



2012 ANNUAL REPORT

COMMUNITY FOUNDATIONS:

Rooted Locally. Growing Globally.



CHARLES STEWART
MOTT FOUNDATION

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OUR FOUNDER

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

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

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

.....

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

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

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

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

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

OUR VALUES

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

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

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

Fundamental to all Mott grantmaking are certain values:

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

OUR CODE OF ETHICS

Respect for the communities we work with and serve;

Integrity in our actions;

Responsibility for our decisions and their consequences.

- We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
- We are committed to avoid conflicts of interest and to the appropriate handling of actual or apparent conflicts of interest in our relationships.
- We are committed to treat our grantees fairly and to treat every individual with dignity and respect.
- We are committed to treat our employees with respect, fairness and good faith and to provide conditions of employment that safeguard their rights and welfare.
- We are committed to be a good corporate citizen and to comply with both the spirit and the letter of the law.
- We are committed to act responsibly toward the communities in which we work and for the benefit of the communities 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
- International Finance for Sustainability
- Special Initiatives

FLINT AREA

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

PROGRAM AREAS:

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

PATHWAYS OUT OF POVERTY

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

PROGRAM AREAS:

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

EXPLORATORY & SPECIAL PROJECTS

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

Annual Message



A simple yet enduring idea

Focusing on the community foundation movement felt like a natural topic for this year's annual report, what with our hometown community foundation celebrating its 25th anniversary in early 2013 and the U.S. field poised to celebrate its 100th anniversary in 2014.

Both of these milestones have given us plenty of opportunities over the course of this year to reflect on the value of community foundations: why they have endured; how they tap a natural charitable impulse in people; the benefits they bring to the communities they serve; and how and why the Mott Foundation has maintained its support for the field for some 33 years — even longer if you factor in our experiences in Flint.

Given that long-term involvement, we feel we have much to share on the subject. Through the years, we've implemented a number of different grantmaking strategies and approaches to fortifying both individual community foundations and the broader field. And we've learned some important lessons from those experiences that we think are worth sharing.

In writing this, I feel as though I may be preaching to the choir. Some readers surely are very familiar with community foundations, having funded or worked with them in some capacity over time. But others, who are new to the field or considering whether to venture into it, hopefully will find some value in reading about our experiences in the pages that follow.

We at Mott have long been impressed by the simplicity and the power that underlies the community foundation concept, which is to create a local vehicle that can empower the residents of a community to support causes close to home and close to the heart.

I first became acquainted with the community foundation idea in the 1970s when I was asked to join the board of the Flint Public Trust, which was created in 1950. In those days, the Trust had assets of less than \$1 million and, as a result, a very small giving program.

Not long after I joined, I began thinking about ways to possibly honor Dr. Arthur L. Tuuri, then head of the Flint-based Mott Children's Health Center. Among the options was to establish a special, local health fund, but, ultimately,

“We at Mott have long been impressed by the simplicity and the power that underlies the community foundation concept, which is to create a local vehicle that can empower the residents of a community to support causes close to home and close to the heart.”



the Mott Foundation decided to make a \$1.5 million challenge grant in 1978 to help establish the Flint Area Health Foundation.

A decade later, it was apparent that Flint actually had two small community foundations — the Trust and the health foundation — which, if combined, could be better positioned for growth and could have greater impact on the community through its grantmaking. In 1988, the two organizations merged, resulting in the creation of the Community Foundation of Greater Flint, which remains a vital entity in our community today, as well as a Mott grantee.

Recognizing that many communities around the country had the population base and the wealth to support a dynamic community foundation — yet for various reasons did not have one — in 1979, Mott launched the first of what would become several grantmaking efforts over time to support the field’s development, first nationally and, later, internationally.

Initially, our grantmaking was designed to help a limited number of struggling community foundations in the U.S. with administrative funds, support for specific projects and endowment challenge grants.

At roughly the same time, Eugene C. Struckhoff, who had played a lead role in creating the New Hampshire Charitable Foundation in 1962, was gaining a substantial reputation as an expert in community foundations. His publication, “The Handbook for Community Foundations: Their Formation, Development and Operation,” further established his expertise and became an important resource for those working in the field.

By the early 1980s, Struckhoff — or “Struck” as he was affectionately known — began working as a technical assistance provider to community foundations through the Council on Foundations (COF), while also running the Community Foundation of the Greater Baltimore Area.

And so our second program to support community foundations was launched in 1982 when we joined forces with COF to develop a technical assistance program for about 75 community foundations initially that provided one-on-one consulting with Struckhoff and other trained professionals.¹

Through the COF/Mott technical assistance program, community foundations learned how to develop staff, boards, donors, endowments, grantmaking programs and marketing strategies. That program, as well as Struckhoff’s ongoing work in

¹ Among the consultants who provided technical assistance at various times were: Helen Monroe, Bill Somerville, David Huntington, R. Malcolm Salter, Jack Shakely, Stephen D. Mittenthal, Douglas Jansson and Paul Verret.

the field, led to his becoming known as the “Johnny Appleseed of community foundations.”

His work also led him to develop a theory that community foundations just starting out or with assets under \$5 million needed to conduct aggressive fundraising campaigns to attract \$5 million in unrestricted funds within five years. To Struckhoff, \$5 million represented the “take-off point” after which assets typically would soar.

To me, that “take-off point” seemed valid and a shorthand way of saying: Locally based institutions will be able to attract sufficient financial support if they are representative of the community; have a strong board; are knowledgeable about the community’s challenges; and are perceived as good stewards of resources. Simply put: Developing a track record of success — and trust — enables an organization to take off.

And, once it does, there are many important roles a community foundation can play. The Mott Foundation, for instance, found itself teaming up with community foundations on something called the “Neighborhood Small Grants Program” between 1984 and 1994. (Ultimately, we supported similar partnerships with other community foundations focused on the environment, violence prevention and race relations. One such example is featured later in this publication.)

Through the Neighborhood Small Grants Program, a select group of community foundations received relatively small grants from the Mott Foundation that they matched and then used for mini-grants to support resident-generated projects in low-income neighborhoods. In addition, participating foundations took part in a national

network that provided a common evaluation plan, technical assistance and periodic meetings on neighborhood issues.

For Mott, the program had the benefit of allowing us to marry two of our internal interests: support for community foundations and support for neighborhood development. For the participating community foundations, it was often their first foray — and an enriching one — into working intensely with grassroots groups in their backyard.

As I look back today on the lessons from that program, it seems to me that you can end up with a really rich experience when you create a collaboration in which a national funder provides some resources — research, technical assistance, evaluation tools and so forth — and the community foundation brings its own unique perspective and skills to the table. Moreover, the odds are that if the problem being addressed continues to exist, the local funder will continue the work well into the future, even without ongoing national funding and support.

And, to me, that underscores another strength of the community foundation: It’s a permanent fixture in the community that can address local problems with local resources. I know the Mott Foundation, like a lot of other foundations, from time to time has parachuted into local communities, funded programs for a while, and departed. But, the beauty of the community foundation is that it remains.

We’ve long appreciated the “staying power” of community foundations, which is just one of the reasons we’ve embraced certain opportunities through the years to help the concept spread, including internationally.



“Hopefully, even more young people will take an interest in this work. After all, engaging young people in philanthropy is how we pass a dream on from one generation to the next.”

I am reminded, for instance, of a request we received in 1988 from Michael Brophy, then-chief executive of the Charities Aid Foundation (CAF) in the United Kingdom, to join other U.S. funders in bolstering the U.K. field with technical assistance grants.

That venture — which involved using some of the same technical assistance providers that had helped the U.S. field grow — was so successful that Mott offered a challenge to CAF in late 1990. The Foundation would provide 1 million pounds to support the development of U.K. community trusts and foundations with the expectation that CAF would match it. The resulting 2 million pounds would then be used to create a second pool of challenge funds to be divided into three grants and awarded on a competitive basis to three British community foundations. Those recipients were expected to match the award on a 2:1 basis to establish permanent endowments.

Ultimately, 10 community foundations submitted proposals and three were chosen: Tyne & Wear Foundation, Greater Bristol Foundation and the Cleveland Community (Middlesbrough) Foundation. I'm pleased to say that the Tyne & Wear Foundation, one of the first community foundations in the U.K., today has an endowment of 53 million pounds; the Greater Bristol Foundation, now known as the Quartet Foundation, has a permanent endowment of 19.5 million pounds; and the Cleveland foundation, which became the Tees Valley Community Foundation about a decade ago, has a 12 million pound endowment with expectations to reach more than 15 million pounds in the coming months.

Interestingly, one of the foundations that participated in the rigorous application process, but was not awarded a grant, found that the extensive planning and technical assistance required to apply had been so useful that leaders were emboldened to take up the endowment challenge on their own.



■ Learning about philanthropy and how to be of service are part of what young people gain through participation in the Grand Rapids Community Foundation's Youth Grant Committee.

In a sense, one might say that we began our community foundation work in the U.K. in response to a unique window of opportunity. Similarly, when such seismic global events as the fall of the Berlin Wall and the legal end of apartheid in South Africa were occurring, it struck us that community foundations could be important vehicles for civic engagement and community improvement.

Endowment challenge grants, technical assistance, partnering with community foundations — these are only a few of the ways we've helped strengthen the field. Through the years, we've also provided grants designed to: develop and strengthen support organizations in the U.S. and around the world; conduct and share research and lessons learned; provide international fellowships and exchanges; and strengthen and expand youth grantmaking programs.

In the pages that follow — as well as on our Web site — you'll find more about the Mott Foundation's involvement with community foundations, including more lessons we've learned, and examples from around the world of exemplary work undertaken by both individual community foundations and support organizations working to bolster the field.

Clearly, support for community foundations has been one of our enduring funding interests. All told, we have made 781 grants totaling \$150.4 million to the field through 2012. But we certainly haven't gone it alone. Over time, there have been some outstanding foundations working with us in this effort.

Furthermore, we've noted with interest that the work we and others have supported across the globe is resulting in new approaches and models that are broadening the concept of a community foundation. While, historically, the Mott Foundation's lens has

been on place-based, community foundations, we recognize that there are other viable forms of community philanthropy, including giving circles, United Ways, social venture funds, online giving, religious institutions and others — many of which we have funded. The bottom line is to generate local resources for local needs.

Inevitably, there will be more changes ahead as new players enter the field in new places around the globe. And, hopefully, even more young people will take an interest in this work. After all, engaging young people in philanthropy is how we pass a dream on from one generation to the next.

Strong community foundations are much more than fiscal agents — as important as that function may be. They are an ideal place for diverse interests and different voices to come together, a place where hope can bloom.

Governance and Administration

In 2012, we realized a modest increase in assets, which totaled \$2.3 billion on Dec. 31, 2012, compared with \$2.16 billion the year before. On the following page, we have included a chart labeled "Total assets at market value & 2012 dollars," which tracks our asset performance since 1963.

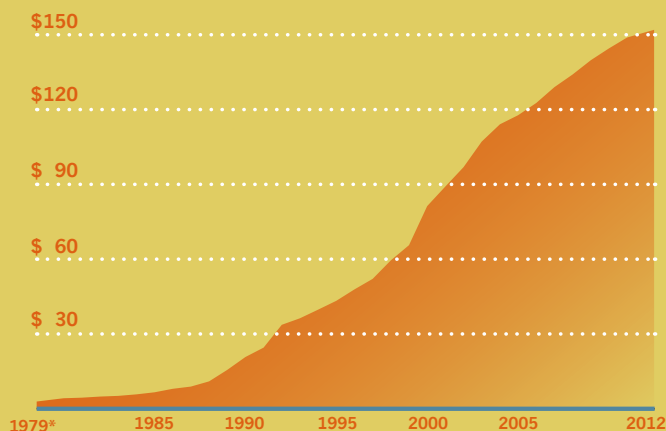
On Jan. 1, 2013, Douglas X. Patiño rejoined the Foundation's Board of Trustees, although one could argue that his emeritus status the previous two years meant he never truly left our organization. Douglas was a trustee from 1995 through 2010 before he was elected Trustee Emeritus beginning in 2011.

Douglas brings to the board not only his wise counsel, thoughtful opinions and genial manner, but also decades of much valued experience in the public, private and nonprofit sectors, including serving as the founding President and Chief Executive Officer of the Marin County Community Foundation in his home state of California. We are delighted that Douglas is once again able to regularly participate in our meetings and deliberations.

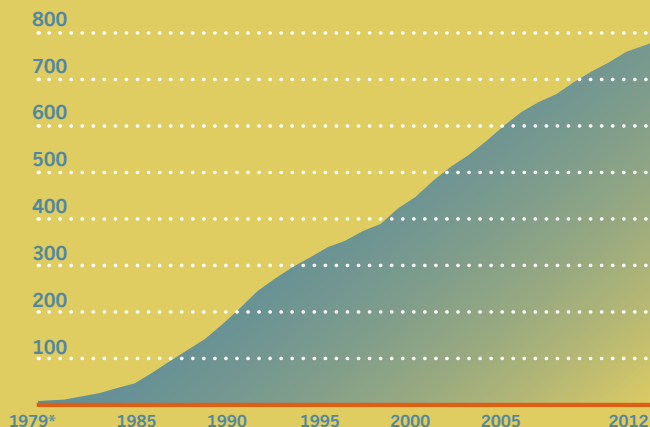
We also have seen the retirements of three long-time employees. Eve C. Brown, our librarian of 38 years, retired on Sept. 30, 2012; Michael J. Smith, vice president of investments and chief investment

CHARLES STEWART MOTT FOUNDATION SUPPORT FOR COMMUNITY FOUNDATIONS

CUMULATIVE GRANT DOLLARS 1979-2012 (in millions)



CUMULATIVE NUMBER OF GRANTS 1979-2012



*Includes five Flint area grants made prior to 1979.

officer, retired on Dec. 31, 2012, after 35 years with the Foundation; and Lesle Berent retired from her position as senior accountant on Feb. 15, 2013, after 33 years on our staff.

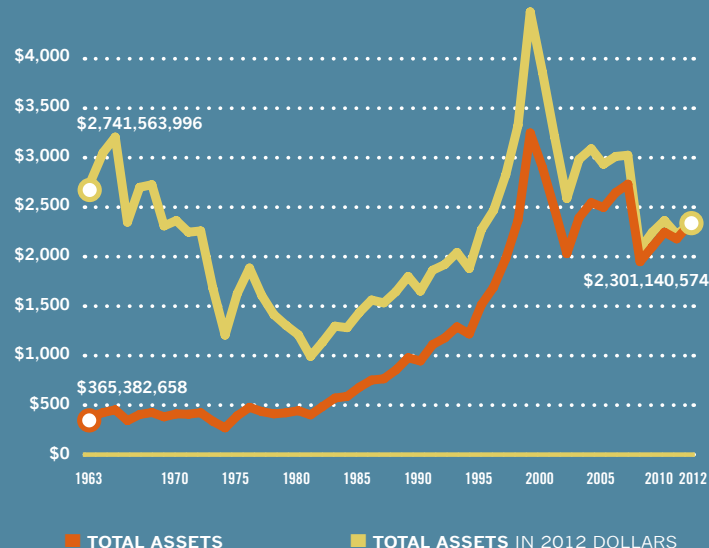
Eve, the typical quiet librarian, amazed her colleagues by routinely finding exactly the right information, despite being given the vaguest of references to go on. She had an encyclopedic knowledge of the Foundation — and the many books, papers, clippings, reports and assorted other materials contained in both our library and our archives. Hired in 1974, she was responsible for creating the Foundation's original library and our centralized filing system. With her retirement, Glen A. Birdsall, who worked with Eve for 14 years, was promoted from Associate Librarian to Librarian.

Mike Smith joined the Foundation's Detroit-based investment office in 1978 as an investment manager and was promoted several times over the years before assuming the top position in our investment office in 2006. Mike was responsible for helping us transition to a broadly diversified portfolio. Although his long career meant he would experience some nerve-wracking highs and lows in the financial markets, Mike maintained a quiet, calm demeanor through it all. Much appreciated for his willingness to listen and delegate, Mike was a team builder who created a supportive and collegial working environment for his staff.

Succeeding Mike as Vice President-Investments and Chief Investment Officer is Jay C. Flaherty, who joined our investment office in 2007. He was named an assistant vice president in March 2012.

We were fortunate to have an outstanding internal candidate to step into such an important leadership position. Jay was able to bring with him not only an impressive financial background, but also a

Total assets at market value & 2012 dollars (in millions)



valuable familiarity with the general operation of the investment office.

Finally, early in 2013, Lesle Berent left our accounting department after a long career. Lesle was one of a number of quiet, behind-the-scenes Mott employees who ensure that things run smoothly — and know how to competently put them right when they don't.

The institutional memory that left our organization with these three employees will be impossible to replace. Still, we wish them all the best in their retirements and thank them again for their dedication and hard work through the years.

William S. White, President

SPECIAL SECTION

Rooted Locally. Growing Globally.

Starting with a single community foundation in Cleveland, Ohio, in 1914, the community foundation field has exploded during the past 100 years, reaching some 1,750 in number worldwide today.

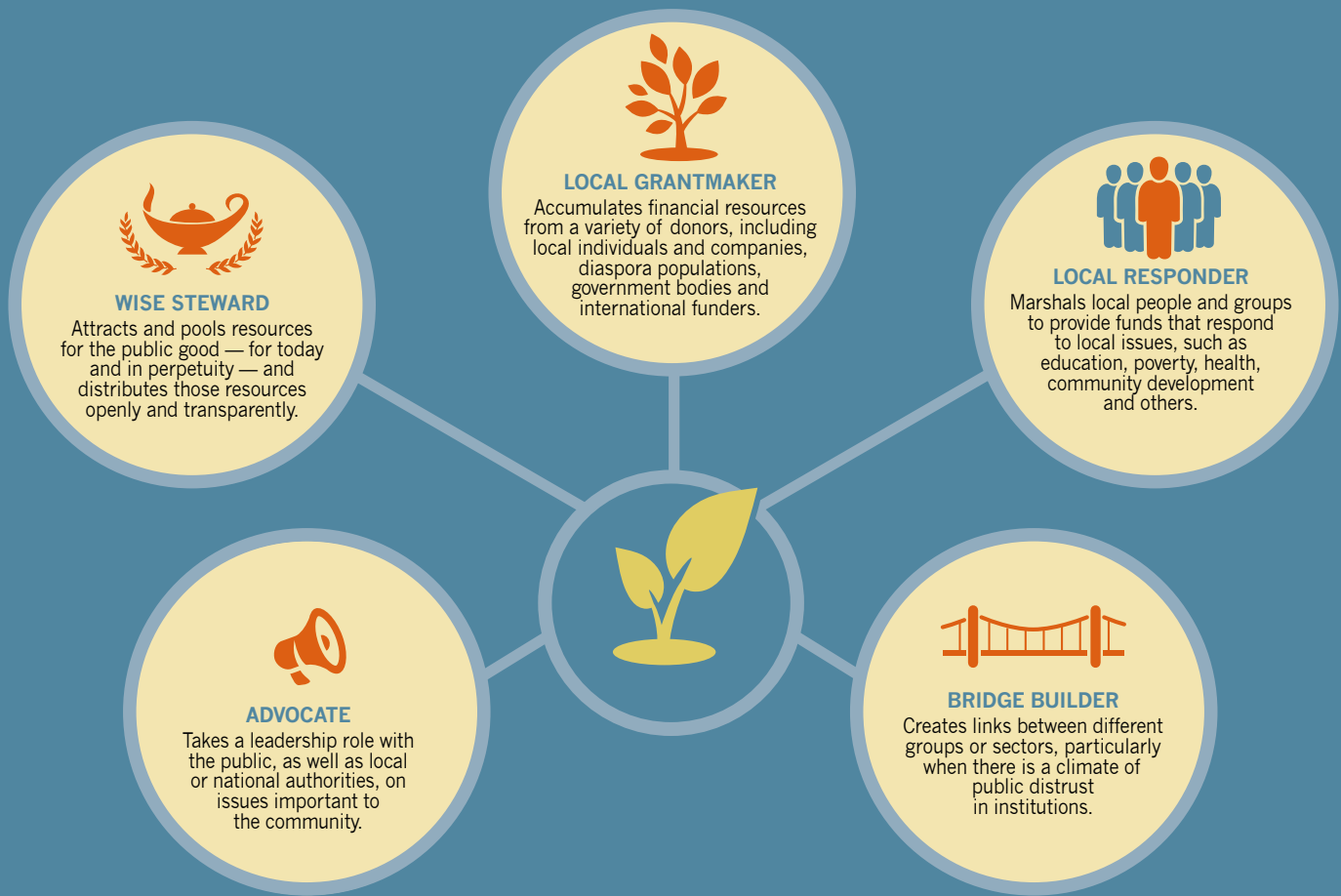
As the U.S. field stands ready to celebrate its centennial in 2014, now seems a fitting time to reflect on the mission, the value and the expansion of this resilient philanthropic approach, and the Mott Foundation's contribution to it.

What is it about this concept that resonates with people from different countries, cultures and walks of life — both in a nation's metropolitan regions and in its rural communities?

onlineEXTRAS @ www.mott.org/AR2012
Visit our Web site for exclusive online content.



Defining a Community Foundation

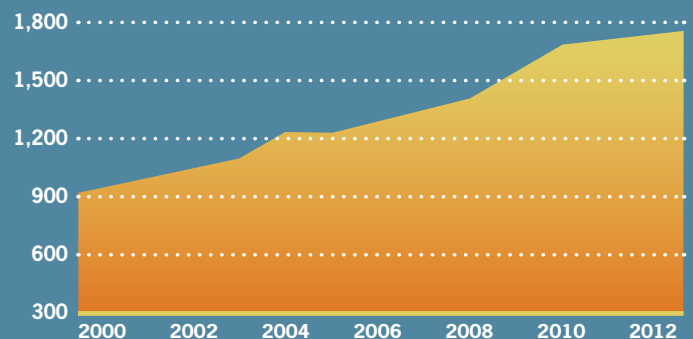


1,750 COMMUNITY FOUNDATIONS GLOBALLY

Today, there are approximately **700** community foundations in the U.S., **259** in Germany, **187** in Canada, **54** in the United Kingdom and another **550-plus** elsewhere in the world for a combined total of about **1,750 community foundations globally**. These local philanthropic institutions can be found on every continent except Antarctica and in more than 50 countries.

GLOBAL GROWTH OF COMMUNITY FOUNDATIONS

Although a community foundation was developed in Canada only seven years after the concept was birthed in 1914, signs of rapid and continuous growth outside the U.S. were not evident until the early 2000s, when the number stood at **905**. Ten years later, the number had nearly doubled to **1,680** and today is approximately **1,750**.



Source: Compiled from data obtained from WINGS' Global Status Report on Community Foundations and from the Global Fund for Community Foundations.

Surely part of what makes a community foundation so appealing is its simplicity. Although there are many definitions of a community foundation, at its most basic, it is an institution of the community and for the community in which a wide range of residents work together to create long-term strategies and solutions for developing vibrant, sustainable communities — and they use local resources gathered from a diverse donor base to do it.

In practical terms, that means community foundations should be quite good at: knowing their community's strengths and challenges; leading effective responses to local issues; serving as conveners; building partnerships between disparate parties; pooling resources from inside and outside their communities; engaging a diversity of residents; engendering trust; and acting as on-the-ground “eyes and ears” for regional, national and international funders.

As the concept travels around the world, it is shaped to fit specific cultures and contexts. There is no one-size-fits-all approach. Instead, the grantmaking and day-to-day operations play out differently, whether in South Africa at the West Coast Community Foundation or in Bosnia and Herzegovina at the Tuzla Community Foundation or in the U.S. at the Community Foundation for the National Capital Region — three foundations that are featured in the pages that follow and on our Web site.

Still, what links these and all community foundations is their sense of purpose, which is to improve lives and communities.

MOTT'S CONTRIBUTIONS TO THE FIELD

The Mott Foundation's interest in the power and possibilities of community foundations was piqued by a series of grants beginning in the 1950s in the Foundation's hometown of Flint, Michigan. Those

grants, given to the Flint Public Trust, provided the Foundation with an opportunity to observe and learn how these institutions can serve as “a different philanthropic voice,” one that provides space for a diversity of interests and ways of thinking about a community's strengths and challenges.

A community approach to grantmaking has been a signature strategy of the Mott Foundation, and the concept of a “people's philanthropy” — neighbors giving to help neighbors — aligns naturally with this mission. In 1979, seven community foundations — including the Flint Public Trust — were selected to participate in Mott's first national program of technical assistance and capacity building for small and growing community foundations.

Over time, the Foundation continued to support the national expansion of community foundations, building both the capacity and endowments of these institutions, and utilizing their knowledge of their home communities to fund national and regional programs to revitalize neighborhoods, improve race relations, prevent violence and protect the environment.

The Foundation's first major foray into supporting community foundations internationally occurred in 1988 when the Charities Aid Foundation (CAF), a philanthropy support organization based in England, approached Mott about funding a technical assistance program for emerging community foundations in

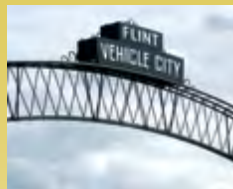
Mott's Contributions to the Community Foundation Field

1950

1950

CONCEPT IS SEEDED AT HOME

Mott helps establish the Flint Public Trust, providing a vehicle for individuals, businesses and institutions to pool funding for programs that benefit the Foundation's home community.



1978

HEALTH FOUNDATION CREATED IN FLINT

Funded largely by Mott and led by Dr. Arthur L. Tuuri, the Flint Area Health Foundation is launched to support health services, education and research in Genesee County.

1979

CULTIVATING THE FIELD NATIONWIDE

Mott begins making technical assistance and endowment grants to help develop and strengthen the community foundation field in the U.S.



the United Kingdom. On the heels of that successful effort, Mott initiated an endowment-building challenge grant program through CAF in 1990 and, by 1992, was supporting the Community Foundation Network (now known as UK Community Foundations), a membership organization created in 1991 to support the growth and stability of the field in the U.K.

Fairly quickly, the Foundation recognized that support organizations and grantmaker associations could be excellent tools for spreading and strengthening the community foundation field. And, indeed, Mott's strategies in support of community foundations began to reflect that, with grants being made to various organizations at home and abroad that could help develop and unify the field.

Mott's grantmaking to support individual community foundations as well as the field and its infrastructure is detailed in the timeline that starts at the bottom of the previous page and continues on the pages that follow. Together, the entries tell a rich story about Mott's many contributions to the field through the years — a story that by 2012 involved more than 781 grants totaling \$150.4 million.

MOTT'S CURRENT FOCUS

As the community foundation field has flourished and matured over time, Mott's focus has largely shifted away from making grants to seed and strengthen individual community foundations, with a few notable exceptions such as the community foundation in Mott's hometown. It is also worth noting that, from time to time, all four of the Foundation's grantmaking areas have worked with community foundations as grantees or collaborative partners on issues related to program strategies.

Today, the Foundation's emphasis is on building the field more broadly by funding three primary areas — leadership development, national and global support organizations, and research and lessons learned. Examples from each of these areas are highlighted below.

Leadership development

Mott supports a variety of initiatives to develop community foundation leaders at home and abroad. One example is CFLeads, a U.S. national network that helps develop the leadership skills of individual community foundation staff while also building the organizational strength of community foundations by offering Webinars, conferences, print and online publications, peer-learning experiences and other services.

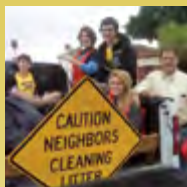
Additionally, the Emerging Leaders International Fellows Program at The Center on Philanthropy and Civil Society provides opportunities for community foundation practitioners from around the world to learn about the field from each other and specialists. Based at the Graduate Center of the City University of New York, fellows participate in an intensive three-month program of research, seminars, conferences, mentoring and internships. Together, they study the trends and practices of indigenous, place-based giving within the global philanthropic sector. Fellows also design and pursue an individualized research project. Since its inception in 1989, the program has graduated about 200 alumni from more than 50 countries. Among others, fellows have come from Brazil, Czech Republic, India, Italy, Kenya, New Zealand, Romania and the U.S.

As the community foundation concept was taking root in Western, Eastern and Central Europe, Mott partnered with the Germany-based Bertelsmann

1984

FORTIFYING THE GRASSROOTS

Mott funds eight U.S. community foundations to make local grants aimed at improving neighborhoods; the program eventually grows to 25 community foundations.



1990

CANADA, U.K. WELCOME IDEA

Mott begins making grants to build the field in Canada at the local and, in later years, national levels. Endowment grants this same year for three community foundations in the U.K. spark interest and eventual expansion of the field in England, Northern Ireland, Scotland and Wales.

1980

1988

APPROACH BLOSSOMS IN FLINT; GRANTS GO GLOBAL

With Mott leadership and support, the Community Foundation of Greater Flint is created through a merger of the Flint Public Trust and Flint Area Health Foundation. This same year, Mott makes first overseas grants — providing technical assistance to community foundations in the United Kingdom (U.K.).

1992

FOSTERING GROWTH, SUSTAINABILITY

To help strengthen and develop the field, Mott begins making grants to community foundation support organizations. Later research points to such organizations as the single best predictor of future growth in the sector.

Foundation to create and fund the Transatlantic Community Foundation Network. The network, which existed from 1999 to 2008, included peer-exchange visits, large annual meetings and smaller regional gatherings. It ultimately involved about four dozen practitioners from 14 countries in North America and Europe who shared experiences and expertise. Working together, practitioners developed products for the field such as marketing materials and program evaluation guidelines.

Occasionally, Mott also funds major peer-learning events such as the “Community Foundations: Symposium on a Global Movement” held in Berlin, Germany, in December 2004. It was the first global meeting on the topic; plans are under way for another in the next few years.

Support organizations — statewide, regional, national and international

Support organizations are often the institutions community foundations turn to for technical assistance and peer-learning opportunities. They also serve as the voice for the field. Whether their focus is statewide, regional, national or international, such organizations as the Council of Michigan Foundations, League of California Community Foundations, Community Foundation Partnership in Russia and the Global Fund for Community Foundations all help promote and professionalize the community foundation field. In part, they do this by developing, collecting and distributing resource materials, and also by advocating for an environment that is fiscally and legally supportive of the field.

Currently, and in the recent past, Mott has provided grants to support organizations that are helping develop and strengthen the field nationwide in the U.S. and in other countries, including Australia,

Bulgaria, Canada, Czech Republic, Germany, Mexico, the Netherlands, Poland, Romania, Russia, Slovakia, Turkey, Ukraine and the U.K.

One strategic and efficient way Mott continues to support the concept’s spread internationally is through its grants to the Global Fund for Community Foundations. As its name implies, the Global Fund provides support to help start, strengthen and sustain emerging community foundations and community philanthropy organizations around the world. It is the only international organization solely dedicated to this mission, which it carries out by providing the connecting organizations; advocating for community foundations with international donor institutions; and funding emerging grassroots grantmaking institutions around the globe.

The Global Fund makes small grants ranging from \$5,000 to \$15,000. While some grants are used as incentives to secure matching donations to build endowments, others fund local projects, peer exchanges, conference attendance and additional activities that support organizational development. Its seed funding also can open doors for emerging institutions to secure funding from other sources. To date, the Global Fund has made grants totaling \$2.2 million to 121 organizations in 41 countries.

Created in 2006 as a three-year joint initiative of the World Bank, the Mott and Ford foundations and WINGS (the Worldwide Initiative for Grantmaker Support), the Global Fund was hosted by the European Foundation Centre in Brussels during its pilot phase; it became independent in 2009 and established an office in Johannesburg, South Africa, in 2010, where it remains.

The Global Fund’s grant support enables community foundations in locations as diverse as Brazil, Jordan, Nepal, Philippines, Romania and

1990

1996

SEEDING THE FIELD IN RUSSIA

Mott support to Charities Aid Foundation helps initiate community foundations in Russia. The first such institution is launched two years later in Togliatti, Flint’s sister city.



1998

POLAND, SOUTH AFRICA ESTABLISH COMMUNITY FOUNDATIONS

Mott makes its first grants to develop the field in South Africa and Poland. Within two years, both countries develop their first Mott-funded community foundations.

1995

CONCEPT SPREADS TO NEW REGIONS

Mott makes a grant to the Healthy City Community Foundation, which was established in 1994 in Banská Bystrica, Slovakia. The Foundation’s support for the field in Central/Eastern Europe ultimately extends to several countries in the region. Also in 1995, Mott provides a grant to help grow the emerging fields in Australia and New Zealand.

1997

COMMUNITY FOUNDATIONS AS VEHICLES FOR CHANGE

Mott supports the Council of Michigan Foundations, working jointly with the Great Lakes Protection Fund, to create a collaborative of 21 community foundations located along the Great Lakes shoreline that support environmental grantmaking.

Vietnam to stand on their own as vehicles of positive local change.

Most recently, the Foundation has recognized that although the community foundation concept is an excellent vehicle for community philanthropy, it is not the only one. As indigenous philanthropy develops internationally, it is taking on many forms. Consequently, Mott has partnered with the Aga Khan Foundation USA, the Rockefeller Brothers Fund, the Global Fund and the United States Agency for International Development to launch the Global Alliance for Community Philanthropy. The Mott Foundation is supporting the Alliance by funding the Global Fund to manage the Alliance's activities, sharing its learning and supporting its efforts to promote community philanthropy as a valuable development practice.

Research and lessons learned

Since its earliest days of funding community foundations, Mott has supported the sharing of research, evaluations and lessons learned about the field — a practice that continues today.

For example, Mott's longtime grantee WINGS produces a biannual Global Status Report, which tracks the growth and development of the community foundation field internationally. The report provides field statistics and status updates on specific countries,



■ The Sea Cadets program, funded by community foundations in the United Kingdom, provides team building exercises to 14,000 young people through sailing, boating and rock climbing.

and is used by support organizations, individual community foundations, donors and funders.

In addition, by supporting practitioners' efforts to share lessons learned about the field, there's less likelihood of "reinventing the wheel" and increased opportunities for cross-fertilization to occur.

Mott's support for disseminating field information is closely tied to the Foundation's awareness of the broader concept of community philanthropy. The 2013 publication, "The Case for Community Philanthropy: How the Practice Builds Local Assets, Capacity, and Trust — and Why It Matters," is a primer on the vital importance of community philanthropy as a vehicle for international development and community betterment. The publication builds on "The Value of Community Philanthropy," a Mott/Aga Khan Foundation-funded report released in 2012.

2001

NURTURING THE CONCEPT IN MEXICO AND GERMANY

Mott supports training, mentoring and development opportunities for the emerging field in Mexico. That same year, the Foundation makes grants to help expand community foundations in Germany — the country's first was created in 1997; in 2013 there were more than 250.

2005

EXPANDING WORK IN BOSNIA AND HERZEGOVINA

Mott begins making grants to support and expand the work of the Tuzla Community Foundation, one of the first community foundations in the Western Balkans.



2000

2003

GROWING A STRONG BASE IN THE REPUBLIC OF IRELAND

Mott makes an endowment grant to the Community Foundation for Ireland, which was established in 2000 as a national community foundation.

2006

GLOBAL RESOURCE CREATED

With support from Mott and others, the Global Fund for Community Foundations is launched. Its focus is to promote and strengthen individual community foundations and other local grantmakers, and their related networks around the world.

MOTT'S LESSONS LEARNED

Through more than six decades of grantmaking to help develop and strengthen the community foundation field locally, nationally and internationally, the Charles Stewart Mott Foundation has learned some valuable lessons that may be useful to both donors and communities. Among the most critical are:

- **Importance of local roots.** To be successful and sustainable, community foundations must be initiated by local leaders and residents and focus on a community's assets rather than its deficits. People and organizations outside the community can offer assistance, but the real motivation must come from within.
- **More than money.** Although the size of a community foundation's endowment remains an important measure of its success, it is not the sole measure. Increasingly, community foundations are valued for their ability to act as conveners and leaders in their communities — attributes especially valued in financially poor communities that, nonetheless, have other important resources that can be surfaced, deployed, leveraged and grown.
- **Technical assistance is crucial.** To be effective, community foundations need technical assistance early on and along the way. They need training to develop expertise in ways to interact with the community, engage board members, cultivate donors and develop policies and procedures for investing finances, evaluating grants, optimizing technology, etc. Additionally, community foundations need to ensure that the organizations they support receive sufficient technical assistance.
- **Funder and leader.** Increasingly, community foundations may find themselves needing to strike a balance between *reacting* to community needs and becoming a *proactive* local leader capable of addressing entrenched issues head-on.
- **Inclusiveness.** The most successful community foundations try to serve and involve the entire community, broadening participation in its governance, decisionmaking and activities to all kinds of residents, not just donors and community leaders. Youth involvement is especially productive and strategic.
- **Long-term process.** Nurturing the establishment and growth of community foundations takes time. While their mission — to improve communities — is seemingly simple, these institutions are complex in structure and process, requiring patience and long-term commitment. Moreover, it takes time for a community foundation to establish a track record of success in the community and become a trusted resource for the long haul.
- **Infrastructure matters.** The importance of infrastructure (support) organizations to the growth and health of the community foundation movement cannot be emphasized enough. Recent studies have shown that in places with a healthy infrastructure — membership associations, networks, councils, forums and federations — community foundations are more likely to proliferate.
- **Adaptable to unique communities.** The capacity of the field to adapt to different tax structures, laws and cultures has been clearly demonstrated in places around the globe. While there is a need to be sensitive to the cultural context of each specific community and the resources therein, the community foundation is a concept that has proved to be both versatile and adaptable.



2008
ROMANIA EMBRACES THE CONCEPT
Mott makes an initial grant to develop community foundations in Romania. The field in that country has since grown from two to 12 community foundations.

100
YEARS

2014
U.S. FIELD CELEBRATES CENTENNIAL
The U.S. community foundation field marks its 100th anniversary.

2000



2011
EXPANDING REACH INTO TURKEY
Mott provides support to the Third Sector Foundation of Turkey with the long-term goal of growing the overall field of philanthropy, including community foundations.

A philanthropic approach with global appeal

The Mott Foundation's support for community foundations grew naturally out of our traditional commitment to strengthening communities and reflected the view of founder Charles Stewart Mott, who believed that our basic strength as a nation is derived from strong, cohesive communities.

With that as the underpinning, the Foundation helped support the development and spread of the concept over more than three decades. In the following pages, we illustrate the breadth of Mott's grantmaking to community foundations, as well as to several of the field's support organizations, on a world map featuring sites where notable achievements and significant growth have taken place.

In addition, three short features — each focusing on a different aspect of the community foundation field today — portray the powerful potential these institutions hold for local communities, for convening and collaborating to create change, and for cultivating the charitable impulse. From the local to the regional to the global, the featured initiatives include:

■ West Coast Community Foundation

Created “to nurture the growth of philanthropy and improve its responsiveness to the needs of ‘poor and marginalized communities’” in the

Western Cape province of South Africa, the community foundation today serves as a catalyst that mobilizes and distributes resources and also provides community development training that helps local communities become self-sustaining.



■ Great Lakes Community Foundation Collaborative

In the late 1990s, the Great Lakes Protection Fund, jointly with the Council of Michigan Foundations, led an initiative designed to increase the number of community foundations located along the Great Lakes shoreline that would make grants to restore and protect the Great Lakes ecosystem. The result was a network of community foundations that worked on Great Lakes-wide problems and helped build endowments to ensure those problems would be addressed over the long term. Many of the 21 community foundations that participated in the collaborative remain active in environmental grantmaking.



■ Association for Community Relations

Established to promote and develop philanthropy in Romania, this young philanthropic support organization is driving incremental change in charitable attitudes and behavior, principally through its efforts to develop community foundations as vehicles for local giving and decisionmaking, and as funders of the work done by local non-governmental organizations.



Mott's Grantmaking Seeds Global Growth

CANADA GROWS THE FIELD FROM COAST TO COAST

The nation's first community foundation was created in Winnipeg in 1921. During the next 71 years, Canada added only 27 more. However, after the Community Foundations of Canada (CFC), a Mott grantee, was created in 1992, the field nearly tripled within six years. Today, the country's 187 institutions cover 89 percent of the nation.

COMMUNITY FOUNDATIONS SPREAD THROUGHOUT THE U.K.

Although the first community foundation in the U.K. was created in Swindon in 1975, the field didn't take off until after 1991 and the creation of the Mott-funded Community Foundations Network (now called UK Community Foundations). Today, virtually every U.K. citizen has access to a local community foundation — 54 in all.

U.S. FIELD DEVELOPS IN DEPTH AND BREADTH

After Mott provided grants to U.S. community foundations for technical assistance and endowments, it initiated a grassroots-grantmaking program in the mid-1980s that used community foundations as vehicles to improve neighborhoods. Since then, Mott has repeated this strategy of partnering with community foundations to achieve program goals in several grantmaking areas.

GERMANY ADVANCES CONCEPT AND FIELD FLOURISHES

Mott worked in partnership with the Bertelsmann Foundation, beginning in 2001, to develop the field in Germany. With more than 250 community foundations nationwide in 2013, Germany ranks second globally in sheer numbers behind the U.S. Although its first community foundation was created only 15 years ago as a "foundation of citizens for citizens," the field has grown at a fast pace with combined assets of approximately \$300 million.

MEXICO POSITIONED FOR GROWTH

Since the first community foundation was created in the mid-1990s, the field has grown to 22 today. These institutions exist in 19 of Mexico's 31 states, with more growth expected since the recent formation of a national support organization, Comunalia, a Mott sub-grantee through the Inter-American Foundation.

SOUTH AFRICA COMMUNITY FOUNDATIONS IMPROVE QUALITY OF LIFE

From Mott's office in Johannesburg, South Africa, the Foundation has supported the growth of community foundations throughout the country. Today, Mott supports three community foundations: the Community Development Foundation Western Cape, Uthungulu Community Foundation and the West Coast Community Foundation. These Mott-funded foundations have helped grow the field to a total of five today.

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FORMER SOVIET BLOC COUNTRIES CREATE COMMUNITY FOUNDATIONS

Created in 1998, the Togliatti Community Foundation was Russia's first such institution. Since then, Charities Aid Foundation and Community Foundation Partnership, both Mott grantees, have supported the field's growth and development, resulting in 45 community foundations nationwide.

The Healthy City Community Foundation in Banská Bystrica, Slovakia, was established in 1992 as an operating foundation and became Eastern Europe's first community foundation in 1994. In 2003, the Association of Slovak Community Foundations, a Mott grantee, was created and currently has eight members.

The Academy for the Development of Philanthropy in Warsaw, Poland, was established in 1998. The Mott grantee serves as a national and regional support organization, and has helped create more than two dozen community foundations throughout Poland.

AUSTRALIA AND NEW ZEALAND DEVELOP COMMUNITY FOUNDATIONS

Australia's first public community foundation, the Tasmanian Community Foundation, was launched in 1995. Since then, the field has grown to 36 countrywide. In nearby New Zealand, where the field is about 18 years old, there are currently 11 community foundations located throughout the nation. Each country has a support organization for the philanthropic field, Philanthropy New Zealand and Philanthropy Australia. The latter is a past Mott grantee.



West Coast Community Foundation, South Africa

Local funder responds to needs and **empowers** residents

Simphiwe Somnqaba works at a farm cooperative in Klawer, a community north of Cape Town, South Africa, that receives financial support and business expertise from the West Coast Community Foundation to become self-sustaining.



With almost fatherly pride, Simphiwe Somnqaba grips a baby bottle of milk and encourages the little one on his lap to drink. When this kid's belly is full, he will feed another. Caring for kids — young goats — is his job. In addition to providing Somnqaba with an income, it allows him to help his older brother, Collman, who is one of seven members of the Klawer Small Scale Cooperative.

The co-op is one of two farms currently receiving support from the West Coast Community Foundation (WCCF). Based in the Western Cape province of South Africa, the WCCF is a Mott grantee; its mission is to reduce poverty and build self-reliant communities.

"We are seeing some very positive outcomes because these farmers want to better themselves and provide for their families," said Johanna Hendricks, CEO of the community foundation.

The goat farm is located less than a mile from the small town of Klawer, a rural community of about 6,250 residents that is 175 miles north of Cape Town. Its co-op members also raise pigs and grow vegetables. They — along with members of the Eden Commercial Organic Farms in Atlantis, a semi-urban area about 25 miles north of Cape Town — turned to the community foundation for practical guidance in operating their co-ops. Locally based, staffed and funded, WCCF is recognized as a trusted, non-political grassroots-grantmaking institution, Hendricks said.

After struggling with several major obstacles — lack of access to public land for grazing, stolen animals and insufficient funds to pay feed and water bills — each farm applied for a grant, but the foundation initially provided no money to either. Instead, staff shared a lot of their collective know-how. For example, before meeting with the foundation, co-op members in Klawer mainly worked as individual subsistence farmers. But, after learning that

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■ Independent farmers in Klawer, South Africa, banded together to create a nonprofit cooperative. It is one of two farm co-ops in the area that receive support from the West Coast Community Foundation.

co-ops function best when owners share tasks and work interdependently, they put those principles into practice and saw their operations improve, Hendricks said.

Additionally, foundation staff provided practical help for the Eden farmers. They aided them in drafting a constitution and creating the policies and procedures needed to become a registered non-governmental organization (NGO). These steps positioned the NGO to receive funding from several sources, including startup grants from the WCCF. While the foundation's money was minuscule by most grantmaking standards (\$500 annually), it meant a lot to the farmers. So did the professional guidance, Hendricks said.

"They applied for a grant," she said. "But we asked, 'Is that really what they need?' We did a complete assessment of their ability to manage the business and offered training in areas where their skills were lacking."

With both co-ops now operating as legally registered NGOs, they can access resources and expertise from local, provincial and national government programs. That aspect of the WCCF's work is similar to other community foundations around the globe, Hendricks said. While others might not support farm co-ops, they do provide technical assistance to strengthen NGOs and offer training to develop the skills of NGOs' staff and volunteers.

"I love this work because we witness lives changing," Hendricks said. "We see people grow. They

go from not believing they can do much of anything to discovering, 'Hey, I can do this!' Those are the little treasures I keep in my heart."

WEST COAST COMMUNITY FOUNDATION (WCCF) Malmesbury, South Africa

Mott grants through 2012: \$382,500

Highlight: Another WCCF-supported project, Atlantis Athletico soccer club, reaches 300 vulnerable youth. While soccer is the draw, coaches use it as a medium to address gang activities, substance abuse, teen pregnancy and failure to complete high school. Their club's slogan: "When you have a gun in your hand, people respect the gun, not you. When you play ball, people respect you, not the ball." [Read more about this project at www.mott.org/AR2012]

In their own words: "The Atlantis Athletico brings about real change in the lives of children and their parents. It is marked by people who make personal sacrifices of their own finances and time to give unconditionally to create an enabling environment for our children."

– CEO Johanna Hendricks
West Coast Community Foundation

Web site: www.wccf.org.za

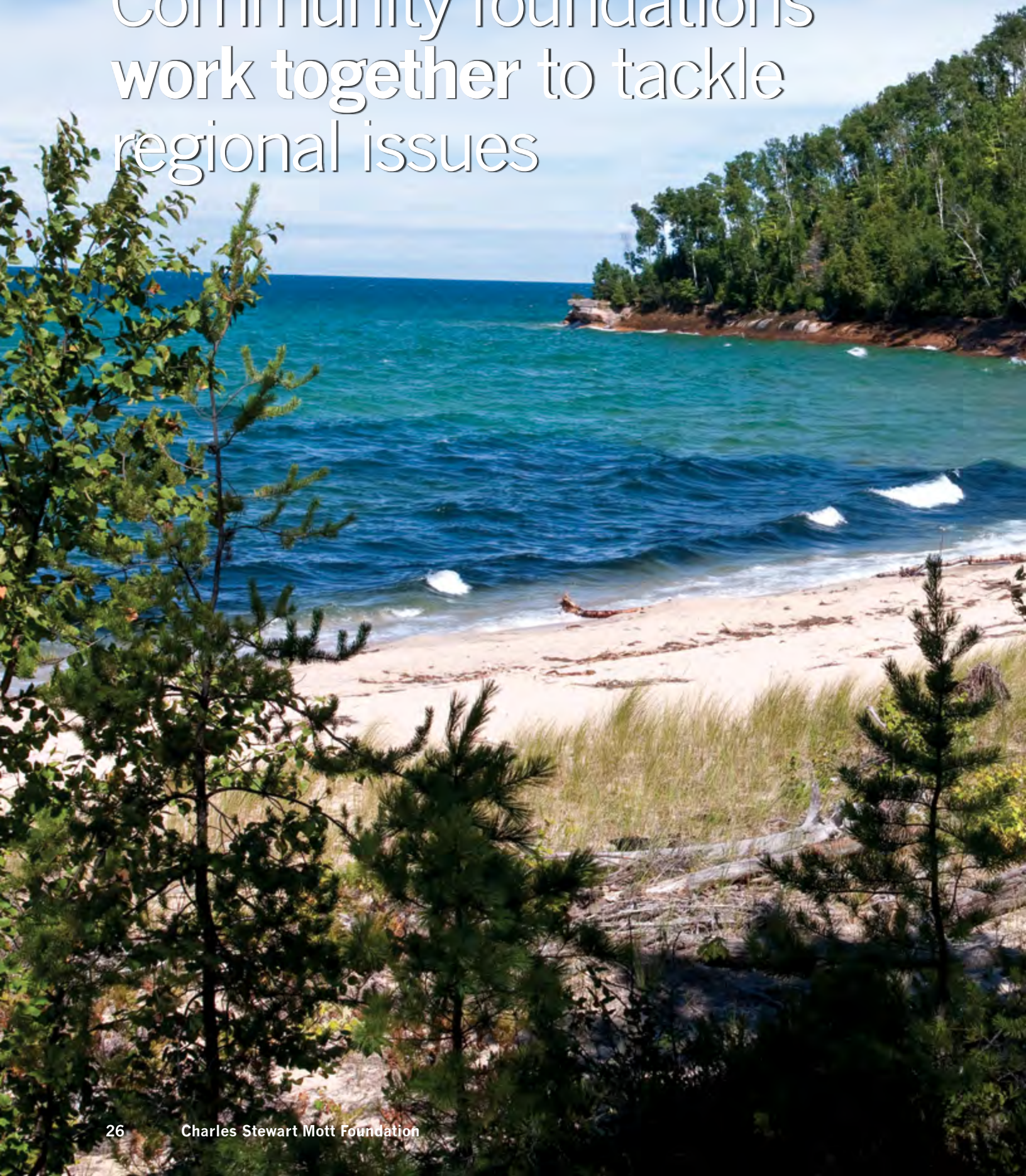


Maria Isaks and other subsistence farmers in Klawer, South Africa, improved their productivity after the local community foundation discussed the benefits of sharing tasks and working interdependently.



Great Lakes Community Foundation Collaborative, United States

Community foundations **work together** to tackle regional issues





Staff members at the Great Lakes Protection Fund (GLPF) in Chicago say their ears perked up after hearing some media buzz in summer 2013 surrounding the Community Foundation of the Holland/Zeeland Area in Michigan.

Behind that buzz was the community foundation's announcement of its first Community Impact Grant, a board-directed \$250,000 investment linking it with several public, private and nonprofit partners in a five-year, \$12 million initiative called Project Clarity. The partnership aims to restore wetlands in the Lake Macatawa watershed and improve the region's water quality.

More than a decade earlier, the Holland/Zeeland institution had joined a GLPF initiative that was created in partnership with the Council of Michigan Foundations. The project was designed to increase the number of community foundations located along the Great Lakes shoreline that made grants to restore and protect the Great Lakes ecosystem. Called the Great Lakes Community Foundation Collaborative, the project's funders included the Joyce and Charles Stewart Mott foundations.

"While you can't draw a straight line between the earlier Great Lakes collaborative and this [new] project, you can infer that the momentum for this level of environmental grantmaking began when community foundations started looking through the environmental lens," said J. David Rankin, GLPF vice president of programs.

"The collaborative created a network of community foundations that could begin to tackle Great Lakes-wide problems together."

By design, program participants represented all eight states in the Great Lakes Basin — Indiana, Illinois, Michigan, Minnesota, New York, Ohio,

Community foundations sharing the Lake Superior shoreline participated in an endowment-building program with other Great Lakes-based community foundations to preserve and restore the area's ecosystem.

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Small incentive grants from the Mott Foundation to a network of community foundations in the Great Lakes region leveraged millions of dollars for a coordinated effort to address environmental concerns.

Pennsylvania and Wisconsin — and the Canadian province of Ontario, which also is in the basin. While Mott made two grants totaling \$880,000 from 1997 to 2000 for this project, it was not the first time the Foundation engaged a group of community foundations to address local issues. From 1984 to 1994, Mott supported the Neighborhood Small Grants Program through which the Foundation provided grants to community foundations that then funded local projects identified by grassroots groups. Ultimately, 25 community foundations nationwide took part

in the program. For several of the participating community foundations, it was the first time they had met with neighborhood groups and made grants in response to voiced concerns.

Likewise, the Great Lakes collaborative was the first time many of the 21 participating community foundations had met with residents and discussed environmental issues related to the Great Lakes. To help ensure that these environmental challenges could be addressed for the long haul, Mott provided modest \$15,000 incentive grants for endowment building to each foundation that secured matching donations. In



all, more than \$4.6 million was raised for endowments during the grant period, and an additional \$4.2 million was secured in government grants through 2001 for collaborative initiatives, Rankin said.

By having community foundations working on the same problem at various locations around the Great Lakes, the combined return was greater — and others took notice, he said. A network of 18 community foundations located along the Mississippi River — from Minnesota to Louisiana — replicated the coordinated approach. Created in 2006, the River Partnership of Community Foundations helps

GREAT LAKES COMMUNITY FOUNDATION COLLABORATIVE

Mott grants for the collaborative: \$880,000

Highlight: The Racine (Wisconsin) Community Foundation, an original collaborative participant, remains active in environmental grantmaking today. In fact, it helped launch the Root-Pike WIN (Watershed Initiative Network), a nonprofit organization that works to protect the watershed's drinking water quality, and also its more than 200 miles of rivers, streams and tributaries that eventually empty into Lake Michigan. [Read more about this project at www.mott.org/AR2012]

In their own words: "Root-Pike WIN is dedicated to pollution-free waterways that are essential to the health and vitality of our community — now and for the next generations."

— *Former Executive Director Mary Beth Mikrut
Racine Community Foundation*

Web site: <http://www.racinecommunityfoundation.org>

preserve, protect and restore the Mississippi River and its tributaries.

Meanwhile, as a participant in the Great Lakes collaborative, the Community Foundation of the Holland/Zeeland Area has maintained its environmental interest more than a dozen years after the initiative ended, said Mike Goorhouse, vice president of donor development. Although the community foundation had created its own environment fund a few years before the collaborative started, it wasn't well known or widely supported, he said. However, after the endowment challenge was announced, new donors contributed to the environment fund, along with donors who previously had given to its other funds, Goorhouse said.

"The challenge grant gave us a voice to speak boldly about environmental issues," he said. "Someone from outside our community was interested in Great Lakes causes and had come here with matching money for us to do something. That helped bring local attention to our environmental issues. And, as you can see, we're continuing that work today."

Association for Community Relations, Romania

Cultivating the charitable impulse countrywide



Annual swim-a-thons like this in Cluj, Romania, offer competitive fun while raising vital monetary support for community foundations across Romania.



The many years needed by Romania to transition from decades of communism to a modern-day democracy have helped influence the country's more long-term approach to philanthropy work.

"We have learned to celebrate incremental changes in attitudes and behavior about giving instead of expecting one dramatic transformation," said Alina Porumb, the community foundation's program director at the Association for Community Relations (ACR) in Cluj-Napoca, a northern Romanian city. "In the last years, however, the rhythm of change in Romanian philanthropy has picked up, and what was only hope five years ago is now reality."

In 2001 — a dozen years after the country started shifting to a market economy, including privatizing state-owned enterprises — ACR was established with a mission to promote and develop philanthropy in Romania. Since then, it has become a national leader in developing community foundations as vehicles for local giving and societal change.

ACR staff is enthusiastic about innovative fundraising initiatives that people are using in their communities to meet local needs, says Porumb, with community foundations serving as platforms for sharing and showcasing these initiatives to inspire others.

Philanthropic behavior becomes more rooted in everyday community life, she says, as honorees at weddings and birthday parties ask friends and families to make donations to local causes or the nearest community foundation in lieu of gifts. Similarly, people use sporting events, such as swim-a-thons and soccer matches, as fundraising opportunities to collect pledges and donations for community foundations and other non-governmental organizations (NGOs).

"At these events, people see they can make a big impact in their community when their small amounts are added together," Porumb said. "It is wonderful because these ideas

were totally organic, emerging from the community itself.”

Donations have helped fund a variety of projects, including equipping a village kindergarten with educational toys, providing house repairs for people in need and supporting art programs for children with visual and hearing impairments.

ACR currently promotes both individual and corporate giving, although its earlier activities focused more on encouraging corporate giving to NGOs, Porumb says. While corporate giving continues to have a high rate of involvement from employees and clients, ACR has expanded its work to inspire and engage individual donors.

In addition to interacting with donors directly, ACR partners with other groups, such as the United Way Foundation Romania, to create stronger tax incentives for donations given by individuals and businesses in Romania.



■ Community foundations improve the lives of children by funding groups like the Club for Alternative Education in Bucharest.

Today, ACR’s philanthropy programs focus on the following:

- developing young grantmakers through YouthBank groups nationwide;
- building individual giving initiatives, including a national program allowing citizens to designate specific NGOs as recipients of a small portion of their tax money;
- encouraging people to pool funds to generate a greater local impact through Donor Circles;
- promoting a platform that connects NGOs with banks and mobile phone operators so people can easily make technology-based donations; and
- establishing community foundations throughout the country.

With Mott’s help, there are now 12 community foundations nationwide. These grantmaking institutions are spreading because they incorporate an inclusive style of decisionmaking that involves residents in all aspects of community projects — vastly different from how things were done under the former communist system, Porumb says.

However, she says, much public education is still needed because the community foundation concept was previously unknown in Romania. Whether making donations or providing input on local projects, residents appreciate the transparency associated with community foundations, Porumb says.

“Donors are involved in deciding what to fund and then invited to visit or otherwise learn about the completed projects,” she said. “This is accountability. It is closing the circle of giving.”

ASSOCIATION FOR COMMUNITY RELATIONS (ACR) Cluj-Napoca, Romania

Mott grants through 2012: \$1.55 million

Highlight: With strong local leadership and support from ACR and its donors and partners, 12 community foundations have been established in Romania in the past six years. Today, 35 percent of Romanians have access to a community foundation. Collectively, these institutions have pooled and invested about \$825,000, mostly from local donors, in more than 100 resident-identified causes.

In their own words: “The enthusiasm and creativity of community foundations is inspiring positive responses from the local people, who are ready to act to improve their own lives and communities.”

— Program Director Alina Porumb
ACR Community Foundation

Web site: <http://arcromania.ro>



Community foundations engage young people with YouthBank-funded projects like this in Iasi, Romania, where students cleaned and painted murals in a derelict pedestrian tunnel.

The final word

As the community foundation field embraces its second century of operation, there undoubtedly will be challenges to overcome. Two come readily to mind. Although it is impossible to predict how the globalization of society or our fast-changing technology will affect people's propensity for giving decades from now, we can easily imagine that individuals' loyalties to a specific place may weaken as they move from place to place, or that ever newer technologies will continue to make it even easier to give directly to any cause, any place, any time.

In response, community foundations not only will need to integrate people's new "communities of interest or identity" with the more traditional "communities of place," but also will need to demonstrate to donors their "value added" as intermediary organizations.

We suspect they are up to the challenge.

The fact that community foundations have endured for a century is a sure sign of their value and versatility. Moreover, there is every reason to believe that the community support organizations and networks now in place — or those that will succeed them — will continue to help spread the community foundation concept in the years to come into regions where seeds are only starting to sprout.

As long as the concept remains true to its core, while maintaining flexibility in light of an ever-changing world, it is quite possible the field could find itself celebrating its bicentennial 100 years from now.

Programs & Grants

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.** Promote and develop a more robust culture of private giving for public good.

SOUTH AFRICA

Goal: To empower 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.** Increased philanthropy with improved responsiveness to the needs of poor and marginalized communities.
- **Special Opportunities.** Support unique opportunities to strengthen civil society.

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 that protects and promotes a vibrant and responsive nonprofit sector and philanthropy.
- **Community Philanthropy.** Philanthropy that promotes vitality and resiliency in local communities.

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

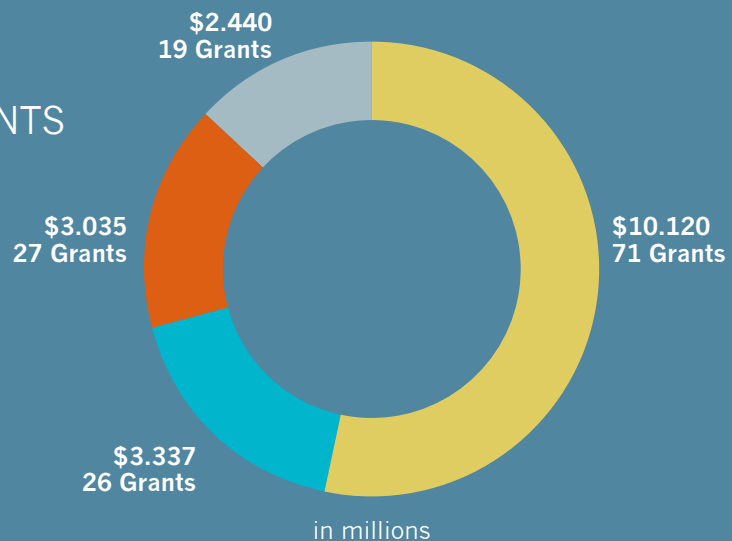
Goal: To foster global platforms for philanthropy and the nonprofit sector that respond to the needs of local communities.

OBJECTIVES/WHAT WE SEEK:

- **Philanthropy and Nonprofit Sector.** Philanthropy and nonprofit support organizations improve their effectiveness through international collaboration and exchange of knowledge.
- **Special Opportunities.** Support unique opportunities to strengthen civil society.

Note: The grant listings and charts within this report reflect the geographic sub-regions in which we make grants in Central/Eastern Europe and Russia.

GRANT ACTIVITY:
\$18,931,660 / 143 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CENTRAL/EASTERN EUROPE AND RUSSIA		
Southeast Europe	\$ 5.597	41
Western Former Soviet Union	\$ 3.545	24
CEE/Russia Regional	\$.978	6
SOUTH AFRICA		
Community Advice Office Sector	\$ 2.340	16
Philanthropy Development	\$.575	7
Special Opportunities	\$.422	3
UNITED STATES		
Nonprofit Sector Responsiveness	\$ 2.185	21
Community Philanthropy	\$.500	3
Racial and Ethnic Diversity in Philanthropy	\$.350	3
GLOBAL PHILANTHROPY AND NONPROFIT SECTOR		
Philanthropy and Nonprofit Sector	\$ 2.215	18
Special Opportunities	\$.225	1
TOTALS	\$ 18.932	143

Central/Eastern Europe and Russia

Southeast Europe

Anadolu Kultur

Istanbul, Turkey
\$150,000 – 24 mos.
Art for social change

Association for Community Relations

Cluj-Napoca, Romania
\$120,000 – 24 mos.
General purposes

Balkan Community Initiatives Fund – Serbia

Belgrade, Serbia
\$500,000 – 60 mos.
Endowment for sustainable future
\$100,000 – 24 mos.
General purposes

Balkan Investigative Reporting Network

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

Bulgarian Center for Nonprofit Law

Sofia, Bulgaria
\$190,000 – 36 mos.
NGO-BG: Legitimacy through visibility, knowledge and shared resources

Bulgarian Charities Aid Foundation

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

Bulgarian Donors' Forum

Sofia, Bulgaria
\$10,000 – 36 mos.
General purposes

Bulgarian Environmental Partnership Foundation

Sofia, Bulgaria
\$300,000 – 36 mos.
General purposes

Bulgarian School of Politics

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

CARE USA

Atlanta, GA
\$100,000 – 12 mos.
Strengthening civil society in Western Balkans

Center for Civic Cooperation

Livno, Bosnia and Herzegovina
\$60,000 – 24 mos.
Increasing citizen participation in community life through media

Center for Civil Initiatives

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

Centre for Peace, Nonviolence and Human Rights Osijek

Osijek, Croatia
\$22,000 – 24 mos.
General purposes

Centre for Research, Documentation and Publication

Pristina, Kosovo
\$70,000 – 24 mos.
Planning and administrative support

Civic Alliance

Podgorica, Montenegro
\$70,000 – 24 mos.
Toward enhanced civic activism and sustainable civic participation in Montenegro

Civic Initiatives

Belgrade, Serbia
\$150,000 – 24 mos.
General purposes

Civil Society Promotion Center

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

Community Building Mitrovica

Mitrovica, Kosovo
\$70,000 – 24 mos.
General purposes

Fund for Active Citizenship

Podgorica, Montenegro
\$200,000 – 24 mos.
General purposes

Group 484

Belgrade, Serbia
\$100,000 – 24 mos.
Institutional and program development support

Heartefact Fund

Belgrade, Serbia
\$125,000 – 24 mos.
General purposes

Initiative for Progress

Ferizaj, Kosovo
\$80,000 – 24 mos.
School of activism

Institute for Public Environment Development

Sofia, Bulgaria
\$100,000 – 24 mos.
General purposes

Integra

Prishtina, Kosovo
\$60,000 – 24 mos.
Dealing with the past – transitional justice in Kosovo

International Council for Cultural Centers

Sofia, Bulgaria
\$100,000 – 24 mos.
Strengthening bread houses network in Bulgaria

Kosova Women's Network

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

Mozaik Community Development Foundation

Sarajevo, Bosnia and Herzegovina
\$500,000 – 60 mos.
Endowment for sustainable future
\$100,000 – 24 mos.
General purposes

Network for the Affirmation of NGO Sector – MANS

Podgorica, Montenegro
\$75,000 – 24 mos.
General purposes

Organization for Civil Initiatives

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

Populari

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

Regional Foundation for Local Development Zamah

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

Truth, Justice and Memory Studies Association

Istanbul, Turkey
\$125,000 – 24 mos.
General purposes

Tuzla Community Foundation

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

United Way Romania

Bucharest, Romania
\$100,000 – 24 mos.
General purposes

Workshop for Civic Initiatives Foundation

Sofia, Bulgaria
\$500,000 – 48 mos.
Endowment for sustainable future

\$405,000 – 36 mos.
General purposes

Youth Initiative for Human Rights – Bosnia

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

YouthBuild USA

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

Subtotal:	\$5,597,000
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Western Former Soviet Union

Association for International Education and Exchange

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

Association of Ukrainian Human Rights Monitors on Law Enforcement

Kyiv, Ukraine
\$100,000 – 24 mos.
Strengthening capacity of youth to protect and restore their rights

Charities Aid Foundation

Kent, England
\$400,000 – 24 mos.
Community foundation development in Russia
\$125,000 – 24 mos.
Increasing private donations to Russian nonprofit sector

Civic Analysis and Independent Research Center

Perm, Russia
\$200,000 – 24 mos.
Civil initiatives for public benefit support service

Cloudwatcher

Moscow, Russia
\$150,000 – 24 mos.
Merit Bank

Community Foundation Partnership

Togliatti, Russia
\$100,000 – 24 mos.
Institutional development

East Europe Foundation

Kyiv, Ukraine
\$180,000 – 18 mos.
Act Now

Ednannia

Kyiv, Ukraine
\$100,000 – 24 mos.
General purposes

Foundation for Independent Radio Broadcasting

Moscow, Russia
\$200,000 – 24 mos.
Participatory radio as means for community development in Russia

Garage Gang Kollektiv

Kyiv, Ukraine
\$200,000 – 24 mos.
Generation celebration

InEcA-consulting

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

Moscow School of Political Studies

Moscow, Russia
\$200,000 – 24 mos.
General purposes

Municipal Center for Humanistic Technologies 'AHALAR'

Chernihiv, Ukraine
\$100,000 – 24 mos.
Territory of development: community mobilization in Ukraine

National Center for Prevention of Violence 'ANNA'

Moscow, Russia
\$150,000 – 24 mos.
Mobilizing local communities to prevent domestic violence

Pontis Foundation

Bratislava, Slovakia
\$100,000 – 24 mos.
Building capacity of Belarus' analytical community

Russia Donors Forum

Moscow, Russia
\$120,000 – 36 mos.
General purposes

Sakhalin Salmon Initiative Center

Yuzhno-Sakhalinsk, Russia
–\$75,000
Adjustment to previous grant

Siberian Civic Initiatives Support Center

Novosibirsk, Russia
\$180,000 – 24 mos.
Communities of, by and for the people

Sluzhenye Association

Nizhny Novgorod, Russia
\$125,000 – 24 mos.
Community development in Volga region

Step by Step Moldova

Chisinau, Moldova
\$150,000 – 24 mos.
Community school development in Moldova

Ukrainian Helsinki Human Rights Union

Kyiv, Ukraine
\$150,000 – 24 mos.
General purposes

Ukrainian Philanthropists Forum

Kyiv, Ukraine
\$80,000 – 24 mos.
Institutional development

West-Ukrainian Resource Center

Lviv, Ukraine
\$150,000 – 24 mos.
General purposes

Wild Salmon Center

Portland, OR
\$160,000 – 24 mos.
Russian Far East public watershed council network initiative

Subtotal: \$3,545,000
Western Former Soviet Union

CEE/Russia Regional**Association for Community Relations**

Cluj-Napoca, Romania
\$144,380 – 18 mos.
Initiative for strategic philanthropy and intelligent resources

CEE Citizens Network

Banska Bystrica, Slovakia
\$100,000 – 24 mos.
General purposes

Community Foundation for Northern Ireland

Belfast, Ireland
\$200,000 – 24 mos.
International YouthBank support model

Environmental Partnership Association

Brno, Czech Republic
\$100,000 – 24 mos.
EPA in the European system

European Foundation Centre

Brussels, Belgium
\$30,000 – 24 mos.
Grantmakers East group

Foundation-Administered Projects

\$66,829
Active civic participation
\$19,494
Community education development assistance project in Central/Eastern Europe and former Soviet Union

\$41,991
Community foundation development

\$74,891
Philanthropy development in southeast Europe

Latvian Rural Forum

Riga, Latvia
\$200,000 – 24 mos.
Pre-accession partnership for rural Europe – PREPARE network

Subtotal: \$977,585
CEE/Russia Regional

Program Area Total: \$10,119,585
Central/Eastern Europe and Russia

South Africa**Community Advice Office Sector****Afrika Tikkun**

Johannesburg, South Africa
\$150,000 – 24 mos.
Core operational support

Black Sash Trust

Cape Town, South Africa
\$220,000 – 24 mos.
General purposes

Community Connections

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

Community Law and Rural Development Centre

Durban, South Africa
\$250,000 – 24 mos.
General purposes

Community Organisation Resource Centre

Cape Town, South Africa
\$100,000 – 27 mos.
General purposes

Eastern Cape NGO Coalition

East London, South Africa
\$150,000 – 24 mos.
General purposes

HIVOS – South Africa

Johannesburg, South Africa
\$100,000 – 12 mos.
Multi-agency grants initiative: advice office re-granting project

Isandla Institute

Cape Town, South Africa
\$150,000 – 24 mos.
Good governance learning network

National Alliance for the Development of Community Advice Offices

Cape Town, South Africa
\$200,000 – 24 mos.
Community advice office sustainability project

\$200,000 – 24 mos.
Support to provincial advice office forums

Rhodes University

Grahamstown, South Africa
\$200,000 – 24 mos.
Rhodes University legal aid clinic: advice office project

Rural Legal Trust

Johannesburg, South Africa
\$100,000 – 24 mos.
Advice office program

Steve Biko Foundation
Johannesburg, South Africa
 \$120,000 – 24 mos.
 General purposes

Trust for Community Outreach and Education
Cape Town, South Africa
 \$50,000 – 27 mos.
 General purposes

University of Fort Hare
Alice, South Africa
 \$100,000 – 24 mos.
 UNESCO Oliver Tambo Chair of Human Rights: enhancing participatory development and social awareness among local women and youth

University of KwaZulu-Natal
Durban, South Africa
 \$150,000 – 24 mos.
 Centre for Civil Society

Subtotal:	\$2,340,000
Community Advice Office Sector	

Philanthropy Development

Community Development Foundation Western Cape
Cape Town, South Africa
 \$120,000 – 24 mos.
 General purposes

Ikhala Trust
Port Elizabeth, South Africa
 \$150,000 – 24 mos.
 General purposes

Social Change Assistance Trust
Cape Town, South Africa
 \$250,000 – 24 mos.
 General purposes

South African Institute for Advancement
Cape Town, South Africa
 \$2,500 – 24 mos.
 General purposes

Southern Africa Trust
Midrand, South Africa
 \$25,000 – 12 mos.
 Change4ever campaign

Southern African Community Grantmakers Leadership Forum
Cape Town, South Africa
 \$25,000 – 12 mos.
 General purposes

West Coast Community Foundation
Cape Town, South Africa
 \$2,500 – 23 mos.
 General purposes

Subtotal:	\$575,000
Philanthropy Development	

Special Opportunities

Foundation-Administered Project
 \$49,437
 Learning and sharing sessions

SGS Consulting
Johannesburg, South Africa
 \$197,147 – 12 mos.
 Technical support and dialogue platform

Social Surveys
Johannesburg, South Africa
 \$75,000 – 12 mos.
 Toward better understanding of civil society in Africa

South African History Online
Pretoria, South Africa
 \$100,000 – 24 mos.
 General purposes

Subtotal:	\$421,584
Special Opportunities	

Program Area Total:	\$3,336,584
South Africa	

United States

Nonprofit Sector Responsiveness

Association of Small Foundations
Washington, DC
 \$100,000 – 24 mos.
 General purposes

Council of Michigan Foundations
Grand Haven, MI
 \$25,000 – 24 mos.
 General purposes

Council on Foundations
Arlington, VA
 \$50,000 – 12 mos.
 LearnPhilanthropy

Demos: A Network for Ideas and Action
New York, NY
 \$100,000 – 12 mos.
 Building civic capacity by nonprofit service organizations

Forum of Regional Associations of Grantmakers
Arlington, VA
 \$80,000 – 24 mos.
 PolicyWorks for philanthropy

Foundation Center
New York, NY
 \$170,000 – 24 mos.
 General purposes

Foundation-Administered Project
 \$130,000
 Office of foundation liaison

Grantmakers for Effective Organizations
Washington, DC
 \$50,000 – 24 mos.
 General purposes

GuideStar
Williamsburg, VA
 \$135,000 – 24 mos.
 General purposes

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

Johns Hopkins University
Baltimore, MD
 \$90,000 – 18 mos.
 Nonprofit listening post project

Michigan Nonprofit Association
Lansing, MI
 \$380,000 – 24 mos.
 General purposes

National Council of Nonprofits
Washington, DC
 \$210,000 – 24 mos.
 General purposes

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

Philanthropy for Active Civic Engagement
Washington, DC
 \$15,000 – 24 mos.
 General purposes

Stanford University
Stanford, CA
 \$150,000 – 24 mos.
 Philanthropy, policy and technology project

Urban Institute
Washington, DC
 \$100,000 – 24 mos.
 NCCS community platform
 \$100,000 – 24 mos.
 Tax policy and charities project

Subtotal:	\$2,185,000
Nonprofit Sector Responsiveness	

Community Philanthropy

Chicago Community Trust
Chicago, IL
 \$100,000 – 24 mos.
 Second century project

Council on Foundations
Arlington, VA
 \$100,000 – 12 mos.
 Community foundation centennial

Indiana University
Indianapolis, IN
 \$300,000 – 12 mos.
 C.S. Mott Foundation community philanthropy chair

Subtotal:	\$500,000
Community Philanthropy	

Racial and Ethnic Diversity in Philanthropy

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

Tides Center
San Francisco, CA
 \$150,000 – 36 mos.
 Emerging practitioners in philanthropy project
 \$50,000 – 12 mos.
 Philanthropic initiative for racial equity

Subtotal:	\$350,000
Racial and Ethnic Diversity in Philanthropy	

Program Area Total:	\$3,035,000
United States	

Global Philanthropy and Nonprofit Sector

Philanthropy and Nonprofit Sector

CIVICUS: World Alliance for Citizen Participation

Washington, DC

\$120,000 – 24 mos.

Affinity group for national associations

\$80,000 – 12 mos.

General purposes

Cleveland Foundation

Cleveland, OH

\$230,000 – 27 mos.

Community foundation

global online atlas

Council on Foundations

Arlington, VA

\$50,000 – 24 mos.

Global philanthropy program

European Foundation Centre

Brussels, Belgium

\$160,000 – 12 mos.

General purposes

Foundation-Administered Project

\$47,491

Global community philanthropy

development

Global Fund for Community Foundations

Johannesburg, South Africa

\$200,000 – 12 mos.

Small grants and capacity-

building program

Inter-American Foundation

Washington, DC

\$300,000 – 36 mos.

Mexican community

foundation development

Johns Hopkins University

Baltimore, MD

\$150,000 – 15 mos.

Global civil society information system

\$50,000 – 24 mos.

International Society for

Third-Sector Research

Kenya Community Development Foundation

Nairobi, Kenya

\$50,000 – 12 mos.

Africa Grantmakers Network

Keystone Accountability

Tacoma, WA

\$50,000 – 12 mos.

Constituent voice in philanthropy

London Community Foundation

London, England

\$50,000 – 12 mos.

Developing London

Community Foundation

Network of European Foundations for Innovative Cooperation

Brussels, Belgium

\$28,000 – 12 mos.

Membership and administrative support

\$25,000 – 12 mos.

Network of European foundations

anniversary project

Research Foundation of the City University of New York

New York, NY

\$200,000 – 24 mos.

International community

foundation fellows program

UK Community Foundations

London, England

\$100,000 – 24 mos.

General purposes

U.S.-Mexico Border Philanthropy Partnership

San Diego, CA

\$275,000 – 24 mos.

General purposes

World Affairs Council of Northern California

San Francisco, CA

\$50,000 – 24 mos.

Global philanthropy forum

Subtotal: \$2,215,491

Philanthropy and Nonprofit Sector

Special Opportunities

International Academy for Innovative Pedagogy, Psychology and Economy gGmbH

Berlin, Germany

\$225,000 – 12 mos.

Youth empowerment

partnership program

Subtotal: \$225,000

Special Opportunities

Program Area Total: \$2,440,491

Global Philanthropy

and Nonprofit Sector

Program Total: \$18,931,660

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

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.

INTERNATIONAL FINANCE FOR SUSTAINABILITY

Goal: To shape international investment 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 emphasis on Latin America.

- **Special Opportunities.** Unique opportunities to advance sustainable development goals and promote capacity building for NGOs.

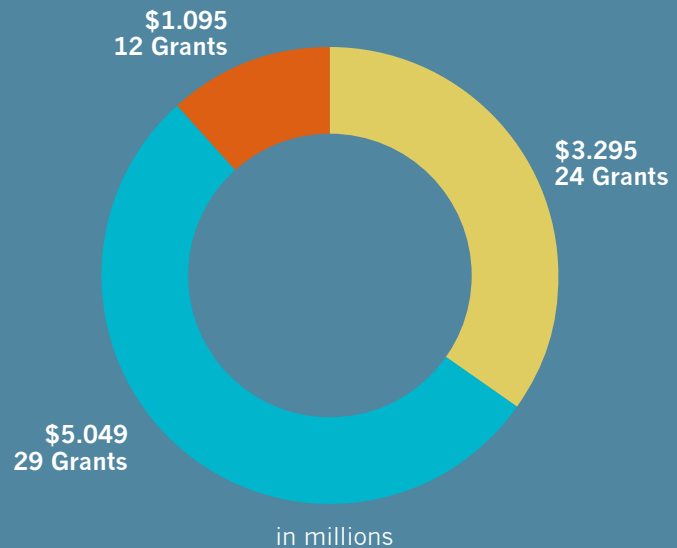
SPECIAL INITIATIVES

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 built environment designed to promote environmental health, economic prosperity and social equity.
- **Special Opportunities.** Support efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic or global concern.

GRANT ACTIVITY:
\$9,439,296 / 65 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
CONSERVATION OF FRESHWATER ECOSYSTEMS		
Strengthening the Environmental Community	\$ 2.095	12
Public Policies	\$ 1.200	12
INTERNATIONAL FINANCE FOR SUSTAINABILITY		
Infrastructure and Energy for a Sustainable Future	\$ 2.740	17
Sustainable Regional Development and Integration	\$ 2.270	12
Special Opportunities	\$.039	–
SPECIAL INITIATIVES		
Growth Management and Urban Revitalization in Michigan	\$.500	6
Special Opportunities	\$.595	6
TOTALS	\$ 9.439	65

Conservation of Freshwater Ecosystems

Strengthening the Environmental Community

Alliance for the Great Lakes

Chicago, IL
\$250,000 – 24 mos.
General purposes

Clean Wisconsin

Madison, WI
\$130,000 – 24 mos.
Great Lakes water program

Flint River Watershed Coalition

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

Freshwater Future

Petoskey, MI
\$275,000 – 24 mos.
General purposes

Grand Traverse Regional Land Conservancy

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

Heart of the Lakes Center for Land Conservation Policy

Grand Ledge, MI
\$20,000 – 24 mos.
General purposes

Land Trust Alliance

Washington, DC
\$300,000 – 24 mos.
Strengthening land trusts and promoting collaboration to conserve freshwater ecosystems in Great Lakes basin

Minnesota Environmental Partnership

St. Paul, MN
\$180,000 – 24 mos.
Northeast Minnesota program

National Wildlife Federation

Reston, VA
\$100,000 – 24 mos.
Healing Our Waters – Great Lakes Coalition

Ohio Environmental Council

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

River Alliance of Wisconsin

Madison, WI
\$150,000 – 24 mos.
Great Lakes program

River Network

Portland, OR
\$290,000 – 24 mos.
Building citizen capacity for freshwater protection

Subtotal: \$2,095,000
Strengthening the Environmental Community

Public Policies

Alabama Rivers Alliance

Birmingham, AL
\$15,000 – 24 mos.
Alabama water-management project

American Rivers

Washington, DC
\$150,000 – 18 mos.
Ensuring healthy river flows

\$40,000 – 24 mos.

Running rivers campaign

Chattahoochee Riverkeeper

Atlanta, GA
\$100,000 – 24 mos.
Georgia water policy project

Georgia River Network

Athens, GA
\$80,000 – 24 mos.
Protecting healthy river flows for Georgia

Georgia Wildlife Federation

Covington, GA
\$80,000 – 24 mos.
Georgia comprehensive statewide water management

Great Lakes Commission

Ann Arbor, MI
\$75,000 – 19 mos.
Eco-separation of Chicago-area waterway system to prevent Asian carp invasion

Great Lakes Environmental Law Center

Detroit, MI
\$50,000 – 24 mos.
Water quality project

Midwest Environmental Advocates

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

Minnesota Center for Environmental Advocacy

St. Paul, MN
\$150,000 – 24 mos.
Minnesota sulfide ore-mining project

National Wildlife Federation

Reston, VA
\$300,000 – 24 mos.
Great Lakes water quality project

Natural Resources Defense Council

New York, NY
\$80,000 – 24 mos.
Implementation of Great Lakes Compact

Subtotal: \$1,200,000
Public Policies

Program Area Total: \$3,295,000
Conservation of Freshwater Ecosystems

International Finance for Sustainability

Infrastructure and Energy for a Sustainable Future

ActionAid

London, England
\$250,000 – 24 mos.
Bretton Woods project

Bank Information Center

Washington, DC
\$425,000 – 24 mos.
General purposes

Berne Declaration (Erklärung von Bern)

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

Environmental Law Alliance Worldwide

Eugene, OR
\$15,000 – 24 mos.
General purposes

FERN

Moreton-in-Marsh, England
\$200,000 – 24 mos.
European Union campaign to reform export credit agencies and international financial flows

Forest Peoples Programme

Moreton-in-Marsh, England
\$250,000 – 24 mos.
Promoting forest peoples' interests in international forest policy making

Forward Works

Hong Kong, China
\$200,000 – 24 mos.
Greenovation hub

Friends of the Earth

Washington, DC
\$25,000 – 24 mos.
Advancing and protecting sustainability standards in development finance

Institute for Policy Studies

Washington, DC
\$15,000 – 24 mos.
Global finance for climate sustainability

NGO Forum on ADB

Quezon City, Philippines
\$40,000 – 24 mos.
General purposes

Oil Change International

Washington, DC
\$310,000 – 24 mos.
International program

PLATFORM

London, England
\$150,000 – 24 mos.
Reforming energy investment

Re:Common

Rome, Italy
\$300,000 – 24 mos.
Mainstreaming environmental sustainability into a changing development finance

South Africa Development Fund

Boston, MA
\$20,000 – 24 mos.
BASIC South Initiative

Tufts University*Medford, MA*

\$90,000 – 24 mos.

China in Latin America: environmental and developmental dimensions

Urgewald*Sassenberg, Germany*

\$250,000 – 24 mos.

Promoting environmental and social standards in financial sector

Subtotal: \$2,740,000Infrastructure and Energy
for a Sustainable Future**Sustainable Regional
Development and Integration****Center for Socio-Environmental Support***Cunha, Brazil*

\$300,000 – 24 mos.

General purposes

Centro Peruano de Estudios Sociales*Lima, Peru*

\$100,000 – 30 mos.

Accountability for integration and infrastructure investments in Peru

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

\$250,000 – 24 mos.

General purposes

Ecoa – Ecology and Action*Campo Grande, Brazil*

\$200,000 – 24 mos.

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

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

\$35,000 – 24 mos.

Holding Amazon megaprojects to account

Fundacion Ambiente y**Recursos Naturales***Buenos Aires, Argentina*

\$250,000 – 24 mos.

Monitoring infrastructure investments in Argentina

Indian Law Resource Center*Helena, MT*

\$150,000 – 24 mos.

Integration investments and indigenous peoples in South America

Instituto Latinoamericano para una**Sociedad y un Derecho Alternativos***Bogotá, Colombia*

\$160,000 – 24 mos.

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

Instituto Socioambiental*São Paulo, Brazil*

\$175,000 – 24 mos.

Investment impacts of Brazilian National Development Bank on regional sustainability

**Interamerican Association for
Environmental Defense***San Francisco, CA*

\$200,000 – 24 mos.

Promoting sustainability in energy and infrastructure investments in Latin America

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

\$200,000 – 24 mos.

Building Latino immigrant capacity on regional integration

**Uruguayan Study Center of
Appropriate Technologies***Montevideo, Uruguay*

\$250,000 – 24 mos.

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

Subtotal: \$2,270,000Sustainable Regional
Development and Integration**Special Opportunities****Foundation-Administered Project**

\$39,207

International finance for sustainability convenings

Subtotal: \$39,207

Special Opportunities

Program Area Total: \$5,049,207

International Finance for Sustainability

Special Initiatives**Growth Management and Urban
Revitalization in Michigan****Disability Advocates of Kent County***Grand Rapids, MI*

\$80,000 – 24 mos.

Model transportation project

Ecology Center*Ann Arbor, MI*

\$120,000 – 24 mos.

Model transit project

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

\$40,000 – 24 mos.

General purposes

MI*Voice*Detroit, MI*

\$100,000 – 24 mos.

Constituency building and outreach on land use and equitable development

Michigan Environmental Council*Lansing, MI*

\$125,000 – 24 mos.

Michigan transportation reform partnership

Michigan Suburbs Alliance*Ferndale, MI*

\$35,000 – 12 mos.

Transportation reform

Subtotal: \$500,000Growth Management and
Urban Revitalization in Michigan**Special Opportunities****Alliance for Economic Success***Manistee, MI*

\$65,000 – 18 mos.

Collaborative master plan and implementation strategy

Bay Area Community Foundation*Bay City, MI*

\$150,000 – 24 mos.

Saginaw Bay watershed initiative network

Consultative Group on**Biological Diversity***San Francisco, CA*

\$40,000 – 24 mos.

General purposes

Environmental Grantmakers Association*New York, NY*

\$30,000 – 24 mos.

General purposes

Foundation-Administered Project

\$60,089

Coordinating and networking Great Lakes grantmakers and partner organizations

Nature Conservancy*Arlington, VA*

\$250,000 – 36 mos.

Saginaw Bay initiative

Subtotal: \$595,089

Special Opportunities

Program Area Total: \$1,095,089

Special Initiatives

Program Total: \$9,439,296

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, sustainable 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 programs 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.

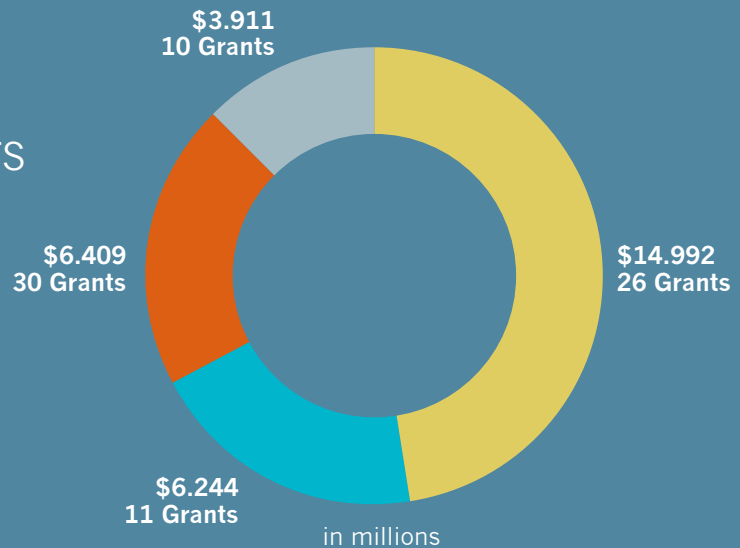
SPECIAL INITIATIVES

Goal: To respond to critical opportunities and/or issues that have the potential to significantly improve 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.

GRANT ACTIVITY:
\$31,555,865 / 77 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
ARTS, CULTURE AND EDUCATION		
Arts and Culture	\$ 4.642	13
Education	\$ 10.350	13
ECONOMIC REVITALIZATION		
Economic Development	\$ 5.945	9
Workforce Development	\$.299	2
STRENGTHENING COMMUNITY		
Children and Families	\$ 2.121	16
Housing and Neighborhoods	\$ 3.123	8
Philanthropy/Nonprofit Sector	\$ 1.165	6
SPECIAL INITIATIVES		
Special Initiatives	\$ 3.911	10
TOTALS	\$ 31.556	77

Arts, Culture and Education

Arts and Culture

Community Foundation of Greater Flint *Flint, MI*

\$50,000 – 12 mos.
S. Jean Simi Fund for the Arts

Flint Cultural Center Corporation

Flint, MI
\$1,550,000 – 12 mos.
Operating support

\$140,000 – 9 mos.
Program support

\$69,450 – 9 mos.
Security assessment

Flint Institute of Arts

Flint, MI
\$1,549,924 – 12 mos.
Operating support

Flint Institute of Music

Flint, MI
\$50,000 – 6 mos.
Music in the Parks
\$740,100 – 12 mos.
Operating support
\$50,000 – 6 mos.
Tapology Tap Dance Festival for Youth

Genesee Area Focus Fund

Flint, MI
\$20,000 – 10 mos.
Back to the Bricks/Bikes on the Bricks
\$52,500 – 10 mos.
Public safety for Back to the Bricks

Greater Flint Arts Council

Flint, MI
\$150,000 – 12 mos.
General purposes
\$120,000 – 12 mos.
Parade of Festivals

Sphinx Organization

Detroit, MI
\$100,000 – 12 mos.
Overture program and partnership
with Flint Institute of Music

Subtotal:	\$4,641,974
Arts and Culture	

Education

Central Michigan University

Mt. Pleasant, MI
\$115,000 – 12 mos.
GEAR UP college day program

Cranbrook Educational Community

Bloomfield Hills, MI
\$200,000 – 12 mos.
Flint Community Schools
young scientists

EduGuide

Lansing, MI
\$131,000 – 12 mos.
GEAR UP Michigan project

Flint Community Schools

Flint, MI
\$50,000 – 6 mos.
Organizational review
\$70,000 – 3 mos.
Summer Tot Lot program

Flint Regional Science Fair

Flint, MI
\$45,000 – 36 mos.
General purposes

Genesee Area Focus Fund

Flint, MI
\$2,900,000 – 12 mos.
YouthQuest afterschool initiative

Genesee Intermediate School District

Flint, MI
\$150,000 – 10 mos.
Genesee Early College

Kettering University

Flint, MI
\$13,000 – 12 mos.
FIRST robotics team
\$6,512,740 – 12 mos.
Transformational initiatives

Mott Community College

Flint, MI
\$149,803 – 12 mos.
Smart Teachers as Role
models (STAR) initiative

PW Empowerment Group Inc.

Flint, MI
\$13,500 – 12 mos.
Champions suspension program

Subtotal:	\$10,350,043
Education	

Program Area Total:	\$14,992,017
Arts, Culture and Education	

Economic Revitalization

Economic Development

AutoHarvest Foundation

Detroit, MI
\$100,000 – 12 mos.
Accelerating automotive innovation

Foundation for the Uptown Reinvestment Corporation

Flint, MI
\$129,696 – 12 mos.
Downtown security
\$2,000,000 – 12 mos.
Flint Journal property acquisition
\$68,750 – 12 mos.
Operating support

\$72,000 – 12 mos.
Real estate development
support services

Foundation-Administered Project

\$110,000
Technical assistance for
downtown Flint revitalization

Genesee Area Focus Fund

Flint, MI
\$3,400,000 – 12 mos.
Education and economic
development initiatives

University of Michigan-Flint

Flint, MI
\$65,000 – 12 mos.
Innovation incubator

Subtotal:	\$5,945,446
Economic Development	

Workforce Development

Flint Area Specialized Employment Services Inc.

Flint, MI
\$150,000 – 12 mos.
Flint STRIVE replication program

Foundation-Administered Project

\$23,520
Cluster-based innovation
strategy development

Greater Flint Health Coalition

Flint, MI
\$125,000 – 12 mos.
Flint health-care employment
opportunities project

Subtotal:	\$298,520
Workforce Development	

Program Area Total:	\$6,243,966
Economic Revitalization	

Strengthening Community

Children and Families

American Arab Heritage Council

Flint, MI
\$45,000 – 12 mos.
Immigration services

Boy Scouts of America – Tall Pine Council

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

Boys & Girls Club of Greater Flint

Flint, MI
\$164,139 – 12 mos.
General purposes

Catholic Charities of Shiawassee and Genesee Counties

Flint, MI
\$45,000 – 5 mos.
Holy Angels warming center
\$150,000 – 12 mos.
North End Soup Kitchen
program expansion

Catholic Outreach

Flint, MI
\$120,000 – 12 mos.
Medical transportation program

Fair Food Network

Ann Arbor, MI
\$120,000 – 12 mos.
Double Up Food Bucks project

Flint Area Specialized Employment Services Inc.

Flint, MI
\$81,450 – 12 mos.
Flint STRIVE Academy youth
empowerment program

Food Bank of Eastern Michigan

Flint, MI
\$125,000 – 6 mos.
Increasing food distribution and access

Genesee Area Focus Fund

Flint, MI
\$825,000 – 12 mos.
Summer youth initiative

Genesee County Department of Human Services

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

Mott Community College*Flint, MI*

\$50,000 – 7 mos.

Teen CEO initiative

Resource Genesee*Flint, MI*

\$60,000 – 12 mos.

One Stop Housing Resource Center

Salvation Army of Genesee County*Flint, MI*

\$100,000 – 12 mos.

Rent and utility assistance program

Shelter of Flint Inc.*Flint, MI*

\$70,000 – 12 mos.

General purposes

YWCA of Greater Flint*Flint, MI*

\$100,000 – 12 mos.

Nina's Place

Subtotal: \$2,120,589

Children and Families

Housing and Neighborhoods**Carriage Town Ministries***Flint, MI*

\$75,000 – 12 mos.

University Square project

Center for Community Progress*Flint, MI*

\$2,360,000 – 12 mos.

General purposes

City of Flint*Flint, MI*

\$263,804 – 14 mos.

Master plan for sustainable Flint

Genesee County Land Bank Authority*Flint, MI*

\$238,999 – 12 mos.

Neighborhood and community planning

Metro Community Development*Flint, MI*

\$135,000 – 12 mos.

General purposes

Salem Housing Community Development Corporation*Flint, MI*

\$50,000 – 12 mos.

General purposes

Subtotal: \$3,122,803

Housing and Neighborhoods

Philanthropy/Nonprofit Sector**Association of Black Foundation Executives***New York, NY*

\$70,000 – 12 mos.

Connecting leaders fellowship program

Community Foundation of Greater Flint*Flint, MI*

\$88,400 – 20 mos.

National service fund

Crim Fitness Foundation*Flint, MI*

\$320,000 – 12 mos.

Capacity building

Foundation-Administered Projects

\$4,950

Technical assistance

\$253,370

Technical assistance and

technology upgrades

United Way of Genesee County*Flint, MI*

\$138,750 – 6 mos.

Building Excellence, Sustainability and

Trust nonprofit capacity building

\$250,000 – 12 mos.

General purposes

\$40,000 – 22 mos.

Transition support

Subtotal: \$1,165,470

Philanthropy/Nonprofit Sector

Program Area Total: \$6,408,862

Strengthening Community

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

\$57,000 – 6 mos.

City of Flint fiscal technical assistance

\$1,485,520 – 12 mos.

Flint 21st century community policing

Detroit Symphony Orchestra*Detroit, MI*

\$5,000 – 6 mos.

Heroes gala honoring Lloyd Reuss

Flint Area Congregations Together*Flint, MI*

\$190,000 – 24 mos.

Education and youth organizing project

\$110,000 – 12 mos.

General purposes

Flint Downtown Development Authority*Flint, MI*

\$250,000 – 12 mos.

Downtown festivals

Genesee County Parks & Recreation Commission*Flint, MI*

\$1,551,000 – 12 mos.

General purposes

Legal Services of Eastern Michigan*Flint, MI*

–\$90,000

Adjustment to previous grant

Michigan State University*East Lansing, MI*

\$350,000 – 12 mos.

Flint 21st century community
policing technical assistance**Mount Hermon Missionary Baptist Church***Flint, MI*

\$2,500 – 6 mos.

African-American history calendar

Subtotal: \$3,911,020

Special Initiatives

Program Area Total: \$3,911,020

Special Initiatives

Program Total: \$31,555,865

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

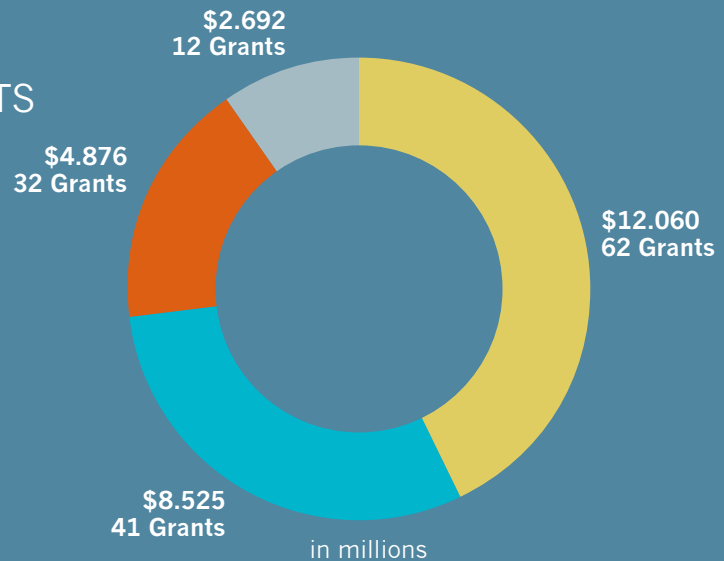
Goal: To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.

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.

GRANT ACTIVITY:

\$28,152,551 / 147 GRANTS



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
IMPROVING COMMUNITY EDUCATION		
Community-Driven Reform	\$.155	3
Educational Opportunities for Vulnerable Youth	\$ 2.386	17
Learning Beyond the Classroom	\$ 9.519	42
EXPANDING ECONOMIC OPPORTUNITY		
Income Security	\$ 2.986	17
Reducing Barriers to Employment	\$.776	6
Retention and Wage Progression	\$ 4.763	18
BUILDING ORGANIZED COMMUNITIES		
Building Community Organizing Infrastructure	\$ 4.876	32
SPECIAL INITIATIVES		
Transitions	\$ 1.207	7
Exploratory and Special Projects	\$ 1.485	5
TOTALS	\$ 28.153	147

Improving Community Education

Community-Driven Reform

Community Foundation for the National Capital Region

Washington, DC

\$50,000 – 12 mos.

Collaborative for education organizing

Institute for Wisconsin's Future

Glendale, WI

\$55,000 – 12 mos.

Opportunity to learn – Midwest

PICO National Network

Oakland, CA

\$50,000 – 12 mos.

Louisiana Interfaith Together

Subtotal: \$155,000
Community-Driven Reform

Educational Opportunities for Vulnerable Youth

Career Alliance Inc.

Flint, MI

\$30,000 – 12 mos.

Jobs for America's graduates

Center for Law and Social Policy

Washington, DC

\$100,000 – 12 mos.

Reconnecting the disconnected: building systems to reconnect youth to education and jobs

Community Foundation for the National Capital Region

Washington, DC

\$20,000 – 12 mos.

Youth Transition Funders Group

Editorial Projects in Education

Bethesda, MD

\$100,000 – 12 mos.

Diplomas Count: the graduation project

Kalamazoo Community Foundation

Kalamazoo, MI

\$100,000 – 24 mos.

Improving outcomes for out-of-school youth in Michigan

Lansing Community College

Lansing, MI

\$150,000 – 18 mos.

High school diploma completion initiative

Michigan's Children

Lansing, MI

\$200,000 – 24 mos.

Improving outcomes for out-of-school youth in Michigan

National League of Cities Institute

Washington, DC

\$200,000 – 12 mos.

Municipal leadership for disconnected youth

Pew Charitable Trusts

Philadelphia, PA

\$75,000 – 12 mos.

Building new workforce and community college pathways in dental industry

Resource Genesee

Flint, MI

\$95,000 – 12 mos.

Genesee County out-of-school youth initiative

Rutgers University Foundation

New Brunswick, NJ

\$100,000 – 12 mos.

Developing and sustaining pre-college bridge programs

San Francisco State University

San Francisco, CA

\$150,000 – 18 mos.

Building green energy and technology pathways

School & Main Institute

Boston, MA

\$225,000 – 12 mos.

Schools for the Future: developing new high school pathways and innovations for at-risk and struggling students

Southern Education Foundation

Atlanta, GA

\$100,000 – 12 mos.

Policy strategies and actions addressing needs of high school dropouts in the South

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

\$125,000 – 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: \$2,385,700
Educational Opportunities for Vulnerable Youth

Learning Beyond the Classroom

Academy for Educational Development

Washington, DC

–\$50,000

Adjustment to previous grant

Afterschool Alliance

Washington, DC

\$1,100,000 – 12 mos.

General purposes

After-School All-Stars

Los Angeles, CA

\$300,000 – 24 mos.

General purposes

After-School Corporation

New York, NY

\$50,000 – 4 mos.

International conference on education

\$225,000 – 36 mos.

New York statewide afterschool network

Alliance for Excellent Education

Washington, DC

\$100,000 – 12 mos.

Digital learning in afterschool

American Institutes for Research

Washington, DC

\$150,000 – 12 mos.

Exploring statewide data systems for 21st century community learning centers

\$255,000 – 24 mos.

Identifying promising practices

Arizona Center for Afterschool Excellence

Phoenix, AZ

\$225,000 – 36 mos.

Arizona statewide afterschool network

Asia Society

New York, NY

\$300,000 – 24 mos.

Promising practices in afterschool: global literacy

Auburn University

Auburn, AL

\$225,000 – 36 mos.

Alabama statewide afterschool network

Champlain Valley Educator Development Center

Colchester, VT

\$225,000 – 36 mos.

Vermont statewide afterschool network

Child Development for Kids Inc.

Medford, MA

\$225,000 – 18 mos.

Increasing literacy proficiency for Hispanic dual-language learners

Chrysalis Foundation

Des Moines, IA

\$225,000 – 36 mos.

Iowa statewide afterschool network

Collaborative Communications Group

Washington, DC

\$200,000 – 9 mos.

Afterschool communications project

\$500,000 – 24 mos.

Supporting national network of statewide afterschool networks

College of Charleston Foundation

Charleston, SC

\$300,000 – 48 mos.

Afterschool and community learning network

Communities Foundation of Oklahoma

Oklahoma City, OK

\$150,000 – 27 mos.

Oklahoma statewide afterschool network

Connecticut After School Network

Branford, CT

\$225,000 – 36 mos.

Connecticut statewide afterschool network

Council of Chief State School Officers

Washington, DC

\$50,000 – 18 mos.

Building state capacity and supporting statewide afterschool networks

Eastern Michigan University Foundation

Ypsilanti, MI

\$225,000 – 12 mos.

John W. Porter Distinguished Chair in Urban Education endowment

Finance Project

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

Foundation-Administered Project
\$79,206

Afterschool technical assistance
collaborative and statewide
afterschool networks

FowlerHoffman

Richmond, CA
\$225,000 – 12 mos.
Policy and messaging strategies
for afterschool networks

FrameWorks Institute

Washington, DC
\$100,000 – 23 mos.
Communicating about
expanded learning time

Grantmakers for Education

Portland, OR
\$50,000 – 36 mos.
General purposes

Institute for Educational Leadership

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

Massachusetts Afterschool Partnership

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

McLean Hospital

Belmont, MA
\$225,000 – 15 mos.
Increasing science, technology,
engineering and math in afterschool

**National Conference of
State Legislatures**

Denver, CO
\$400,000 – 24 mos.
Informing state legislatures:
statewide afterschool policy

National Council of La Raza

Washington, DC
\$200,000 – 24 mos.
Latino family engagement and
best practices in afterschool

National League of Cities Institute

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

National Summer Learning Association

Baltimore, MD
\$200,000 – 24 mos.
Building support for summer learning

**Ohio Child Care Resource
& Referral Association**

Columbus, OH
\$225,000 – 36 mos.
Ohio statewide afterschool network

Oklahoma Institute for Child Advocacy

Oklahoma City, OK
–\$150,000
Adjustment to previous grant

Providence After School Alliance

Providence, RI
\$75,000 – 7 mos.
Providence New Day for Learning

San Francisco School Alliance

San Francisco, CA
\$75,000 – 8 mos.
San Francisco New Day for Learning

South Dakota Voices for Children

Sioux Falls, SD
\$150,000 – 36 mos.
South Dakota statewide
afterschool network

Synergy Enterprises Inc.

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

University of California–Irvine

Irvine, CA
\$60,000 – 82 mos.
Impact of program and practice
characteristics on participant outcomes

Utah Afterschool Network

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

**West Virginia University
Research Corporation**

Morgantown, WV
\$225,000 – 36 mos.
West Virginia statewide
afterschool network

Wireless Generation

Brooklyn, NY
\$400,000 – 12 mos.
Technology and afterschool

**YWCA of Seattle-King
County–Snohomish County**

Seattle, WA
\$225,000 – 36 mos.
Washington statewide
afterschool network

Subtotal: \$9,519,206
Learning Beyond the Classroom

Program Area Total \$12,059,906
Improving Community Education

Expanding Economic Opportunity

Income Security

Arise Citizens' Policy Project

Montgomery, AL
\$100,000 – 24 mos.
State fiscal analysis initiative

Brandeis University

Waltham, MA
\$352,357 – 24 mos.
Assets learning project

California Budget Project

Sacramento, CA
\$100,000 – 24 mos.
State fiscal analysis initiative

Center on Budget and Policy Priorities

Washington, DC
\$100,000 – 24 mos.
State fiscal analysis initiative –
D.C. Fiscal Policy Institute

**Community Economic Development
Association of Michigan**

Lansing, MI
\$200,000 – 24 mos.
Michigan communities for financial
empowerment network

Earned Asset Resource Network Inc.

San Francisco, CA
\$360,000 – 24 mos.
Kindergarten to college evaluation

Engage Strategies

Sullivan's Island, SC
\$95,225 – 13 mos.
State children's savings
account assessment

Fiscal Policy Institute

Latham, NY
\$100,000 – 24 mos.
State fiscal analysis initiative

Foundation-Administered Projects

\$155,354
Asset-building capacity-building meeting
\$87,253

Fiscal opportunity project

Hope Enterprise Corporation

Jackson, MS
\$100,000 – 24 mos.
State fiscal analysis initiative

Maine Center for Economic Policy

Augusta, ME
\$100,000 – 24 mos.
State fiscal analysis initiative

**Massachusetts Budget
and Policy Center**

Boston, MA
\$100,000 – 24 mos.
State fiscal analysis initiative

Michigan Association of United Ways

Lansing, MI
\$100,000 – 12 mos.
Michigan benefits access initiative

Michigan League for Public Policy

Lansing, MI
\$100,000 – 24 mos.
State fiscal analysis initiative

North Carolina Justice Center

Raleigh, NC
\$100,000 – 24 mos.
State fiscal analysis initiative

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

Lawrence, KS
\$200,000 – 24 mos.
Assets and education initiative

University of Wisconsin-Madison

Madison, WI
\$235,836 – 18 mos.
Examining role of emergency savings
for family financial security

Washington University

St. Louis, MO
\$300,000 – 24 mos.
Expanding child development
accounts for educational success
and lifelong asset building

Subtotal: \$2,986,025
Income Security

Reducing Barriers to Employment

Goodwill Association of Michigan

Pentwater, MI
\$125,000 – 12 mos.
General purposes

**Goodwill Industries of
Mid-Michigan Inc.**

Flint, MI
\$125,628 – 12 mos.
Mid-Michigan GoodTemp
alternative staffing organization

Goodwill Industries of West Michigan

Muskegon, MI
\$100,000 – 12 mos.
GoodTemps

**Heartland Alliance for Human
Needs & Human Rights**

Chicago, IL
\$87,000 – 12 mos.
National transitional jobs network

ICA Group

Brookline, MA
\$200,000 – 12 mos.
Alternative staffing alliance

**Southwest Center for
Economic Integrity**

Tucson, AZ
\$138,600 – 12 mos.
Gulf Coast alternative staffing project

Subtotal: \$776,228
Reducing Barriers to Employment

Retention and Wage Progression

**American Association of
Community Colleges**

Washington, DC
\$742,500 – 14 mos.
Creating commercialization
opportunity at community colleges

Aspen Institute

Washington, DC
\$100,000 – 12 mos.
Low-wage work: what can we
do to improve job quality

\$250,000 – 12 mos.
Sector Skills Academy

\$200,000 – 24 mos.
Workforce intermediaries

Bipartisan Policy Center

Washington, DC
\$130,000 – 9 mos.
National workforce commission
creation and feasibility study

Career Alliance Inc.

Flint, MI
\$500,000 – 15 mos.
Flint/Genesee Earn & Learn Initiative

Corporation for a Skilled Workforce

Ann Arbor, MI
\$250,000 – 12 mos.
Building capacity of Michigan's
workforce system

County of Saginaw

Saginaw, MI
\$300,000 – 14 mos.
Saginaw Earn & Learn Initiative

Economic Mobility Corporation

New York, NY
\$50,000 – 19 mos.
General purposes
\$250,000 – 12 mos.
Project QUEST evaluation

Focus: HOPE

Detroit, MI
\$750,000 – 12 mos.
General purposes

**Insight Center for Community
Economic Development**

Oakland, CA
\$200,000 – 12 mos.
Planning a southern sector initiative

Interfaith Education Fund

Austin, TX
\$225,000 – 12 mos.
Replicate sectoral initiatives

Jobs for the Future

Boston, MA
\$175,000 – 12 mos.
Expanding access and success
for low-skilled adults

Per Scholas

Bronx, NY
\$40,000 – 12 mos.
National expansion initiative

PHI

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

Project QUEST Inc.

San Antonio, TX
\$100,000 – 12 mos.
General purposes

Subtotal: \$4,762,500
Retention and Wage Progression

Program Area Total: \$8,524,753
Expanding Economic Opportunity

**Building Organized
Communities**

**Building Community
Organizing Infrastructure**

Alliance for Justice

Washington, DC
\$52,400 – 12 mos.
Resources for evaluating
community organizing

**Bend the Arc: A Jewish
Partnership for Justice**

New York, NY
\$90,000 – 12 mos.
Organizing apprenticeship program

Center for Community Change

Washington, DC
\$340,000 – 24 mos.
Building field of community organizing
\$50,000 – 24 mos.
General purposes

\$250,000 – 12 mos.
Intermediary support for
organizing communities

Community Catalyst

Boston, MA
\$120,000 – 12 mos.
Community learning partnership

**Community Training and
Assistance Center**

Boston, MA
\$250,000 – 12 mos.
Intermediary support for
organizing communities

Community Voices Heard

New York, NY
\$40,000 – 12 mos.
New York statewide organizing

**Direct Action and Research
Training Center**

Miami, FL
\$15,000 – 24 mos.
DART organizers institute
\$290,000 – 24 mos.
General purposes

Education Trust Inc.

Washington, DC
\$87,000 – 24 mos.
Education Trust – Midwest

Foundation-Administered Project

\$31,492
Intermediary support for organizing
communities annual meeting

Gamaliel Foundation

Chicago, IL
\$25,000 – 24 mos.
General purposes

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

Detroit, MI
\$190,000 – 24 mos.
General purposes

IAF Northwest

Tukwila, WA
\$130,000 – 24 mos.
General purposes

Institute for Wisconsin's Future

Glendale, WI
\$120,000 – 24 mos.
Implementing demos
public works project

Interfaith Education Fund

Austin, TX
\$415,000 – 24 mos.
General purposes

InterValley Project

West Newton, MA
\$220,000 – 24 mos.
Capacity building for InterValley network

**Iowa Citizens for Community
Improvement**

Des Moines, IA
\$180,000 – 24 mos.
Capacity building and expansion

Isaiah Institute

New Orleans, LA
\$110,000 – 24 mos.
General purposes

National Council of La Raza

Washington, DC
\$250,000 – 12 mos.
Intermediary support for
organizing communities

National Employment Law Project

New York, NY
\$150,000 – 24 mos.
General purposes

National Housing Institute

Montclair, NJ
\$50,000 – 12 mos.
Research and writing on
organizing and housing

National People's Action

Chicago, IL
\$150,000 – 24 mos.
General purposes

\$250,000 – 12 mos.
Intermediary support for
organizing communities

Neighborhood Funders Group*Washington, DC*

\$50,000 – 24 mos.

General purposes

Parent/Teacher Home Visit Project*Sacramento, CA*

\$140,000 – 24 mos.

General purposes

PICO National Network*Oakland, CA*

\$360,000 – 24 mos.

General purposes

Southern Echo Inc.*Jackson, MS*

\$250,000 – 12 mos.

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

\$220,000 – 24 mos.

General purposes

Subtotal: \$4,875,892Building Community
Organizing Infrastructure**Program Area Total:** \$4,875,892Building Organized
Communities

Special Initiatives

Transitions

Aspen Institute*Washington, DC*

\$300,000 – 13 mos.

Demonstrating scale in
domestic microenterprise

\$175,000 – 18 mos.

Innovations for microenterprise field

\$67,000 – 12 mos.

Jobs and microenterprise

\$250,000 – 12 mos.

MicroTest

Association for Enterprise Opportunity*Washington, DC*

\$265,000 – 12 mos.

General purposes

Center for Rural Affairs*Lyons, NE*

\$75,000 – 12 mos.

Rural microenterprise development

Corporation for Enterprise Development*Washington, DC*

\$75,000 – 12 mos.

Federal microenterprise
policy expansion project**Subtotal:** \$1,207,000

Transitions

Exploratory and Special Projects

Demos: A Network for Ideas and Action*New York, NY*

\$75,000 – 9 mos.

Special edition on poverty

Grove Consultants International*San Francisco, CA*

\$210,000 – 19 mos.

Illustrated guide to poverty
in 21st century America**Harlem Children's Zone***New York, NY*

\$200,000 – 12 mos.

General purposes

Prima Civitas Foundation*East Lansing, MI*

\$850,000 – 12 mos.

General purposes

Public/Private Ventures*Philadelphia, PA*

\$150,000 – 16 mos.

General purposes

Subtotal: \$1,485,000

Exploratory and Special Projects

Program Area Total: \$2,692,000

Special Initiatives

Program Total: \$28,152,551

Pathways Out of Poverty

Exploratory & Special Projects

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

Special Projects

Alliance of Religions and Conservation

Manchester, England

\$300,000 – 36 mos.

Wildlife trade program

Drug Free America Foundation Inc.

St. Petersburg, FL

\$100,000 – 12 mos.

Drug awareness educational campaign

Institute for Global Ethics

Rockport, ME

\$200,000 – 7 mos.

Transition support

Journalism That Matters

Bellevue, WA

\$90,000 – 36 mos.

Engaging stories that build communities: the new journalism illumination project

Vital Voices Global Partnership

Washington, DC

\$25,000 – 6 mos.

Global leadership awards

William J. Clinton Foundation

New York, NY

\$20,000 – 12 mos.

Clinton Global Initiative

Program Area Total:	\$735,000
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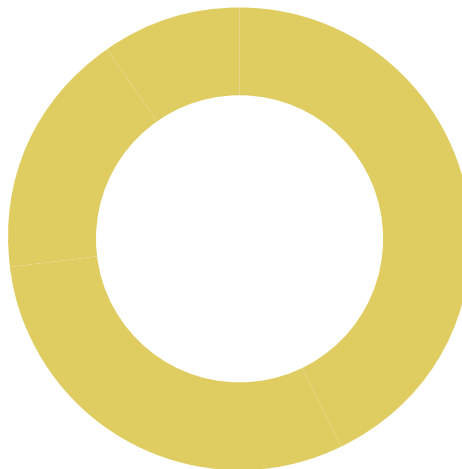
Special Projects

Program Total:	\$735,000
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Exploratory and Special Projects

GRANT ACTIVITY:

\$735,000 / 7 GRANTS



Employee & Trustee Grants

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

Employee/Trustee Matching and Trustee-Initiated

Employee/Trustee Matching Grants

Program Area Total:	\$1,340,760
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Employee/Trustee Matching

Trustee-Initiated Grants

Program Area Total:	\$876,000
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Trustee-Initiated

Program Total:	\$2,216,760
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Employee/Trustee Matching and Trustee-Initiated

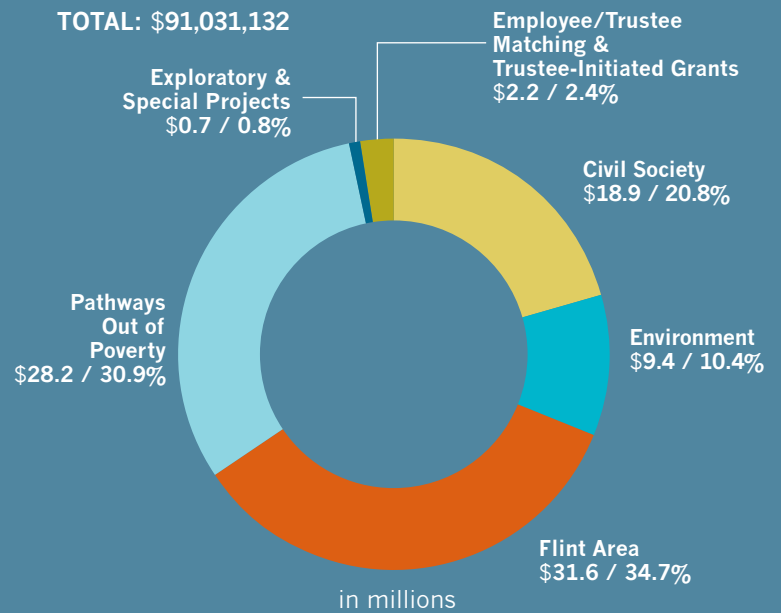
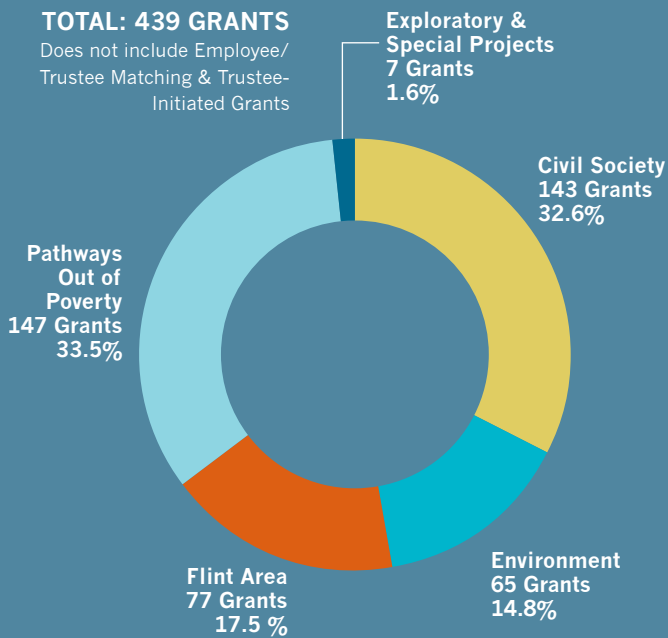
TOTAL:	\$91,031,132
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All Grants

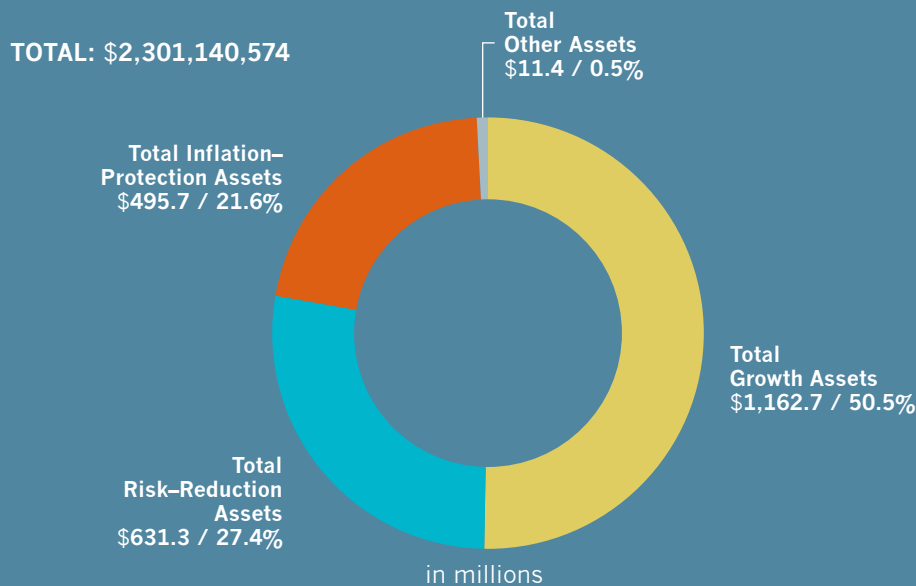
Finance

PROFILE: 2012

GRANTMAKING ACTIVITIES



ASSET ALLOCATION 12.31.12



PROFILE: 10-YEAR STATISTICS

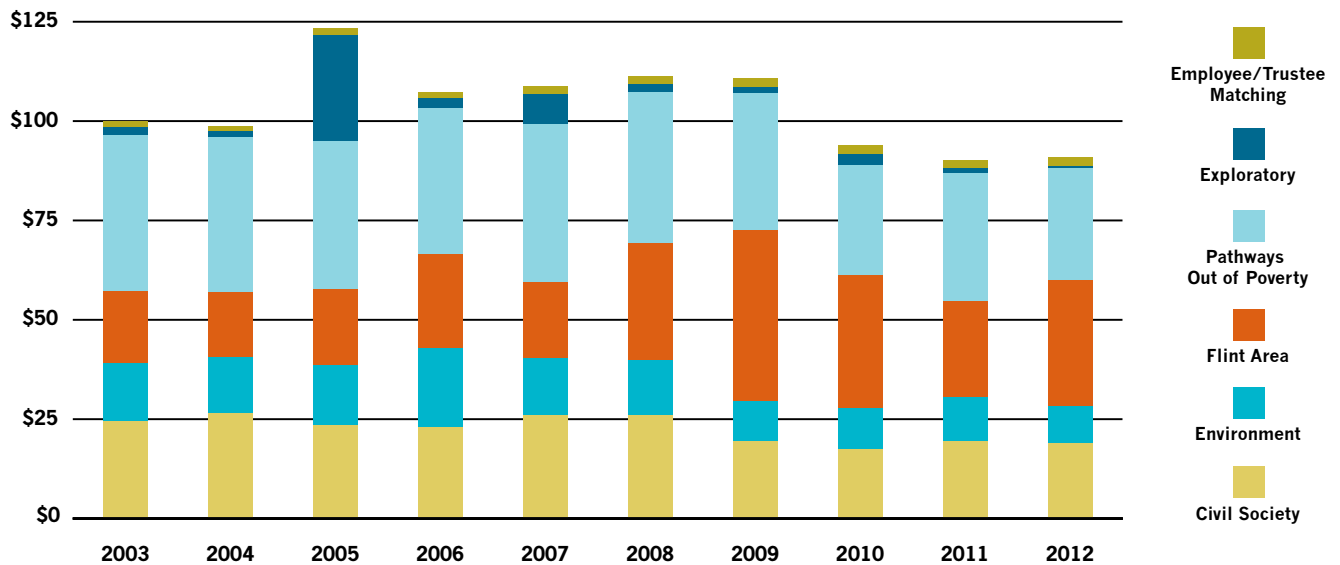
2003–2012 Selected Financial Information (in millions)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Total Assets – Fair Value	\$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	\$2,301.1
Total Assets – 2012 Dollars	2,956.6	3,046.1	2,890.2	2,987.9	2,964.0	2,107.7	2,211.4	2,333.3	2,197.5	2,301.1
12-Month Rolling Average Assets	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	2,246.8
Total Investment Income (Loss)	477.3	287.8	84.4	290.5	245.0	(684.6)	289.3	275.5	62.8	252.7
Total Investment Income (Loss) 2012 Dollars	594.6	347.3	98.5	330.5	267.8	(747.7)	307.6	288.6	63.9	252.7
Total Grants Awarded	100.0	98.7	123.2	107.3	108.7	110.4	109.3	92.9	89.3	91.0
Total Expenditures*	124.8	136.3	132.1	142.7	158.2	100.6	134.2	127.9	130.0	110.9

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

* Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise tax and investment expenses.

2003–2012 Grants Awarded by Program (in millions)



Report of Independent **Certified Public Accountants**



BOARD OF TRUSTEES

Charles Stewart Mott Foundation

We have audited the accompanying financial statements of the Charles Stewart Mott Foundation (the "Foundation"), which comprise the statements of financial position as of December 31, 2012 and 2011, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's responsibility for the financial statements

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

Auditor's responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Charles Stewart Mott Foundation as of December 31, 2012 and 2011, and the results of its activities and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in dark ink that reads "Grant Thornton LLP".

Southfield, Michigan
June 24, 2013

Statements of Financial Position

	Years Ended December 31,	
	2012	2011
Assets		
Investments, at fair value:		
Public equities	\$ 481,980,259	\$ 478,281,301
U.S. Government obligations	46,558,308	43,510,575
Corporate bonds	135,174,976	153,220,440
Alternatives – limited partnerships	1,092,985,976	962,626,998
Alternatives – nonpartnerships	468,890,658	467,729,223
Investment trades receivable	6,028,853	19,314,861
Cash equivalents	58,160,123	21,571,415
	<u>2,289,779,153</u>	<u>2,146,254,813</u>
Cash	4,061,550	4,272,519
Accrued interest and dividends	1,697,831	3,247,993
Land, building and improvements, net	3,591,587	3,875,947
Other assets	2,010,453	2,208,918
Total Assets	\$ 2,301,140,574	\$ 2,159,860,190
Liabilities and Unrestricted Net Assets		
Grants payable	\$ 21,257,356	\$ 19,217,992
Accounts payable and other liabilities	28,027,909	27,236,358
Deferred excise tax	6,942,779	4,137,991
Total Liabilities	56,228,044	50,592,341
Unrestricted Net Assets	2,244,912,530	2,109,267,849
Total Liabilities and Unrestricted Net Assets	\$ 2,301,140,574	\$ 2,159,860,190

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

Statements of Activities

	Years Ended December 31,	
	2012	2011
Income:		
Dividends and interest	\$ 24,941,430	\$ 25,972,778
Limited partnership income	53,794,462	23,376,197
Net realized gain on investments	26,768,462	74,331,589
Net unrealized gain (loss) on investments	148,121,029	(63,807,684)
Other income (expense)	(926,163)	2,904,999
	<u>252,699,220</u>	<u>62,777,879</u>
Investment expenses:		
Direct investment expenses	5,580,611	5,029,635
Provision for excise tax:		
Current	2,039,409	1,205,643
Deferred expense (income)	2,804,788	(1,110,881)
	<u>10,424,808</u>	<u>5,124,397</u>
Net investment income	242,274,412	57,653,482
Grants and operating expenses:		
Grants	86,951,982	88,273,759
Foundation-administered projects	1,274,574	1,086,730
Administration expenses	15,674,217	15,244,067
	<u>103,900,773</u>	<u>104,604,556</u>
Net operating income (loss)	138,373,639	(46,951,074)
Other changes in unrestricted net assets:		
Pension-related changes other than net periodic pension cost	(1,035,288)	(7,025,326)
Postretirement health-care related changes other than net periodic benefit cost	(1,693,670)	(1,032,762)
Change in unrestricted net assets	<u>135,644,681</u>	<u>(55,009,162)</u>
Unrestricted net assets:		
Beginning of year	<u>2,109,267,849</u>	<u>2,164,277,011</u>
End of year	<u>\$ 2,244,912,530</u>	<u>\$ 2,109,267,849</u>

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

Statements of Cash Flows

	Years Ended December 31,	
	2012	2011
Cash flows from operating activities:		
Increase (decrease) in unrestricted net assets	\$ 135,644,681	\$ (55,009,162)
Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:		
Net realized (gain) loss on investments	(26,768,462)	(74,331,589)
(Income) loss on limited partnerships	(53,794,462)	(23,376,197)
Net unrealized (gain) loss on investments	(148,121,029)	63,807,684
Excess value of donated securities included with grants	–	1,283,056
Depreciation expense	292,930	298,449
(Increase) decrease in accrued interest and dividends	1,550,162	(2,039,838)
(Increase) decrease in other assets	198,465	(185,280)
Increase (decrease) in grants payable	2,039,364	(18,821,013)
Increase (decrease) in accounts payable and other liabilities	791,551	7,415,329
Increase (decrease) in deferred excise tax liability	2,804,788	(1,110,881)
Total adjustments	(221,006,693)	(47,060,280)
Net cash used by operating activities	(85,362,012)	(102,069,442)
Cash flows from investing activities:		
Proceeds from sales or redemptions of investments	447,153,709	854,272,397
Purchases of investments	(361,994,096)	(762,507,013)
Acquisition of building improvements	(8,570)	–
Net cash provided by investing activities	85,151,043	91,765,384
Net increase (decrease) in cash	(210,969)	(10,304,058)
Cash, beginning of year	4,272,519	14,576,577
Cash, end of year	<u>\$ 4,061,550</u>	<u>\$ 4,272,519</u>
Supplemental disclosure of noncash investing activities:		
Investment trades receivable (payable) at year end, included with sales/proceeds on investments	<u>\$ 5,919,702</u>	<u>\$ 18,501,415</u>

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

Notes to Financial Statements

A. Mission and Grant Programs

The Charles Stewart Mott Foundation (the Foundation) is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation's mission is "to support efforts that promote a just, equitable and sustainable society." The Foundation's grantmaking activity is organized into four major programs: Civil Society, 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 such tax liability in 2012 or 2011.

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 — Investment Securities and Note D — Fair Value Measurements 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 of the

investment portfolio (see Note D) and the immateriality of the Foundation's nonfinancial assets in regard to the "highest and best use" premise for nonfinancial assets.

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.

CONCENTRATION OF CREDIT RISK

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

OTHER ASSETS

Included in other assets are 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:

	2012	2011
Land	\$ 397,852	\$ 397,852
Building and improvements	9,368,035	9,382,992
Less accumulated depreciation	(6,174,300)	(5,904,897)
	<u>\$ 3,591,587</u>	<u>\$ 3,875,947</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 17.9 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, 2012, the Foundation has \$383 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.

FUNCTIONAL ALLOCATION OF EXPENSES

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

RECLASSIFICATIONS

Certain amounts in the 2011 statements have been reclassified to conform to the 2012 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):

	2012		2011	
	Fair Value	Cost Basis	Fair Value	Cost Basis
Public equities	\$ 481,980	\$ 409,902	\$ 478,281	\$ 455,352
U.S. Government obligations	46,558	40,136	43,511	38,106
Corporate bonds	135,175	120,150	153,220	148,138
Limited Partnerships	1,092,986	907,755	962,627	832,834
Non-Partnerships	468,891	377,545	467,729	408,905
Investment trades receivable	6,029	6,029	19,315	19,315
Cash equivalents	58,160	58,106	21,572	21,570
	<u>\$ 2,289,779</u>	<u>\$ 1,919,623</u>	<u>\$ 2,146,255</u>	<u>\$ 1,924,220</u>

Investments valued at Net Asset Value (NAV) as of December 31, 2012, consisted of the following:

	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Equity securities (a)	\$ 396,492,743	\$ –	Quarterly to Annual if applicable	5 days to 4 months if applicable
Limited partnerships (b)	<u>1,092,985,976</u>	<u>383,000,000</u>	Quarterly to Annual if applicable	5 days to 4 months if applicable
Total investments at NAV	<u>\$ 1,489,478,719</u>	<u>\$ 383,000,000</u>		

(a) This category includes investments in real estate funds, hedge funds and international equity. The NAV of the real estate funds are as provided by the fund and determined using the fair value option or depreciable cost basis of the underlying assets. The NAV of the hedge and international equity funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various "lock-up" and "gate" provisions, 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 are as provided by the general partner or fund manager using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various "lock-up" and

“gate” provisions, while the private equity, real estate and energy funds do not offer redemption options. The public equity funds offer a monthly redemption frequency with 30 days’ notice.

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. Level 3 assets and liabilities include financial instruments for which fair value is determined using pricing models, discounted cash-flow methodologies or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation. This category generally includes certain private debt and equity instruments and alternative investments. Also included in Level 3 are investments measured using NAV per share, or its equivalent, that can never be redeemed at the NAV or for which redemption at NAV is uncertain due to lock-up periods or other investment restrictions.

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

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

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

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2012:

Investment Type	Level 1	Level 2	Level 3	Total
Public equities	\$ 481,980,259	\$ –	\$ –	\$ 481,980,259
U.S. Government obligations	46,558,308	–	–	46,558,308
Corporate bonds	135,174,976	–	–	135,174,976
Limited partnerships	–	–	1,092,985,976	1,092,985,976
Non-partnerships	–	–	468,890,658	468,890,658
Investment trades receivable	6,028,853	–	–	6,028,853
Cash equivalents	58,160,123	–	–	58,160,123
Total	\$ 727,902,519	\$ –	\$1,561,876,634	\$2,289,779,153

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

Balance, December 31, 2011	\$1,430,356,221
Purchases	219,932,532
Sales	(238,328,908)
Realized gains	61,957,961
Unrealized gains	87,958,828
Balance, December 31, 2012	\$1,561,876,634

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
Non-partnerships	–	–	467,729,223	467,729,223
Investment trades receivable	19,314,861	–	–	19,314,861
Cash equivalents	21,571,415	–	–	21,571,415
Total	\$ 715,898,592	\$ –	\$1,430,356,221	\$2,146,254,813

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

Balance, December 31, 2010	\$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	58,824,012
Balance, December 31, 2011	\$1,430,356,221

Transfers in and out of Level 3 assets are as denoted by “Purchases” and “Sales” in the summary of Level 3 activity schedules above, whereas the funds used to make purchases of Level 3 assets are generally made from liquid (Level 1) funds and, likewise, sales or maturities of Level 3 assets are generally received as cash (Level 1) and deposited into liquid fund assets. Purchases of Level 3 assets are made in accordance with the Foundation’s investment policy to maintain targeted levels of such assets, which are balanced against the liquidity needs of the Foundation for purposes of making grants and covering operating expenses, and to achieve an overall growth in investments sufficient to meet various required distribution calculations. Sales and maturities represent a combination of pre-designated capital distributions from partnerships whose specific timing is generally determined by the partnership but that, overall, is an expected and integral part of the partnership agreement. Other sales of Level 3 assets, whereby such is not pre-designated, are based on the Foundation’s liquidity needs, maintaining targeted levels of various assets as proscribed by the investment policy and, in certain instances, where the Foundation and its investment committee decide to take funds out of a given investee due to poor performance or otherwise better opportunities deemed available with other investees.

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 2 percent for 2012 and 1 percent for 2011. 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.

	2012	2011
Excise tax payable (receivable)	\$ 600,000	\$ (210,128)
Deferred excise tax liability	6,942,779	4,137,991
	<u>\$ 7,542,779</u>	<u>\$ 3,927,863</u>

Excise tax payments of \$1,200,000 and \$1,525,000 were paid in 2012 and 2011, 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, 2012, the Foundation made qualifying distributions less than the required minimum distribution of approximately \$4.9 million. The Foundation has \$83.3 million in prior year excess distributions, resulting in a net accumulated over-distribution of \$78.4 million to be carried forward to 2013.

F. Grants Payable

Grants payable at December 31, 2012, are expected to be paid as follows:

	Payable in Year Ending December 31,			
	2013	2014	2015	Total
PROGRAMS				
Civil Society	\$ 7,689,805	\$ 1,458,688	\$ 42,000	\$ 9,190,493
Environment	3,269,000	576,000	–	3,845,000
Flint Area	791,845	15,000	–	806,845
Pathways Out of Poverty	5,507,967	1,560,000	60,000	7,127,967
Other*	<u>280,000</u>	<u>130,000</u>	<u>130,000</u>	<u>540,000</u>
Grants payable	17,538,617	3,739,688	232,000	21,510,305
Less: Unamortized discount	<u>–</u>	<u>231,723</u>	<u>21,226</u>	<u>252,949</u>
	<u>\$17,538,617</u>	<u>\$ 3,507,965</u>	<u>\$ 210,774</u>	<u>\$21,257,356</u>

*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 \$2,479,959 and \$1,129,272 as of December 31, 2012 and 2011, respectively.

Grant activity for the years ended December 31, 2012 and 2011, was as follows:

	2012	2011
Undiscounted grants payable, January 1	\$ 19,471,161	\$ 38,420,159
Grants approved	<u>89,680,445</u>	<u>89,593,316</u>
	109,151,606	128,013,475
Less grants paid by program:		
Civil Society	15,843,636	23,110,131
Environment	7,977,874	14,519,683
Flint Area	32,767,840	27,350,987
Pathways Out of Poverty	28,360,191	40,538,805
Other*	<u>2,691,760</u>	<u>3,022,708</u>
	<u>87,641,301</u>	<u>108,542,314</u>
Undiscounted grants payable, December 31	<u><u>\$ 21,510,305</u></u>	<u><u>\$ 19,471,161</u></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	
	2012	2011	2012	2011
Benefit obligation at December 31	\$ (53,862)	\$ (47,395)	\$ (16,059)	\$ (13,347)
Fair value of plan assets at December 31	46,209	38,134	—	—
Funded status at December 31	<u>\$ (7,653)</u>	<u>\$ (9,261)</u>	<u>\$ (16,059)</u>	<u>\$ (13,347)</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	(7,653)	(9,261)	(16,059)	(13,347)
Net amount recognized	<u>\$ (7,653)</u>	<u>\$ (9,261)</u>	<u>\$ (16,059)</u>	<u>\$ (13,347)</u>
Employer contributions	\$ 4,751	\$ 4,060	\$ 289	\$ 247
Benefit payments	\$ (2,106)	\$ (1,057)	\$ (289)	\$ (247)
Components of net periodic benefit cost:				
Service cost	\$ 1,375	\$ 1,098	\$ 535	\$ 401
Interest cost	2,080	2,148	581	619
Expected return on assets	(2,938)	(2,831)	—	—
Amortization of net loss	1,535	844	63	14
Amortization of prior service cost	55	362	128	129
Net periodic benefit cost	<u>\$ 2,107</u>	<u>\$ 1,621</u>	<u>\$ 1,307</u>	<u>\$ 1,163</u>

BENEFIT OBLIGATIONS

The accumulated benefit obligation of the nonqualified pension plan was \$4,502,007 and \$4,589,645 as of December 31, 2012 and 2011, respectively. The accumulated benefit obligation of the qualified plan was \$43,672,995 and \$38,526,279 as of December 31, 2012 and 2011, 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	
	2012	2011	2012	2011
Discount rate (benefit obligation)	3.90%	4.50%	4.20%	4.40%
Discount rate (net periodic cost)	4.50%	5.50%	4.40%	5.50%
Expected return on plan assets	7.75%	8.00%	N/A	N/A
Compensation increase (benefit obligation)	4.00%	4.00%	N/A	N/A
Compensation increase (net periodic cost)	4.00%	5.00%	N/A	N/A

For measurement purposes, an initial annual rate of 8 percent for Pre-65 and 6 percent for Post-65 in the per capita cost of health care was used. These rates were assumed to decrease gradually each year to an ultimate rate of 4.5 percent by year 2021.

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, 2012, is as follows:

Asset Class	Percent of Assets	Target Allocation
Domestic stock	45.6%	45.0%
International stock	16.3%	15.0%
Real estate	5.0%	5.0%
Real asset	5.0%	5.0%
Debt securities	28.1%	30.0%
Total	100.0%	100.0%

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2012:

Investment Type	Level 1	Level 2	Level 3
Equity securities	\$ —	\$ 28,607,913	\$ —
Real estate	—	2,310,722	—
Real asset	—	2,325,556	—
Debt securities	—	12,964,994	—
Total	\$ —	\$ 46,209,185	\$ —

EXPECTED CONTRIBUTIONS

The Foundation expects to contribute \$2,733,440 to its pension plans and \$490,000 to its postretirement medical plan in 2013. 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
2013	\$ 2,733,440	\$ 490,000
2014	2,733,440	530,000
2015	2,873,440	590,000
2016	2,843,440	600,000
2017	2,923,440	640,000
2018–2022	15,197,200	3,640,000

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, 2012 and 2011, the Foundation contributed \$215,870 and \$215,433, respectively.

H. Subsequent Events

The Foundation evaluated its December 31, 2012, financial statements for subsequent events through June 24, 2013, 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	
	2012	2011	2012	2011
Salaries	\$ 7,494,763	\$ 7,656,072	\$ 2,224,297	\$ 2,028,044
Other personnel costs	4,637,724	4,130,039	806,162	748,422
Operations	1,397,871	1,359,150	308,733	312,289
Professional fees	1,044,440	946,386	2,168,671	1,886,622
Travel and business expenses	901,779	934,754	72,748	54,258
Publications and contract services	197,640	217,666	—	—
	<u>\$ 15,674,217</u>	<u>\$ 15,244,067</u>	<u>\$ 5,580,611</u>	<u>\$ 5,029,635</u>

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Board and Committees

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

+ Serves as presiding/lead outside director.

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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

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Accounting Manager

***Lesle Berent**
Senior Accountant

Rebecca Burns
Administrative Accountant

Collette Pries
Accountant

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Payroll Administrator

Annette M. Chamberlain
Administrative Secretary

Kim R. McDonald

Jill A. Powell
Word Processors

Teresa A. Littlejohn
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Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

Gilbert Medrano

Patrick Turowicz
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and Assistant Secretary/Treasurer

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Grants Financial Analyst
and Program Officer

Cindy S. Compeau

S. Renee Jackson
Grants Accountants

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Duane M. Elling
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Communications Officer – Online Strategies

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Jon’Tise B. Samuels
Administrative Assistant

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Vice President – Investments
and Chief Investment Officer

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Cheryl Garneau
Stephen W. Vessells
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Laura R. Bechard
Investment Office Administrator
and IS Coordinator

Alicia T. Aguilar
Assistant Investment Administrator

Laura D. Franco
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Mamotshidisi Mohapi
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Crystal L. Bright
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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

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Grants Administration

Morris J. L. Arvoy
Communications

Vyacheslav Bakhmin
Civil Society program (Russia)

Joumana M. Klanseck
Information Services

Maggie Jaruzel Potter
Communications

Shaun Samuels
Civil Society program (South Africa)

Amy C. Shannon
Environment

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

Darlene Wood
Administration

Cristina Wright
Communications

*No longer with the Foundation

Staff list as of September 30, 2013. This list reflects everyone who worked at the Foundation since the 2011 Annual Report was published in the fall of 2012.

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

SPECIAL SECTION CREDITS

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