Subtotal:** \$1,553,336  
 Reducing Barriers to Employment

### Retention and Wage Progression

**American Association of Community Colleges**  
*Washington, DC*  
 \$995,500 – 12 mos.  
 Creating commercialization opportunity at community colleges

**Aspen Institute**  
*Washington, DC*  
 \$350,000 – 12 mos.  
 Building career ladders for low-income people  
 \$278,000 – 12 mos.  
 Sector Skills Academy

**Career Alliance Inc.**  
*Flint, MI*  
 \$700,000 – 12 mos.  
 Flint/Genesee Earn & Learn Initiative  
 \$700,000 – 12 mos.  
 Flint/Genesee Earn & Learn Initiative – regranting partnership with open society foundations

**Corporation for a Skilled Workforce**  
*Ann Arbor, MI*  
 \$250,000 – 12 mos.  
 Building capacity of Michigan's workforce system  
 \$70,000 – 12 mos.  
 Earn & Learn Initiative cross-site documentation and networking

**County of Saginaw**  
*Saginaw, MI*  
 \$300,000 – 12 mos.  
 Saginaw Earn & Learn Initiative  
 \$300,000 – 12 mos.  
 Saginaw Earn & Learn Initiative—regranting partnership with open society foundations

**Economic Mobility Corporation**  
*New York, NY*  
 \$200,000 – 15 mos.  
 Evaluation of YearUp – a sectoral youth initiative

**Focus: HOPE**  
*Detroit, MI*  
 \$750,000 – 12 mos.  
 General purposes

**Insight Center for Community Economic Development**  
*Oakland, CA*  
 \$400,000 – 24 mos.  
 National Network of Sector Partners  
 \$200,000 – 12 mos.  
 Planning a southern sector initiative

**Interfaith Education Fund**  
*Austin, TX*  
 \$150,000 – 12 mos.  
 Replicate sectoral initiatives

**Jobs for the Future**  
*Boston, MA*  
 \$250,000 – 12 mos.  
 Creating career paths for low-skilled in high-poverty areas  
 \$105,500 – 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 Skills Coalition**  
*Washington, DC*  
 \$500,000 – 24 mos.  
 General purposes

**Per Scholas**  
*Bronx, NY*  
 \$150,000 – 8 mos.  
 Strategic expansion planning

**PHI**  
*Bronx, NY*  
 \$300,000 – 12 mos.  
 General purposes  
 \$200,000 – 12 mos.  
 PHI – Michigan

**Prima Civitas Foundation**

East Lansing, MI  
\$200,000 – 13 mos.  
Moving Ideas to Market initiative

**Public/Private Ventures**

Philadelphia, PA  
\$131,071 – 18 mos.  
Developing additional reports for  
sectoral-employment impact study

\$169,476 – 9 mos.  
Project QUEST evaluation

**Southwest Housing Solutions**

Detroit, MI  
\$2,200,000 – 18 mos.  
Detroit/Wayne Earn & Learn  
Initiative – regranting partnership  
with open society foundations

**Subtotal:** \$9,924,547  
Retention and Wage Progression

**Program Area Total:** \$14,510,843  
Expanding Economic Opportunity

## Building Organized Communities

### Building Community Organizing Infrastructure

**Alliance for a Just Society**

Seattle, WA  
\$200,000 – 24 mos.  
General purposes

**Alliance for Justice**

Washington, DC  
\$56,000 – 12 mos.  
Resources for evaluating  
community organizing

**American Institute for Social Justice**

Washington, DC  
–\$37,500  
Adjustment to previous grant

**Center for Community Change**

Washington, DC  
\$40,000 – 24 mos.  
Building field of community organizing  
\$85,000 – 19 mos.  
Documentation of Industrial  
Areas Foundation's community  
organizing in Wisconsin  
\$300,000 – 24 mos.  
General purposes  
\$220,000 – 11 mos.  
Intermediary support for  
organizing communities

**Common Counsel Foundation**

Oakland, CA  
\$95,000 – 24 mos.  
RoadMAP project

**Community Catalyst**

Boston, MA  
\$150,000 – 12 mos.  
Community learning partnership

**Community Training and Assistance Center**

Boston, MA  
\$220,000 – 11 mos.  
Intermediary support for  
organizing communities

**Community Voices Heard**

New York, NY  
\$15,000 – 24 mos.  
New York statewide organizing

**Direct Action and Research Training Center**

Miami, FL  
\$130,000 – 24 mos.  
DART organizers institute

**Faith Action for Community Equity**

Honolulu, HI  
\$150,000 – 24 mos.  
General purposes

**Foundation-Administered Project**

\$41,242  
Intermediary support for organizing  
communities annual meeting

**Gamaliel Foundation**

Chicago, IL  
\$330,000 – 24 mos.  
General purposes

**Harriet Tubman Center for Recruitment and Development of Organizers**

Detroit, MI  
\$175,000 – 12 mos.  
General purposes

**Institute for Wisconsin's Future**

Glendale, WI  
\$100,000 – 12 mos.  
Implementing demos  
public works project

**Interfaith Education Fund**

Austin, TX  
\$30,000 – 24 mos.  
General purposes

**Interfaith Funders**

Longmont, CO  
\$10,000 – 24 mos.  
General purposes

**Isaiah Institute**

New Orleans, LA  
\$65,000 – 12 mos.  
Organizing in African-American churches

**Jewish Funds for Justice**

New York, NY  
\$100,000 – 12 mos.  
Organizing apprenticeship program  
\$120,000 – 24 mos.  
Transformative organizing initiative

**Metro Industrial Areas Foundation**

Rego Park, NY  
\$25,000 – 28 mos.  
Democracy, organizing and Islam

**Michigan Organizing Project**

Kalamazoo, MI  
\$80,000 – 24 mos.  
Building capacity in  
southwestern Michigan

**MOSES Metropolitan Organizing Strategy Enabling Strength**

Detroit, MI  
\$55,700 – 12 mos.  
Civic engagement academy

**National Council of La Raza**

Washington, DC  
\$220,000 – 11 mos.  
Intermediary support for  
organizing communities

**National Employment Law Project**

New York, NY  
\$100,000 – 24 mos.  
Research and technical assistance  
to community organizing groups

**National People's Action**

Chicago, IL  
\$220,000 – 11 mos.  
Intermediary support for  
organizing communities

**Neighborhood Funders Group**

Washington, DC  
\$35,000 – 12 mos.  
General purposes

**One Voice**

Jackson, MS  
\$50,000 – 12 mos.  
Building organizing capacity in Louisiana

**PICO National Network**

Oakland, CA  
\$80,000 – 24 mos.  
General purposes  
\$205,000 – 24 mos.  
PICO – Florida

**Southern California Education Fund**

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

**Southern Echo Inc.**

Jackson, MS  
\$220,000 – 11 mos.  
Intermediary support for  
organizing communities

**Union Theological Seminary in the City of New York**

New York, NY  
\$55,000 – 12 mos.  
Poverty initiative

**University of California – Los Angeles**

Los Angeles, CA  
\$78,000 – 15 mos.  
Youth organizing for education reform

**Virginia Organizing Inc.**

Charlottesville, VA  
\$13,500 – 24 mos.  
General purposes

**Washington Interfaith Network**

Washington, DC  
\$300,000 – 24 mos.  
General purposes

**Western Organization of Resource Councils Education Project**

Billings, MT  
\$207,000 – 24 mos.  
Leadership and capacity-building project

**Subtotal:** \$4,838,942

Building Community  
Organizing Infrastructure

**Program Area Total:** \$4,838,942  
Building Organized Communities

## Special Initiatives

### Transitions

---

**Aspen Institute***Washington, DC*

\$300,000 – 12 mos.

Demonstrating scale in  
domestic microenterprise

\$250,000 – 12 mos.

MicroTest

**Association for Enterprise Opportunity***Washington, DC*

\$250,000 – 12 mos.

General purposes

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**Subtotal:** \$800,000  
Transitions

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### Exploratory and Special Projects

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**Focus: HOPE***Detroit, MI*

\$10,000 – 12 mos.

Eleanor M. Josaitis Fund  
for Focus: HOPE**Prima Civitas Foundation***East Lansing, MI*

\$817,373 – 12 mos.

General purposes

**Public/Private Ventures***Philadelphia, PA*

\$250,000 – 16 mos.

General purposes

**SeeYourImpact.org***Seattle, WA*

\$100,000 – 12 mos.

SeeYourImpact pilot

**University of Michigan***Ann Arbor, MI*

\$250,000 – 12 mos.

The other America and anti-  
poverty policies 50 years later

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**Subtotal:** \$1,427,373  
Exploratory and Special Projects

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**Program Area Total:** \$2,227,373  
Special Initiatives

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**Program Total:** \$32,319,731  
Pathways Out of Poverty

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## 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.)*

### Special Projects

**Center for Michigan**

Ann Arbor, MI  
\$50,000 – 12 mos.  
Capacity building

**Council of Michigan Foundations**

Grand Haven, MI  
\$100,000 – 9 mos.  
Office of urban and regional initiatives

**Society for Research in**

**Child Development**

Ann Arbor, MI  
\$5,000  
Victoria S. Levin endowment fund

**Vital Voices Global Partnership**

Washington, DC  
\$25,000 – 3 mos.  
Global leadership awards benefit

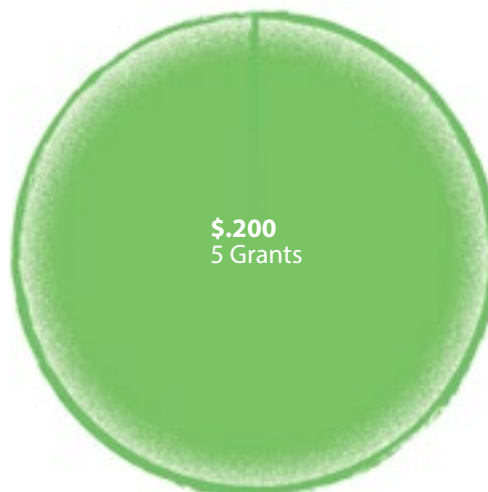
**William J. Clinton Foundation**

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

**Program Total:** \$200,000

### GRANT ACTIVITY:

\$200,000 / 5 GRANTS



in millions

## 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:** \$ 1,227,708  
Employee/Trustee Matching

#### Trustee-Initiated Grants

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

**Program Total:** \$ 2,187,708  
Employee/Trustee Matching and Trustee-Initiated

**TOTAL:** \$89,274,566  
**All Grants**



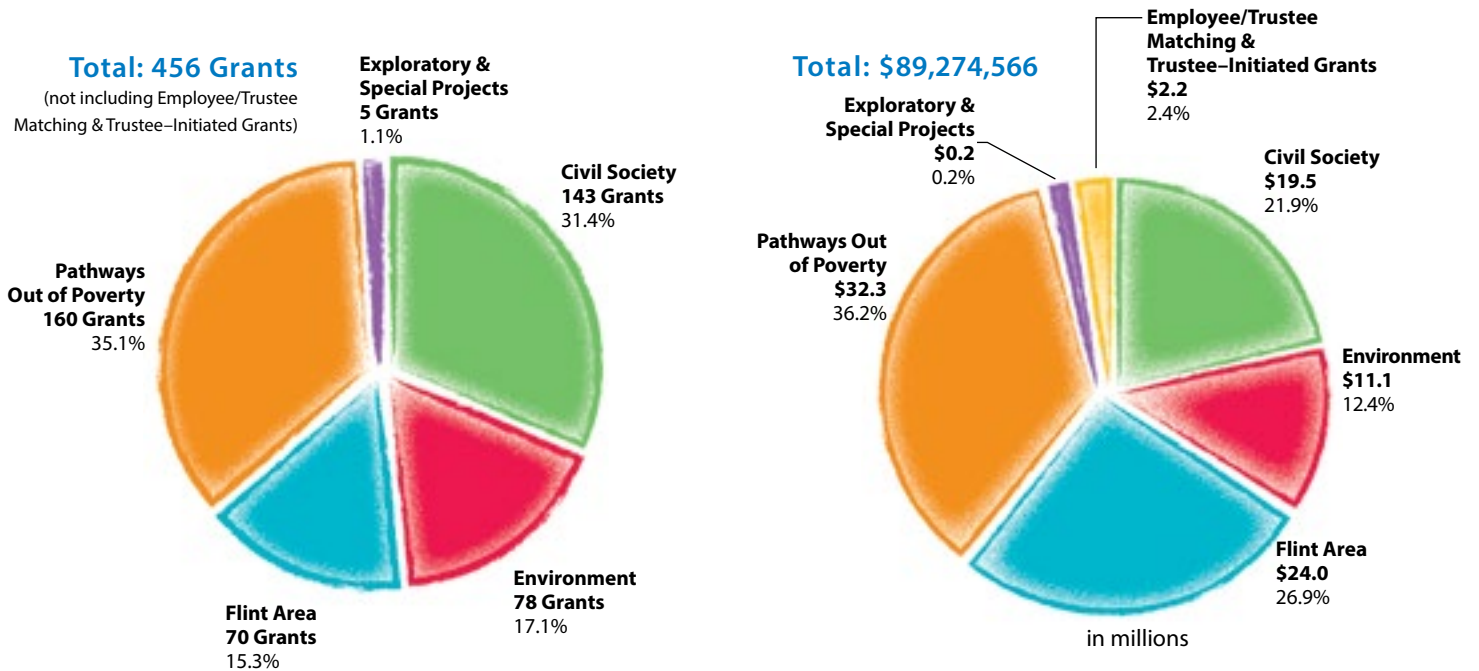
# FINANCE

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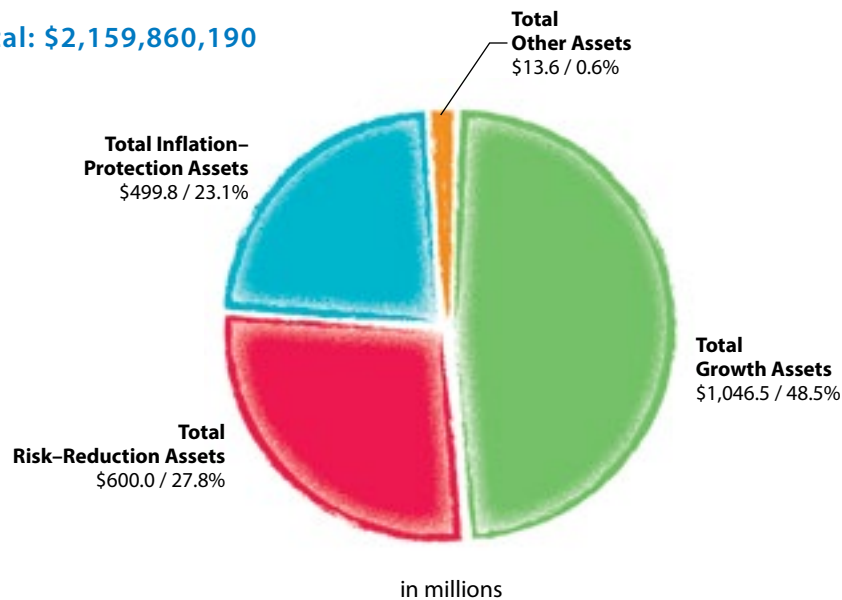
## PROFILE: 2011

### GRANTMAKING ACTIVITIES



### ASSET ALLOCATION 12.31.11

**Total: \$2,159,860,190**





## PROFILE: 10-YEAR STATISTICS

### 2002–2011 Selected Financial Information (in millions)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Total Assets – Fair Value</b>	\$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	\$2,159.9
<b>Total Assets – 2011 Dollars</b>	2,509.2	2,906.0	2,994.0	2,840.8	2,936.8	2,913.3	2,071.7	2,173.5	2,293.4	2,159.9
<b>12-Month Rolling Average Assets</b>	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	2,227.7
<b>Total Investment Income (Loss)</b>	(312.9)	477.3	287.8	84.4	290.5	245.0	(684.6)	289.3	275.5	62.8
<b>Total Investment Income (Loss) 2011 Dollars</b>	(390.4)	584.4	341.3	96.8	324.9	263.2	(734.9)	302.3	283.6	62.8
<b>Total Grants Awarded</b>	109.8	100.0	98.7	123.2	107.3	108.7	110.4	109.3	92.9	89.3
<b>Total Expenditures*</b>	128.0	124.8	136.3	132.1	142.7	158.2	100.6	134.2	127.9	130.0

**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.

### 2002–2011 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, 2011 and 2010, 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 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 disclosures 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, 2011 and 2010, 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.

*Grant Thornton LLP*

Southfield, Michigan  
June 22, 2012

# STATEMENTS OF FINANCIAL POSITION

	Years Ended December 31,	
	2011	2010
<b>Assets</b>		
Investments, at fair value:		
Public equities	\$ 478,281,301	\$ 772,984,870
U.S. Government obligations	43,510,575	82,459,231
Corporate bonds	153,220,440	95,218,267
Alternatives – limited partnerships	962,626,998	769,526,770
Alternatives – nonpartnerships	467,729,223	436,830,236
Investment deposits in transit	–	5,000,000
Investment trades receivable	19,314,861	–
Cash equivalents	21,571,415	43,383,777
	<u>2,146,254,813</u>	<u>2,205,403,151</u>
Cash	4,272,519	14,576,577
Accrued interest and dividends	3,247,993	1,208,155
Land, building and improvements, net	3,875,947	4,174,396
Other assets	2,208,918	2,023,638
<b>Total Assets</b>	<b>\$ 2,159,860,190</b>	<b>\$ 2,227,385,917</b>
<b>Liabilities and Unrestricted Net Assets</b>		
<b>Liabilities</b>		
Grants payable	\$ 19,217,992	\$ 38,039,005
Accounts payable and other liabilities	27,236,358	19,821,029
Deferred excise tax	4,137,991	5,248,872
	<u>50,592,341</u>	<u>63,108,906</u>
<b>Unrestricted Net Assets</b>	<b>2,109,267,849</b>	<b>2,164,277,011</b>
<b>Total Liabilities and Unrestricted Net Assets</b>	<b>\$ 2,159,860,190</b>	<b>\$ 2,227,385,917</b>

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

## STATEMENTS OF ACTIVITIES

	Years Ended December 31,	
	2011	2010
<b>Income:</b>		
Dividends and interest	\$ 25,972,778	\$ 28,345,233
Limited partnership income	23,376,197	9,326,412
Net realized gain on investments	74,331,589	53,308,456
Net unrealized gain (loss) on investments	(63,807,684)	184,423,708
Other income	2,904,999	59,501
	<u>62,777,879</u>	<u>275,463,310</u>
<b>Investment expenses:</b>		
Direct investment expenses	5,029,635	5,162,395
Provision for excise tax:		
Current	1,205,643	885,241
Deferred expense (income)	(1,110,881)	3,836,191
	<u>5,124,397</u>	<u>9,883,827</u>
<b>Net investment income</b>	57,653,482	265,579,483
<b>Grants and operating expenses:</b>		
Grants	88,273,759	91,032,717
Foundation-administered projects	1,086,730	1,667,357
Administration expenses	15,244,067	14,437,858
	<u>104,604,556</u>	<u>107,137,932</u>
Net operating income (loss)	(46,951,074)	158,441,551
<b>Other changes in unrestricted net assets:</b>		
Pension-related changes other than net periodic pension cost	(7,025,326)	2,713,784
Postretirement health-care related changes other than net periodic benefit cost	(1,032,762)	849,206
Change in unrestricted net assets	<u>(55,009,162)</u>	<u>162,004,541</u>
<b>Unrestricted net assets:</b>		
Beginning of year	2,164,277,011	2,002,272,470
End of year	<u>\$ 2,109,267,849</u>	<u>\$ 2,164,277,011</u>

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



# STATEMENTS OF CASH FLOWS

	Years Ended December 31,	
	2011	2010
<b>Cash flows from operating activities:</b>		
Change in unrestricted net assets	\$ (55,009,162)	\$ 162,004,541
Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:		
Net realized (gain) loss on investments	(74,331,589)	(53,308,456)
(Income) loss on limited partnerships	(23,376,197)	(9,326,412)
Net unrealized (gain) loss on investments	63,807,684	(184,423,708)
Excess value of donated securities included with grants	1,283,056	2,120,342
Depreciation expense	298,449	298,844
Loss on fixed asset retirements	—	14,469
(Increase) decrease in accrued interest and dividends	(2,039,838)	531,883
(Increase) decrease in other assets	(185,280)	10,281,826
Increase (decrease) in grants payable	(18,821,013)	(13,967,236)
Increase (decrease) in accounts payable and other liabilities	7,415,329	(4,368,006)
Increase (decrease) in deferred excise tax liability	(1,110,881)	3,836,191
Total adjustments	(47,060,280)	(248,310,263)
Net cash used by operating activities	(102,069,442)	(86,305,722)
<b>Cash flows from investing activities:</b>		
Proceeds from sales or redemptions of investments	854,272,397	858,200,202
Purchases of investments	(762,507,013)	(760,473,433)
Acquisition of building improvements	—	(191,012)
Net cash provided by investing activities	91,765,384	97,535,757
<b>Net increase (decrease) in cash</b>	(10,304,058)	11,230,035
Cash, beginning of year	14,576,577	3,346,542
Cash, end of year	\$ 4,272,519	\$ 14,576,577
<b>Supplemental disclosure of noncash investing activities:</b>		
Investment trades receivable (payable) at year end, included with sales/proceeds on investments	\$ 18,501,415	\$ (66,395)

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

## Notes to Financial Statements December 31, 2011 and 2010

### 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.

#### INCOME TAXES

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

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from federal income taxes under Section 501(a) of the Internal Revenue Code as an organization described in Sections 501(c)(3). However, unrelated business income is subject to taxation. There was no tax liability in 2011 or 2010.

The IRS has completed an audit of the Foundation’s tax returns for the years 2008, 2009 and 2010, with no material adverse findings noted. However, the Foundation is still awaiting the final Revenue Agent Report. No new findings or issues are expected when the final report is received.

#### RECENT ACCOUNTING PRONOUNCEMENTS

In January 2010, the FASB issued Accounting Standards Update No. 2010-6, “Fair Value Measurements and Disclosures (Topic 820) – Improving Disclosures about Fair Value Measurements” (ASU 2010-06). ASU 2010-06 clarified existing disclosure requirements and required (a) an entity to disclose separately the amounts of significant transfers in and out of Levels 1 and 2 fair value measurements and to describe the reasons for those transfers; (b) an entity to disclose all transfers in and out of Level 3 and the reasons for those transfers; and (c) information about purchases, sales, issuances and settlements to be presented separately (i.e. present the activity on a gross basis rather than net) in the reconciliation for fair value measurements using significant unobservable inputs (Level 3 inputs). The new disclosures and clarifications of existing disclosures were effective for fiscal years beginning after December 15, 2009, except for the disclosure requirements related to the purchases, sales, issuances and settlements in the roll-forward activity of Level 3 fair value measurements, which were effective for fiscal years beginning after December 15, 2010. The Foundation fully adopted the guidance as of January 1, 2011. 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.

In May 2011, the FASB issued Accounting Standards Update No. 2011-04, “Fair Value Measurements and Disclosures (Topic 820) – Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in U.S. GAAP and IFRS’s” (ASU 2011-04). ASU 2011-04 clarifies the application of existing fair value measurement requirements, changes certain principles related to measuring fair value and requires additional disclosure about fair value measurements. Specifically, the guidance specifies that the concepts of highest and best use and valuation premises in a fair value measurement are only relevant when measuring the fair value of nonfinancial assets, whereas they are not relevant when measuring the fair

value of financial assets and liabilities. Required disclosures are expanded under the new guidance, especially for fair value measurements that are categorized within Level 3 of the fair value hierarchy, for which quantitative information about the unobservable inputs used and a narrative description of the valuation processes in place will be required. ASU 2011-04 is effective for annual periods beginning after December 15, 2011, and is to be applied prospectively. The Foundation does not expect significant impact on its 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 six 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:

	2011	2010
Land	\$ 397,852	\$ 397,852
Building and improvements	9,382,992	9,411,891
Less accumulated depreciation	<u>(5,904,897)</u>	<u>(5,635,347)</u>
	<u>\$ 3,875,947</u>	<u>\$ 4,174,396</u>

## ESTIMATES

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

## 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 18.5 percent 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, 2011, the Foundation has \$466.5 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 2010 statements have been reclassified to conform to the 2011 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):

	2011		2010	
	Fair Value	Cost Basis	Fair Value	Cost Basis
Public equities	\$ 478,281	\$ 455,352	\$ 772,985	\$ 632,410
U.S. Government obligations	43,511	38,106	82,459	79,135
Corporate bonds	153,220	148,138	95,218	82,987
Limited partnerships	962,627	832,834	769,527	701,352
Nonpartnerships	467,729	408,905	436,830	375,211
Investment deposits in transit	–	–	5,000	5,000
Investment trades receivable	19,315	19,315	–	–
Cash equivalents	21,572	21,570	43,384	43,465
	<u>\$ 2,146,255</u>	<u>\$ 1,924,220</u>	<u>\$ 2,205,403</u>	<u>\$ 1,919,560</u>

Investments valued at Net Asset Value (NAV) as of December 31, 2011, consisted of the following:

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity securities (a)	\$ 388,741,610	\$ –	Quarterly to Annual if applicable	5 days to 4 months if applicable
Limited partnerships (b)	962,626,998	466,500,000	Quarterly to Annual if applicable	5 days to 4 months if applicable
Total investments at NAV	<u>\$ 1,351,368,608</u>	<u>\$ 466,500,000</u>		

(a) This category includes investments in real estate funds, hedge funds and international equity. The NAV of the real estate funds is 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 and international equity 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 offer quarterly to annual liquidity options that require advance notice from five business days to four months, with various “lock-up” and “gate” provisions, while the 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 offer quarterly to annual liquidity options that require advance notice from five business days to four months, with various “lock-up” and “gate” provisions, while the private equity, real estate and energy funds do not offer redemption options. The public equity funds offer a monthly redemption frequency with 30 days notice.

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

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. In accordance with the authoritative guidance on fair value measurements and disclosures under GAAP, the Foundation adopted a framework for measuring fair value under generally accepted accounting principles that establishes a fair value hierarchy, which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

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

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

**Level 3** — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

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 includes, but is 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, 2011:

Investment Type	Level 1	Level 2	Level 3	Total
Public equities	\$ 478,281,301	\$ –	\$ –	\$ 478,281,301
U.S. Government obligations	43,510,575	–	–	43,510,575
Corporate bonds	153,220,440	–	–	153,220,440
Limited partnerships	–	–	962,626,998	962,626,998
Nonpartnerships	–	–	467,729,223	467,729,223
Investment trades receivable	19,314,861	–	–	19,314,861
Cash equivalents	<u>21,571,415</u>	<u>–</u>	<u>–</u>	<u>21,571,415</u>
<b>Total</b>	<b><u>\$ 715,898,592</u></b>	<b><u>\$ –</u></b>	<b><u>\$ 1,430,356,221</u></b>	<b><u>\$ 2,146,254,813</u></b>

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

<b>Balance, December 31, 2010</b>	\$ 1,211,357,006
Purchases	313,351,127
Sales	(181,886,300)
Transfers – donated securities	(1,301,400)
Realized gains	30,011,776
Unrealized gains	<u>58,824,012</u>
<b>Balance, December 31, 2011</b>	<b><u>\$ 1,430,356,221</u></b>

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
Public equities	\$ 772,984,870	\$ –	\$ –	\$ 772,984,870
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
Nonpartnerships	–	–	436,830,236	436,830,236
Investment deposits in transit	–	–	5,000,000	5,000,000
Cash equivalents	<u>43,383,777</u>	<u>–</u>	<u>–</u>	<u>43,383,777</u>
<b>Total</b>	<b><u>\$ 994,046,145</u></b>	<b><u>\$ –</u></b>	<b><u>\$ 1,211,357,006</u></b>	<b><u>\$ 2,205,403,151</u></b>

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

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

## E. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2 percent (1 percent if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1 percent for 2011 and 2010. The deferred excise tax provision is calculated assuming a 2 percent rate and is based on the projected gains/losses that assume complete liquidation of all assets.

	<b>2011</b>	<b>2010</b>
Excise tax payable (receivable)	\$ (201,128)	\$ 109,229
Deferred excise tax liability	<u>4,137,991</u>	<u>5,248,872</u>
	<b><u>\$ 3,927,863</u></b>	<b><u>\$ 5,358,101</u></b>

Excise tax payments of \$1,525,000 and \$790,520 were paid in 2011 and 2010, 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, 2011, the Foundation made qualifying distributions greater than the required minimum distribution of approximately \$16.2 million. The Foundation has \$70.0 million in prior year excess distributions to add to this amount, resulting in a net accumulated over-distribution of \$86.2 million to be carried forward to 2012.

## F. Grants Payable

Grants payable at December 31, 2011, are expected to be paid as follows:

	Payable in Year Ending December 31,				
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b>PROGRAMS</b>					
Civil Society	\$ 6,160,152	\$ 1,314,004	\$ 27,000	\$ 2,000	\$ 7,503,156
Environment	1,768,578	615,000	–	–	2,383,578
Flint Area	1,620,760	398,060	–	–	2,018,820
Pathways Out of Poverty	5,570,607	1,715,000	–	–	7,285,607
Other*	<u>280,000</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>280,000</u>
Grants payable	15,400,097	4,042,064	27,000	2,000	19,471,161
Less: Unamortized discount	<u>–</u>	<u>250,459</u>	<u>2,470</u>	<u>240</u>	<u>253,169</u>
	<b><u>\$ 15,400,097</u></b>	<b><u>\$ 3,791,605</u></b>	<b><u>\$ 24,530</u></b>	<b><u>\$ 1,760</u></b>	<b><u>\$ 19,217,992</u></b>

\*Includes Exploratory, Special Projects and Matching Gifts Program.

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 \$1,129,272 and \$1,448,022 as of December 31, 2011 and 2010, respectively.

Grant activity for the years ended December 31, 2011 and 2010, was as follows:

	2011	2010
<b>Undiscounted grants payable, January 1</b>	\$ 38,420,159	\$ 52,517,607
Grants approved	<u>89,593,316</u>	<u>93,318,713</u>
	128,013,475	145,836,320
Less grants paid by program:		
Civil Society	23,110,131	20,548,917
Environment	14,519,683	11,102,005
Flint Area	27,350,987	37,147,348
Pathways Out of Poverty	40,538,805	35,328,338
Other*	<u>3,022,708</u>	<u>3,289,553</u>
	<u>108,542,314</u>	<u>107,416,161</u>
<b>Undiscounted grants payable, December 31</b>	<u>\$ 19,471,161</u>	<u>\$ 38,420,159</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	
	2011	2010	2011	2010
Benefit obligation at December 31	\$ (47,395)	\$ (40,165)	\$ (13,347)	\$ (11,399)
Fair value of plan assets at December 31	<u>38,134</u>	<u>35,490</u>	<u>–</u>	<u>–</u>
Funded status at December 31	<u>\$ (9,261)</u>	<u>\$ (4,675)</u>	<u>\$ (13,347)</u>	<u>\$ (11,399)</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>(9,261)</u>	<u>(4,675)</u>	<u>(13,347)</u>	<u>(11,399)</u>
Net amount recognized	<u>\$ (9,261)</u>	<u>\$ (4,675)</u>	<u>\$ (13,347)</u>	<u>\$ (11,399)</u>
Employer contributions	\$ 4,060	\$ 4,060	\$ 247	\$ 237
Benefit payments	\$ (1,057)	\$ (864)	\$ (247)	\$ (237)
Components of net periodic benefit cost:				
Service cost	\$ 1,098	\$ 1,317	\$ 401	\$ 450
Interest cost	2,148	2,120	619	663
Expected return on assets	(2,831)	(2,231)	–	–
Amortization of net loss	844	934	14	42
Amortization of prior service cost	<u>362</u>	<u>55</u>	<u>129</u>	<u>129</u>
Net periodic benefit cost	<u>\$ 1,621</u>	<u>\$ 2,195</u>	<u>\$ 1,163</u>	<u>\$ 1,284</u>

### BENEFIT OBLIGATIONS

The accumulated benefit obligation of the nonqualified pension plan was \$4,589,645 and \$3,916,779 as of December 31, 2011 and 2010, respectively. The accumulated benefit obligation of the qualified plan was \$38,526,279 and \$32,093,131 as of December 31, 2011 and 2010, 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	
	2011	2010	2011	2010
Discount rate (benefit obligation)	4.50%	5.50%	4.40%	5.50%
Discount rate (net periodic cost)	5.50%	5.80%	5.50%	6.00%
Expected return on plan assets	8.00%	8.00%	N/A	N/A
Compensation increase (benefit obligation)	4.00%	5.00%	N/A	N/A
Compensation increase (net periodic cost)	5.00%	5.00%	N/A	N/A

For measurement purposes, an initial annual rate of 8.35 percent 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 percent 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, 2011, is as follows:

Asset Class	Percent of Assets	Target Allocation
Domestic stock	47.1%	45.0%
International stock	15.2%	15.0%
Real estate	9.7%	10.0%
Debt securities	28.0%	30.0%
<b>Total</b>	<u>100.0%</u>	<u>100.0%</u>

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2011:

Investment Type	Level 1	Level 2	Level 3
Equity securities	\$ -	\$ 23,746,971	\$ -
Real estate	-	3,719,567	-
Debt securities	-	10,667,483	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 38,134,021</u>	<u>\$ -</u>

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

<b>Balance, December 31, 2010</b>	\$ 1,083,228
Reclassification to level 2	<u>(1,083,228)</u>
<b>Balance, December 31, 2011</b>	<u><u>\$ –</u></u>

## EXPECTED CONTRIBUTIONS

The Foundation expects to contribute \$4,463,440 to its pension plans and \$300,971 to its postretirement medical plan in 2012. 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:

Year	Pension Plans	Postretirement Health-Care Benefits
2012	\$ 2,473,440	\$ 300,971
2013	2,593,440	355,963
2014	2,683,440	412,625
2015	2,813,440	432,988
2016	2,803,440	487,295
2017–2021	14,727,200	2,950,680

Effective 2012, the fully insured premium has been reduced for the Medicare reimbursement; therefore the Foundation no longer receives a Medicare D subsidy.

## 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, 2011 and 2010, the Foundation contributed \$215,433 and \$225,406, respectively.

## H. Subsequent Events

The Foundation evaluated its December 31, 2011, financial statements for subsequent events through June 22, 2012, 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 and Investment Expenses

	Administration Total		Investment Total	
	2011	2010	2011	2010
Salaries	\$ 7,656,072	\$ 7,208,817	\$ 2,028,044	\$ 2,087,802
Other personnel costs	4,130,039	4,462,094	748,422	846,964
Operations	1,359,150	1,064,199	312,289	278,830
Professional fees	946,386	766,469	1,886,622	1,886,479
Travel and business expenses	934,754	721,624	54,258	62,320
Publications and contract services	217,666	214,655	–	–
	<u>\$ 15,244,067</u>	<u>\$ 14,437,858</u>	<u>\$ 5,029,635</u>	<u>\$ 5,162,395</u>





# TRUSTEES & STAFF

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## BOARD AND COMMITTEES

### BOARD OF TRUSTEES\*

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Chairman

**Frederick S. Kirkpatrick +**  
Vice Chairman

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**Webb F. Martin**

**Olivia P. Maynard**

**John Morning**

**Maryanne Mott**

**Charlie Nelms**

**William H. Piper**

**Marise M.M. Stewart**

**Claire M. White**

**Douglas X. Patiño**  
Trustee Emeritus

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**Frederick S. Kirkpatrick**

**Olivia P. Maynard**

**John Morning**

**Charlie Nelms**

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**William S. White**  
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**Webb F. Martin**

**Maryanne Mott**

**William H. Piper**

### INVESTMENT COMMITTEE

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Chairman

**A. Marshall Acuff Jr.**

**Elizabeth T. Frank**

**Frederick S. Kirkpatrick**

**Webb F. Martin**

**William H. Piper**

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

+ Serves as presiding/lead outside director.

Board and committees lists as of July 1, 2012

# OFFICERS AND STAFF

## EXECUTIVE OFFICE

**William S. White**

President and Chief Executive Officer

**Ridgway H. White**

Vice President – Special Projects

**Jennifer Liversedge**

Assistant to the President and Program Officer

**Lisa R. Maxwell**

Executive Assistant

## ADMINISTRATIVE GROUP

**Phillip H. Peters**

Group Vice President – Administration  
and Secretary/Treasurer

## ADMINISTRATIVE SERVICES

**Gregory S. Hopton**

Accounting Manager

**Lesle Berent**

Senior Accountant

**Rebecca Burns**

Administrative Accountant

**Debra L. Cormier**

Payroll Administrator

**Annette M. Chamberlain**

Administrative Secretary

**Kim R. McDonald**

**Jill A. Powell**

Word Processors

**Teresa A. Littlejohn**

Receptionist

**Debra E. Bullen**

Building Manager

**Billy M. Powell**

Building Operations Supervisor

**Gilbert Medrano**

**Patrick Turowicz**

Building Operations Assistants

## GRANTS ADMINISTRATION

**Mary A. Gailbreath**

Director, Grants Administration  
and Assistant Secretary/Treasurer

**Frederick L. Kump**

Grants Financial Analyst and Program Officer

**Cindy S. Compeau**

**S. Renee Jackson**

Grants Accountants

**Mary Beth Smith**

Administrative Secretary, Program Review Committee

**Jean M. Johnson**

Administrative Assistant

**Deborah K. Reid**

Secretary

## HUMAN RESOURCES

**Julie M. Flynn**

Human Resources Manager

**Ona Kay Goza**

Administrative Secretary

## INFORMATION SERVICES

**Gavin T. Clabaugh**

Vice President – Information Services

**Michael L. Wright**

Information Services Manager

**Linda L. Davidson**

User Coordinator

**\*Eve C. Brown**

Librarian

**Glen A. Birdsall**

Associate Librarian

**\*Julie A. Scapelliti**

Secretary/Help Desk Coordinator

## COMMUNICATIONS

**Carol D. Rugg**

Vice President – Communications

**Ann F. Richards**

Senior Communications Officer

**Duane M. Elling**

**Maggie Jaruzel Potter**

Communications Officers

**Macie Schriner**

Communications Officer – Online Strategies

**Teri L. Chambry**

Administrative Secretary

**J. Gay McArthur**

Secretary

## INVESTMENTS

**Michael J. Smith**

Vice President – Investments  
and Chief Investment Officer

**Jay C. Flaherty**

Assistant Vice President – Investments  
and Investment Manager

**Cheryl Garneau**

**Stephen W. Vessells**

Investment Managers

**Laura R. Bechard**

Investment Office Administrator and IS Coordinator

**Alicia T. Aguilar**

Assistant Investment Administrator

**\*Monica R. Smartt**

Administrative Secretary

**Laura D. Franco**

Administrative Assistant

## PROGRAMS

**\*Maureen H. Smyth**  
Senior Vice President – Programs  
and Communications

**Neal R. Hegarty**  
Vice President – Programs

**Ruth M. Woodruff**  
Administrative Secretary

## CIVIL SOCIETY

**Shannon L. Lawder**  
Program Director

### CENTRAL/EASTERN EUROPE AND RUSSIA

**J. Walter Veirs**  
Regional Director

**Vera Dakova**  
**Ross Maclaren**  
Program Officers

**Michele H. Neumann**  
Secretary

### SOUTH AFRICA

**Vuyiswa Sidzumo**  
Director, South Africa

**Mamotshidisi Mohapi**  
Associate Program Officer

**Lydia Molapo**  
Administrative Secretary

### UNITED STATES AND GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

**Nicholas S. Deychakiwsky**  
Program Officer

**Diane M. Gildner**  
Secretary

## ENVIRONMENT

**Samuel B. Passmore**  
Program Director

**Traci Romine**  
**Amy C. Shannon**  
**Sandra N. Smithey**  
Program Officers

**Jumana Z. Vasi**  
Associate Program Officer

**Sandra J. Smith**  
**Judy L. Wallace**  
Secretaries

## FLINT AREA

**Kimberly S. Roberson**  
Program Director

**Alicia E.M. Kitsuse**  
Program Officer

**Shannon E. Polk**  
Associate Program Officer

**Christine L. Anderson**  
Secretary

## PATHWAYS OUT OF POVERTY

**\*Mark W. Abbott**  
Program Director

**\*Jack A. Litzenberg**  
Senior Program Officer

**Christine A.W. Doby**  
**Gwynn Hughes**  
**Benita D. Melton**  
**Yazeed A. Moore**  
Program Officers

**DeJuan J. Woods**  
**Megan Russell Johnson**  
Associate Program Officers

**Wynette L. Adamson**  
**Crystal L. Bright**  
**Delia Cappel**  
Secretaries

## LOANED STAFF

**Karen B. Aldridge-Eason**  
Foundation Liaison, Office of Gov. Rick Snyder,  
State of Michigan (formerly Program Director, Flint Area)

## CONTRACT EMPLOYEES/CONSULTANTS

**Vyacheslav Bakhmin**  
Civil Society program (Russia)

**Ellen Chien**  
**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**  
Communications

\*No longer with the Foundation

Staff list as of September 30, 2012. This list reflects everyone who worked at the Foundation since the *2010 Annual Report* was published in the fall of 2011.

**For an updated staff list, please visit our Web site  
at [www.mott.org](http://www.mott.org).**



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