

CHARLES STEWART  
MOTT FOUNDATION



2000 ANNUAL REPORT



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*“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**

## OUR FOUNDER

Charles Stewart Mott, who established this Foundation in 1926, was deeply concerned from his earliest years in Flint 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 1912-13 and again in 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 in Flint, along with the Whaley Children's Center.

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 education program.

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

## OUR PHILOSOPHY

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 could lead toward systemic change.

### **Fundamental to all Mott grantmaking are certain values:**

- 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;
- Nurturing strong, self-reliant individuals to ensure a well-functioning society;
- Promoting the social, economic and political empowerment of all individuals to preserve fundamental democratic principles and rights;
- Encouraging responsible citizen participation to help foster social cohesion;
- 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.





## Through 75 Years

# Embracing Change, Retaining Core Values

■ On June 19, 1926, Charles Stewart Mott signed the Articles of Incorporation that created the Charles Stewart Mott Foundation and endowed it with 2,000 shares of General Motors stock valued at \$320,000. Thus was born an organization he later described as “the most effective expression of the faith, ideals and concern for fellow men which I have acquired in my lifetime.”

We are, in 2001, celebrating 75 years of implementing the philanthropic dreams of this remarkable man who had faith in people and believed that every person — always — is in an informal partnership with his or her community. This year also marks a personal milestone — for 30 years I’ve been officially associated with the Foundation and the past 25 years as President.\* As you would expect, this past year has been a period of reflection.

It is unusual for a foundation — let alone any organization — of our vintage to have had only three presidents, and it is even more unusual for all three to have worked together. This continuity in leadership has helped the institution retain its core values. C.S. Mott was actively involved in the Foundation from 1926 until his death in 1973. His older son, C.S. Harding Mott, began his service as a Trustee on the first board in 1926, shared an office with his father for nearly 30 years, served as President and

Chairman, and ended his career as Chairman Emeritus when he died in 1989. I had the privilege of working closely with both men, and had the opportunity to witness their values, visions and dreams for the Foundation’s future in action. Harding, who was also my father-in-law, was an invaluable mentor to me, not only when I was the new kid on the block, but also for the next two decades. Harding was compassionate and nurturing, and one who “greased the skids for others.” He always let others, particularly a “new kid on the block,” take credit. Not a day passes that I don’t recognize my debt of gratitude to him.

As I have reflected on the Foundation, I’ve realized that a constant theme throughout our history has been “embracing change while remaining true to core values.” Why do I say this? Clearly the Foundation has changed over time, but the same core principles and original program interests have provided the integrity and

*\* For the record, I served as a consultant to the Foundation from late 1968 to 1971. Thus I was present when the 1969 Tax Reform Act was passed. In 1976, I was named President, and in 1988, Chairman.*

During much of their time together at the Foundation, C.S. Harding Mott and his father, Charles Stewart Mott, shared an office.



philosophic framework that have been at the heart of our development as an organization.

Some of the core principles are:

- a deeply held belief in the ability of people to help themselves;
- a recognition that every person is in a kind of informal partnership with his or her community;
- the importance of effective institutions in helping people realize their dreams and potential;
- the value of working at the local or grassroots level; and
- the critical roles leadership and ethics play in shaping communities and institutions.

These core beliefs were not unique to Mr. Mott. Indeed, they were shaped in what originally was a small, Midwestern city that grew to become one of the major automobile manufacturing centers of the world. Not surprisingly, Mr. Mott's philanthropy was aimed at the person on the street; hence, our two original programs were focused on developing public or social capital in

Flint and creating the Flint version of community schools/education.

Mr. Mott was not afraid of change. In fact, right up to the end of his life, he looked forward to each day as a fresh opportunity. Some people have called him "an informed risk taker." For a variety of reasons, in 1971 it was necessary to revise the Foundation's Articles of Incorporation. Mr. Mott knew the Foundation's programs were changing and he could have stopped this evolution, but instead he did not limit future generations of Trustees but trusted them to make the right choices. Indeed, his instructions were that he expected future Trustees to "have regard for his philanthropic interests."

I'm sure if he were alive today that he might not approve of everything we do, but who knows, maybe he would! After all, throughout his business career he was at the forefront of change, and clearly the world has changed dramatically since 1926. Mr. Mott may never have envisioned that we would be funding community



school programs in Siberia or Hungary, but if he visited the programs today, he would recognize them. Likewise, he would be astounded to see the widespread growth of community school and afterschool programs.

The Mott Foundation has experienced five phases of growth. Starting as a small, family-oriented, general-purpose foundation, we quickly moved into a collaboration with the Flint Board of Education to develop the community school model that eventually was shared with an eager nation. We then entered a period of transition caused by increased assets and changes in leadership, procedures, organization, programs, and tax law. That transition positioned us to develop national programs based on lessons learned in Flint which, in turn, led us to expand our funding into Central/Eastern Europe, Russia, and South Africa. That's a lot of history, or as C.S. Mott would say, "sweating blood," in one paragraph.

Along the way, we have made our share of mistakes, both large and small. Hopefully we have learned from them. But we've also had successes. What have we gleaned from these decades of experience?

First, an organization must stay fresh over a period of time and be constantly looking for ways to renew itself. The importance of listening, examining or evaluating, and learning cannot be overemphasized.

Second, our experience confirms that people — both our staff and our grantees — are the Foundation's most important resource. We could not have made the leap from being a local to a national funder, and then moved into the international arena, without superb grantees and colleagues as well as key staff members who had grown up with the organization. Their experience and skills have helped us jump to new levels without losing our core values and institutional identity.

Third, we've learned it is vital to stay with a

field of work, and important organizations, over a significant period of time. We've discovered — sometimes the hard way — that it frequently takes a minimum of five years of funding to launch and stabilize a project or organization. In the Foundation's *1997 Annual Report*, we explored in detail how long-term partnerships can make a difference for the communities and people that we and other foundations serve. I'd like to put in a special "plug" for general-purpose support. It's the fuel that powers nonprofit organizations.

Fourth, we've learned that humankind's charitable impulse has to hit the pavement on Main Street because that's where people's lives are played out, that's where problems occur, and that's where neighbors have to help neighbors. Philanthropy has to figure out ways to encourage that universal charitable impulse wherever people are living their lives, whether it's Main Street USA, Main Street Slovakia or Main Street South Africa. Sometimes national funders like the Mott Foundation tend to parachute into local communities. But our experience has been that if we can figure out a way to partner with one or more community foundations or other local funders on a common problem, then we can get local expertise, local buy-in, and a local flavor and approach to the problem, as opposed to the program being developed in a remote office of a national funder.

Fifth, we've found that it is essential to pay attention to infrastructure, including governance and board structure, grantee relations, portfolio

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*An organization must stay fresh over a period of time and be constantly looking for ways to renew itself. The importance of listening, examining or evaluating, and learning cannot be overemphasized.*

management, allocation of resources, legal issues, grant processing, technology, recruiting smart people, and delegating authority. Whenever we've neglected these areas, or failed to freshen our programs, policies and procedures, our effectiveness has suffered.

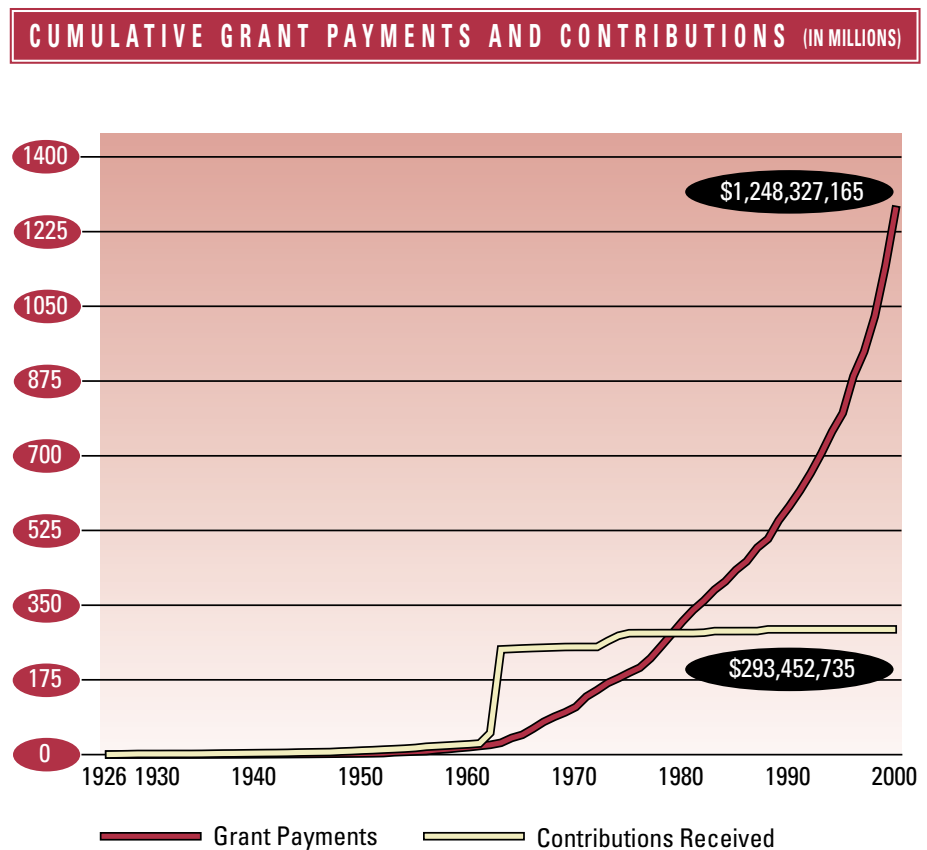
Sixth, through all the changes, the Board of Trustees has been critical. Our Trustees, who do not receive any compensation other than travel expenses, are a hardworking group. They spend time listening to experts, visiting grantees and hearing great stories from the heart from people on Main Street. They are emotionally and intellectually committed to our work and bring us energy, enthusiasm and passion. On more than one occasion, I've seen Board members crying while listening to people's stories.

One final note. The world of philanthropy has changed dramatically over the past 30 years. For instance, we hear and read a great deal about the new generation of donors and the concept of venture philanthropy. But these new donors, and their distinctive approach to grantmaking, are still a part of the larger philanthropic community, and are linked by what I believe is the most critical tie that binds all forms of organized philanthropy, namely, the craft of grantmaking.

Many of you know Jim Joseph, a former president of the Council on

Foundations. He used to talk about — in fact he was passionate about — an idea he called “the craft of grantmaking.” In my opinion, embodied in the craft are the principles of vision, of passion, of decency, of respect, of fairness, of good manners, of trying to establish a partnership with grantees. Effectiveness follows. The craft of grantmaking is not only a skill, but also, more importantly, it is an attitude. It requires humility, it requires creativity, it requires informed risk-taking, it requires common sense, it requires “sweating blood,” and it requires a deep-seated sense of accountability to grantees and the public generally. I believe the fundamental challenge going forward is trying to make the relationship between the Foundation and its grantees as equitable as possible and as open, transparent and responsive as it can be.

At the core of the craft of grantmaking is the charitable impulse, which Mr. Mott once called

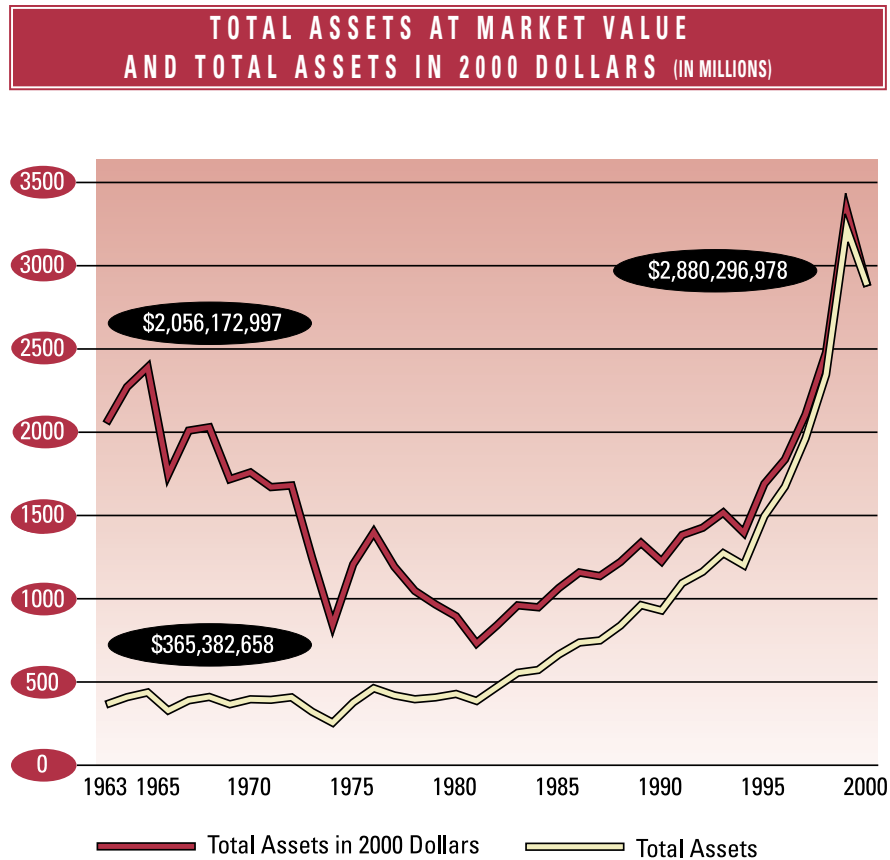


“citizen responsibility.” If one acts from a disciplined and strategic approach to a well-thought-out charitable impulse, good results should be achieved in the long run. The results may not always come in the desired or expected form, or time frame. There may occasionally be failures or mistakes, but that’s perfectly acceptable. We can learn from all of them.

I believe one of the reasons Mr. Mott lived to be almost 100 was that he received immense and fulfilling satisfaction and self-respect from his philanthropy. Let me close with a quote from him. “...The Mott Foundation may, in a large sense, be considered a Foundation for Living; for me, in another sense, it is a foundation for living — the realization of the purpose of my life.”

## Administration

In 2000 we lost two members of our Board of Trustees. In this message in our Foundation’s *1999 Annual Report*, we mourned the loss of Alonzo Crim, former superintendent of the Atlanta Public Schools and a Trustee since 1988, who died in an automobile accident in the spring. In October, Katherine (Kay) Fanning, former editor and publisher of the Pulitzer Prize-winning *Anchorage Daily News* and former editor of the *Christian Science Monitor*, passed away after a short illness. Kay had served with grace and distinction as a Trustee since 1991. She was



well-known and respected for her stellar professional achievements, and her service on a number of foundation boards and university committees. We will best remember Kay not only for her clear and decisive thinking, but also for her belief in the power of good, the possibilities for improvement and the benefits of doing right, and her remarkable, lifelong ability to balance the demands of her very public life with those of her home life.

In December, Olivia P. (Libby) Maynard, a regent of the University of Michigan, was elected to the Board. Libby currently serves as president of Michigan Prospect for Renewed Citizenship, a Flint-based nonprofit public policy organization she established to develop creative ways for government and citizens to work together to improve the state. She is well-respected and well-known at the local, state and national levels for her work in government, philanthropy and

human rights issues. Her talents and expertise will add more depth to an already strong Board.

In addition, the Foundation's Investment Committee was strengthened by the appointment in 2000 of A. Marshall Acuff, Jr., senior vice president and managing partner at Salomon Smith Barney. A member of the firm's Investment Policy Committee, Marshall is responsible for equity strategy. He brings a wealth of experience to the Foundation's investment operations in today's challenging, and ever changing, market environment.

For nearly two decades, the Mott Foundation experienced a steady growth in its assets that, in turn, supported increased grantmaking throughout the same period. In 1980, assets were valued at \$428 million and by 1990 they had more than doubled to \$930 million. By 1995, assets had reached \$1.5 billion and topped out at \$3.2 billion four years later. But 2000, a year marked by unsettled market conditions, witnessed a decline to \$2.9 billion in the value of the Foundation's portfolio at year's end. (The

chart on Page 7, "Total Assets at Market Value and Total Assets in 2000 Dollars," tracks the Foundation's asset growth since 1963.)

As the Foundation's assets grew, so did our grantmaking activities. In 1980, the Foundation's grant actions totaled \$26.9 million, compared with \$39.4 million in 1990 and \$59.9 million in 1995. In 2000, grant actions reached \$153 million, compared with \$113.9 million the previous year, a 34.1 percent one-year increase.

Since its inception in 1926, the Foundation has made cumulative grant payments of nearly \$1.3 billion through 2000. During this same period, contributions made to the Foundation by C.S. Mott and other members of the Mott family totaled \$293 million. (See chart, "Cumulative Grant Payments and Contributions, Page 6.)



William S. White  
President

P R O G R A M S & G R A N T S

*“It seems to me that every person, always, is in a kind of informal partnership with his community.”*

*– Charles Stewart Mott*

**VISION:** The Charles Stewart Mott Foundation affirms its founder’s vision that each of us “is in partnership with the rest of the human race” – that 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 caring, integrity and service. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

*“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.”*

*– Charles Stewart Mott*

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

**CIVIL SOCIETY**

To strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.

▶ **Central/Eastern Europe and Russia**

Nonprofit Sector  
Citizen Rights and Responsibilities  
Race and Ethnic Relations

▶ **South Africa**

Nonprofit Sector  
Citizen Rights and Responsibilities  
Race and Ethnic Relations

▶ **United States**

Nonprofit Sector  
Race and Ethnic Relations

▶ **Global**

Nonprofit Sector  
Race and Ethnic Relations

**ENVIRONMENT**

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.

▶ **Reform of International Finance and Trade**

Policy Reform and Implementation  
Strengthening International Constituencies for Reform  
Developing New Approaches

▶ **Conservation of Freshwater Ecosystems in North America**

Strengthening the Environmental Community  
Public Policy Work  
Site-Based Conservation Efforts

▶ **Special Initiatives**

**FLINT AREA**

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

▶ **Creating Public Capital**

▶ **Responding to Critical Community Needs**

**PATHWAYS OUT OF POVERTY**

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

▶ **Improving Community Education**

School Readiness  
Success in School  
Learning Beyond the Classroom

▶ **Expanding Economic Opportunity**

Income Security  
Workforce Development

▶ **Building Organized Communities**

Building Infrastructure  
Issue Organizing

▶ **Special Initiatives**

Transitions  
Exploratory and Special Projects

**EXPLORATORY AND SPECIAL PROJECTS**

To support exploratory initiatives that may lead to a formal program area over time, or unexpected opportunities that address significant international and/or national problems.

▶ **Historically and Predominantly Black Colleges and Universities**

▶ **Special Projects**

**MISSION:** To strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, South Africa, and at the global level.

**CENTRAL/EASTERN EUROPE AND RUSSIA**

**GOAL:** Contribute to the development of democratic, pluralistic societies in Central/Eastern Europe and Russia, principally through support of the nonprofit sector, citizen engagement and improved ethnic relations.

**OBJECTIVES:**

- ▶ **Nonprofit Sector**  
Strengthen the nonprofit sector by assisting infrastructure development, including promoting an enabling legal environment, enhancing public understanding and support, and building the sector's capacity; encouraging resource development, including the growth of philanthropy and volunteerism; and supporting initiatives to ensure the sector is relevant, effective and inclusive.
- ▶ **Citizen Rights and Responsibilities**  
Promote citizen engagement by providing support for nonpartisan activities to ensure free and fair elections; supporting access to and use of accurate information; and promoting processes that support dialogue and community-based initiatives among all sectors of society.
- ▶ **Race and Ethnic Relations**  
Improve race and ethnic relations, principally in Southeast Europe, by improving interethnic relations through dialogue and development programs; fostering peace-building efforts through collaborations; raising awareness and understanding about ethnic diversity; and supporting selected advocacy and policy development efforts.

**SOUTH AFRICA**

**GOAL:** Contribute to a healthy civil society in South Africa by strengthening the nonprofit sector and building a participatory democracy, especially at the local level, with an emphasis on women's participation.

**OBJECTIVES:**

- ▶ **Nonprofit Sector**  
Strengthen the nonprofit sector by building local resources for the sector, encouraging a supportive legal environment, raising awareness of the sector, building organizational effectiveness and supporting women's leadership within the sector.
- ▶ **Citizen Rights and Responsibilities**  
Promote citizen rights and responsibilities by assisting citizens to engage local governments around key development priorities, increasing economic literacy with priority given to government budgeting, supporting organizations that strengthen advice offices as a source of information for isolated communities and supporting initiatives that strengthen women's voices in policy development.
- ▶ **Race and Ethnic Relations**  
Explore initiatives to improve race and ethnic relations.

**UNITED STATES**

**GOAL:** Strengthen civil society in the United States during a time of increasing social needs and tensions by building on a tradition of democracy and citizen action.

**OBJECTIVES:**

- ▶ **Nonprofit Sector**  
Strengthen the nonprofit sector by improving accountability and governance, increasing and diversifying resources, and strengthening membership groups.
- ▶ **Race and Ethnic Relations**  
Combat root causes of institutional and societal racism and build understanding and appreciation of racial diversity.

**GLOBAL**

**GOAL:** Contribute to a healthy civil society at the global level by strengthening the nonprofit sector and supporting emerging civil society issues outside the Foundation's priority geographic areas.

**OBJECTIVES:**

- ▶ Increase and diversify resources for nonprofit organizations, principally the development and support of community foundations.
- ▶ Strengthen global- and regional-level nonprofit sector and philanthropy membership organizations, with the goal of enhancing citizen participation and engagement.
- ▶ Advance nonprofit sector information sharing and skills transfer among the Foundation's priority geographic regions and at the global level.



■ The Mott Foundation's Civil Society grantmaking focuses on three challenges. First, to promote a healthy civil society in two regions in the world — Central/Eastern Europe and Russia, and South Africa — in transition from repression to democracy. Second, to strengthen the fabric of civil society in the United States during a time when continuing economic and racial divisions threaten the nation's well-being. Third, to contribute to building civil society as a counterpoint to prevailing worldwide tensions.

In responding to these challenges during 2000, the Foundation's principal objective continued to be to strengthen the nonprofit sector, with attention to encouraging philanthropy, especially at the community level. Other priorities were to promote citizen rights and responsibilities, and to improve race and ethnic relations. During the year, Mott made 279 grants totaling \$41.5 million.

### Central/Eastern Europe and Russia

Mott's grantmaking in this region covers 14 countries in various stages of development. Much of the grantmaking is built around the theme of strengthening the nonprofit sector — including community-based philanthropy — by improving its visibility, strengthening its infrastructure, and nurturing new leadership through the development of local resources for long-term sustainability.

One initiative under this objective has been a series of grants to support local resource centers that are providing customized services to strengthening non-governmental organizations and citizen groups in 19 countries throughout the region. The centers provide technical assistance, consultation and training, information services, financial and legal assistance, and advocacy for the sector.

The Foundation also has participated in a variety of collaborations designed to strengthen the nonprofit sector, and leverage the resources of individual funders. Working with five other funders, Mott granted \$5 million to the German Marshall Fund of the United States for the Trust for Civil Society in Central and Eastern Europe. This trust supports the long-term development of the nonprofit sectors in Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovak Republic and Slovenia.

Mott also provided \$200,000 for the Environmental Partnership for Central Europe

The Center for Civil Initiatives in Zagreb, Croatia, delivers 55 bicycles to children who otherwise had to walk long distances to the school bus stop.



through another grant to the German Marshall Fund. This grant marks the Foundation's 10th year of support (totaling nearly \$2 million) for the partnership, which has been providing small grants, information services, training and technical assistance to grassroots environmental groups in the Czech and Slovak republics, Hungary, Poland, and Romania, since 1991.

Mott has focused substantial resources on strengthening local philanthropy in the region, with an emphasis on community-based philanthropies. A \$1-million endowment grant was awarded to Charities Aid Foundation for support of CAF-Russia's efforts to promote effective philanthropy in Russia.

Mott also provided a \$700,000 grant to the Carpathian Foundation, an organization that promotes economic development, cross-border cooperation and inter-ethnic initiatives in the Carpathian Euroregion. The foundation became independent in 2000, and is contributing to the stability and economic outlook of the region, which includes parts of Hungary, Poland, Romania, Slovak Republic and Ukraine.

Building on past experience with NGOs that promoted free and fair elections and increased voter turnout in Slovakia in 1998, the

Foundation expanded its grantmaking for similar initiatives in Croatia, Romania, Ukraine, Russia and other countries of the former Yugoslavia. A \$104,098 grant was made to the Belgrade-based Center for Free Elections and Democracy to recruit and train trainers and volunteers to help promote free and fair elections in Serbia. The Center for Civil Initiatives in Croatia will use \$80,000 in Mott funding to support citizen participation and strengthen grassroots organizations in undeserved and war-affected regions of Croatia.

The Foundation also has found that local NGOs have been extremely effective in providing cross-border humanitarian aid and other support services in the region. The Prague-based People in Need Public Benefit Foundation, building upon its experience providing relief to Kosovo refugees, received grants totaling \$368,000 for two projects to support disaster relief and humanitarian services in Chechnya, and to strengthen and increase the effectiveness of NGOs in Kosovo.

## South Africa

As in Central/Eastern Europe and Russia, Mott has worked to strengthen local philanthropy and to explore the potential for community foundations in South Africa. In 2000, Mott made two multiyear, \$250,000 grants to the Greater Rustenberg Community Foundation and the Uthungulu Community Foundation in Richards Bay, KwaZulu Natal region. Both organizations tap local resources and address local needs.

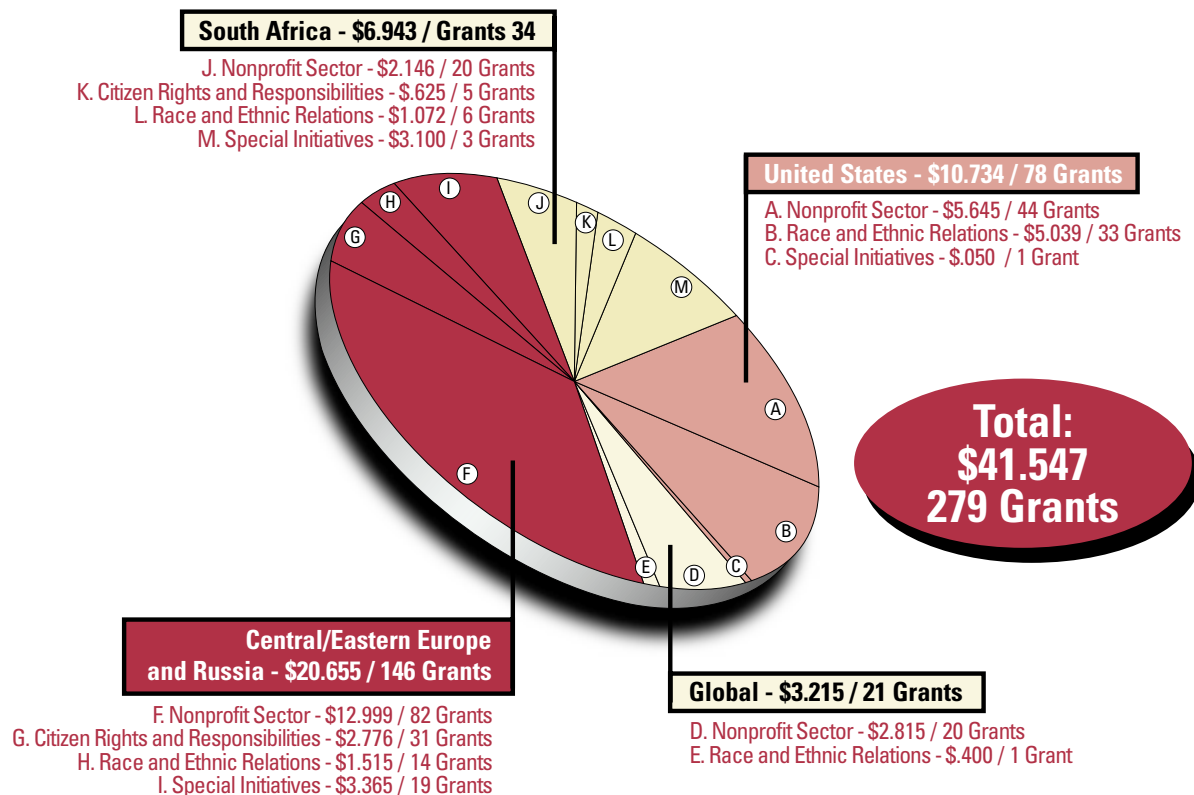
As another way to mobilize local resources, Mott made an 18-month, \$150,000 grant to People's Dialogue on Land and Shelter in Johannesburg. This grantee helps local savings clubs encourage unemployed and homeless people to save money and pool resources to address community needs, especially housing.

Mott expanded programming to address racism, with a focus on schools. Included was an

Several South African grants expanded programs to combat racism in the country's schools.



## 2000 GRANT ACTIVITY BY PROGRAM AREA (IN MILLIONS)



18-month, \$350,000 grant to the Electoral Institute of South Africa working in conjunction with several other organizations on a multimedia campaign to address racism in all South African elementary schools, and a two-year, \$146,869 grant to the South African Human Rights Commission for discussions on racism in education. Two grants totaling \$250,000 were awarded for pilot projects in high schools throughout South Africa.

In response to South Africa's high HIV infection rates, Mott awarded a three-year, \$1-million grant to the International Fundraising Consortium (INTERFUND), a South African organization that provides financial and other help to nonprofit groups addressing development issues such as HIV/AIDS.

The Foundation also awarded a \$2-million challenge grant to the Nelson Mandela's

Children's Fund in Johannesburg for an endowment-building effort targeting foundations, international government, the private sector and individuals.

### United States

Grantmaking in this area included efforts to strengthen the nonprofit sector, especially philanthropy, and to improve race relations. The nation's recent growth and expansion in the field of philanthropy resulted in increased demands for information, capacity-building and accountability. Mott responded with grants to support growth in the community foundation field, African-American philanthropy, and giving and volunteering in its home state of Michigan.

The Foundation Center in New York City received a two-year, \$300,000 grant to strengthen its ability to provide information

about the philanthropic field via the Internet. In a related, 15-month grant, \$146,640 was awarded to the Forum of Regional Associations of Grantmakers in Washington, D.C., to develop an inventory of existing funder networks and assess the interest and potential for expanding or creating new ones.

Community foundation support included a 63-month, \$1-million grant to the Council on Foundations, Inc. in Washington, D.C., for a special fund to strengthen community foundation leadership.

In support of African-American philanthropy, Mott made an 18-month, \$100,000 grant to the National Center for Black Philanthropy, Inc. in Washington, D.C., for its May 2001 national conference. It also awarded a three-year, \$150,000 grant to the Community Foundation for Southeastern Michigan in Detroit for the African-American Legacy Program, which provides donor education and planned giving information to the black community.

To strengthen philanthropy in Michigan, the Foundation awarded a \$1-million grant to the Capital Region Community Foundation in Lansing as a lead matching grant for a planned \$20-million endowed fund to promote volunteerism.

Under the race and ethnic relations objective, Mott made a two-year, \$325,000 grant to People's Institute for Survival and Beyond in New Orleans to continue its "Undoing Racism" workshops as well as its in-depth community organizing and strategic training efforts in several cities around the country.

Mott also supported national research, advocacy and policy efforts to combat racial inequities in education and criminal justice in collaboration with its Pathways Out of Poverty program. As a result, a 15-month, \$370,000 grant was awarded to the University of Minnesota Foundation in Minneapolis for the Institute on Race and Poverty's research and

advocacy efforts to address the underlying causes of problems created by the combination of racial injustice and poverty.

In August 2001, the United Nations will hold its World Conference Against Racism in Johannesburg, South Africa. The Mott Foundation provided nine grants totaling \$1.6 million for a variety of activities associated with the conference, including raising public awareness, encouraging media coverage, and preparing civil rights organizations and other groups to participate in it.

## Global

Mott's grantmaking in this program area provided major support to CIVICUS, an international alliance that nurtures citizen action throughout the world. Grants in 2000 included \$309,000 for two years that enabled CIVICUS to facilitate networking opportunities, act as a global clearinghouse of information on the global nonprofit sector, sponsor research on major issues of concern and conduct international advocacy activities. CIVICUS was also awarded \$75,000 to plan, organize and promote its August 2001 World Assembly in Vancouver, Canada.

In response to increased international interest in philanthropy, the Foundation made a two-year, \$250,000 grant to the Council on Foundations for the Worldwide Initiatives for Grantmaker Support (WINGS), composed of international organizations that provide technical assistance and information for foundations and other philanthropic groups.

Additionally, a three-year, \$155,175 grant was awarded to the City University of New York for its International Community Fellows Program. The grant provides stipends for three young nonprofit professionals per year to learn to identify and encourage the growth of community foundations in other regions. Two of the participants will come from Eastern Europe and South Africa, where Mott has regional offices.

## CENTRAL/EASTERN EUROPE AND RUSSIA

### NONPROFIT SECTOR

<b>Academy for the Development of Philanthropy in Poland</b>	\$13,000
<i>Warsaw, Poland</i>	
To support an organization created to promote community-based philanthropy and grassroots citizen action in Poland.*	
<b>Agency for Social Information</b>	\$100,000
<i>Moscow, Russia</i>	
To support information services about the Russian nonprofit sector. (two years)	
<b>Albanian Civil Society Foundation</b>	\$100,000
<i>Tirana, Albania</i>	
To build the capacity of non-governmental organizations outside the Albanian capital. (two years)	
<b>Assistance Center for Nongovernmental Organizations</b>	\$200,000
<i>Bucharest, Romania</i>	
To strengthen the nonprofit sector in Romania. (two years)	
<b>Association for Civil Society Development - SMART</b>	\$50,000
<i>Rijeka, Croatia</i>	
To support an organization created to build the capacity of Croatian non-governmental organizations and informal citizen groups to respond to community needs. (three years)	
<b>Balkan Forum Civil Association</b>	-\$28,000
<i>Kardjali, Bulgaria</i>	
Adjustment to previous grant.	
<b>Belarusian Non-Governmental Organization "United Way"</b>	\$40,000
<i>Minsk, Belarus</i>	
To support a national resource center established to strengthen the nonprofit sector in Belarus. (one year)	
<b>Bulgarian Charities Aid Foundation</b>	\$58,154
<i>Sofia, Bulgaria</i>	
To support the development of corporate philanthropy in Bulgaria. (two years)	
<b>CARE USA</b>	\$75,000
<i>Atlanta, Georgia</i>	
To strengthen youth associations in Bosnia-Herzegovina, Croatia, Macedonia and Yugoslavia. (one year)	
<b>Carpathian Foundation</b>	\$700,000
<i>Kosice, Slovak Republic</i>	
To support an organization created to promote economic development, cross-border cooperation and interethnic initiatives in the Carpathian Euroregion. (one year)	
<b>CEE Bankwatch Network</b>	\$90,000
<i>Prague, Czech Republic</i>	
To support a network of non-governmental organizations in 10 Central/Eastern European countries.*	

\* increase to previous grant

† grant made in perpetuity

<b>Center for Civic Initiative</b>	\$50,000
<i>Prilep, Macedonia</i>	
To provide information, training and technical assistance to non-governmental organizations in a region of Macedonia underserved by support organizations. (two years)	
<b>Center for Civil Initiatives</b>	\$80,000
<i>Zagreb, Croatia</i>	
To support an organization that works to stimulate citizen participation and strengthen grassroots organizations in multiethnic communities in Croatia. (two years)	
<b>Center for Democracy and Human Rights</b>	\$45,000
<i>Podgorica, Yugoslavia</i>	
To support education and capacity-building activities related to a law on non-governmental organizations recently enacted in Montenegro. (one year)	
<b>Center for Development of Non-Profit Sector</b>	\$60,000
<i>Belgrade, Yugoslavia</i>	
To support the development of the nonprofit sector in Serbia and Montenegro. (two years)	
<b>Center for Environmental Public Advocacy</b>	\$43,000
<i>Poniky, Slovak Republic</i>	
To support an organization established to build the capacity of Slovak non-governmental organizations and strengthen civil society. (two years)	
<b>Center of Non-Governmental Organizations</b>	\$25,000
<i>Riga, Latvia</i>	
To support a resource center for non-governmental organizations throughout Latvia. (two years)	
<b>ChangeNet</b>	\$75,000
<i>Kosice, Slovak Republic</i>	
To support an organization that provides communications services to the nonprofit sector in Slovakia. (three years)	
<b>Charities Aid Foundation</b>	
<i>Kent, England</i>	
To address the legal, training and information needs of Russian nonprofit organizations. (two years)	\$100,000
To assess the state of the nonprofit sector in Romania and identify strengths, weaknesses, needs and opportunities for donor support. (eight months)	\$59,280
To build the capacity of the nonprofit sector in Bulgaria. (two years)	\$111,640
To provide an endowment to support the Charities Aid Foundation Russia office.†	\$1,000,000
To support grassroots citizen action and community building in Serbia and Montenegro. (18 months)	\$50,000
To support the development of emerging community foundations in Russia. (two years)	\$100,000

<b>Charity Foundation COUNTERPART Creative Center</b> <i>Kyiv, Ukraine</i> To strengthen non-governmental organizations in Ukraine. (two years)	\$100,000	<b>Ednannia: Initiative Center to Support Social Action</b> <i>Kyiv, Ukraine</i> To build the capacity of Ukrainian environmental non-governmental organizations. (one year)	\$100,000
<b>Children of Slovakia Foundation</b> <i>Bratislava, Slovak Republic</i> To support an organization dedicated to strengthening philanthropy in Slovakia in support of children and youth.*	\$11,500	<b>Ekopolis Foundation</b> <i>Banska Bystrica, Slovak Republic</i> To promote and cultivate a philanthropic culture in the Slovak Republic. (30 months)	\$143,000
<b>City Charity Fund "Togliatti Community Foundation"</b> <i>Togliatti, Russia</i> To support the development of philanthropy in the Russian city of Togliatti. (two years)	\$59,986	<b>Environmental Law Service</b> <i>Brno, Czech Republic</i> To support a public interest law organization created to improve civil society in the fields of environmental protection and human rights.*	\$5,000
<b>Civil Society Development Foundation - Hungary</b> <i>Budapest, Hungary</i> To support a Hungarian non-governmental training and support organization. (two years)	\$60,000	<b>Environmental Partnership Foundation</b> <i>Budapest, Hungary</i> To encourage participation of Hungarian, Romanian and Yugoslavian non-governmental organizations in watershed rehabilitation activities. (two years)	\$200,000
<b>Civil Society Development Foundation - Poland</b> <i>Warsaw, Poland</i> To provide professional development training and support services for the nonprofit sector in Poland and Central/Eastern Europe. (two years)	\$65,000	To provide assistance and training in sustainable organizational development to Hungarian non-governmental organizations. (three years)	\$50,000
<b>Civil Society Development Foundation - Romania</b> <i>Bucharest, Romania</i> To build capacity and improve the effectiveness of non-governmental organizations in Romania. (two years)	\$60,000	<b>EOS - Education for Organizations in Non-Profit Sector</b> <i>Zagreb, Croatia</i> To support an organization created to strengthen non-governmental organizations in Croatia. (two years)	\$50,000
<b>Columbia University in the City of New York</b> <i>New York, New York</i> To incorporate nonprofit law clinics into the broader clinical legal education initiative under way in Central/Eastern Europe and Russia. (two years)	\$100,000	<b>Eurasia Foundation</b> <i>Washington, DC</i> To build the capacity of non-governmental organization resource centers to promote the development of local philanthropy. (19 months)	\$300,000
<b>Committee of Good Will - Olga Havel Foundation</b> <i>Prague, Czech Republic</i> To support an organization whose mission is to help people with physical disabilities and other disadvantages integrate into society. (two years)	\$40,000	<b>Federation of NGOs Active in Child Protection</b> <i>Bucharest, Romania</i> To support an organization dedicated to improving the efficiency of child protection activities in Romania. (two years)	\$60,000
<b>Community Foundation of Usti nad Labem</b> <i>Usti nad Labem, Czech Republic</i> To support an organization whose mission is to create an open community and improve the living conditions in the northern Czech city of Usti nad Labem. (two years)	\$60,000	<b>Foundation for Civic Initiatives Support "FOCUS"</b> <i>Moscow, Russia</i> To build the organizational capacity of Russian youth and children's non-governmental organizations. (two years)	\$149,915
<b>Compass Club, Public Children and Youth Organisation</b> <i>Kyiv, Ukraine</i> To build the capacity of a group of Ukrainian non-governmental organizations addressing children and youth issues. (two years)	\$100,000	<b>Freedom House, Inc.</b> <i>Washington, DC</i> To strengthen the development of the nonprofit sector in Serbia. (one year)	\$200,000
<b>Czech Donors Forum</b> <i>Prague, Czech Republic</i> To support an organization created to promote philanthropy in the Czech Republic. (three years)	\$45,000	<b>German Marshall Fund of the United States</b> <i>Washington, DC</i> To support groups working to ensure that environmental problems in Central Europe are addressed. (18 months)	\$200,000

\* increase to previous grant

<b>German Marshall Fund of the United States</b> <i>Washington, DC</i> To support the long-term development of civil society organizations in Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovak Republic and Slovenia. (10 years)	\$5,000,000	<b>National Alliance for Volunteer Action</b> <i>Ploudiv, Bulgaria</i> To promote and develop volunteerism in Bulgaria. (two years)	\$49,616
<b>GURT Resource Center for NGO Development</b> <i>Kyiv, Ukraine</i> To promote the sustainability of the nonprofit sector in Ukraine. (two years)	\$52,780	<b>National Assistance and Information Centre of NGOs in Moldova</b> <i>Chisinau, Moldova</i> To support a national resource center that provides information, training and technical assistance to non-governmental organizations throughout Moldova. (two years)	\$25,000
<b>Healthy City Foundation - Community Foundation of Banska Bystrica</b> <i>Banska Bystrica, Slovak Republic</i> To support a community foundation created to strengthen social capital and improve the quality of life in the Slovakian districts of Banska Bystrica and Zvolen. (two years)	\$70,000	<b>Network of Estonian Non-Profit Organizations</b> <i>Tallinn, Estonia</i> To support a national resource center that provides information, training and legal services to nonprofit organizations and foundations in Estonia. (two years)	\$25,000
<b>Information Centre</b> <i>Galanta, Slovak Republic</i> To support informal citizen groups and local non-governmental organizations in southern Slovakia. (19 months)	\$40,000	<b>Nonprofit Enterprise Self-Sustaining Team, Inc.</b> <i>Baltimore, Maryland</i> To assist non-governmental organizations in Central/Eastern Europe to develop sustainable sources of financing. (two years)	\$100,000
<b>Innovation and Development Centre</b> <i>Kyiv, Ukraine</i> To support the development of philanthropy in Ukraine.*	\$5,000	<b>Nonprofit Information and Training Center Foundation</b> <i>Budapest, Hungary</i> To support a national resource center established to strengthen civil society in Hungary. (two years)	\$100,000
<b>Institute for Democracy in Eastern Europe - Warsaw</b> <i>Warsaw, Poland</i> To provide information and networking opportunities to emerging non-governmental organizations in Russia and Ukraine. (two years)	\$99,700	<b>Open Society Foundation</b> <i>Bratislava, Slovak Republic</i> To promote the effectiveness and long-term sustainability of community foundations in Slovakia. (34 months)	\$61,884
<b>International Center for Not-for-Profit Law</b> <i>Washington, DC</i> To support efforts to develop a supportive legal environment for nonprofits in Ukraine. (one year)	\$75,000	<b>Opportunity Associates - Romania</b> <i>Bucharest, Romania</i> To develop local training capacity for strengthening non-governmental organizations in Romania. (two years)	\$100,000
	\$80,000	<b>Pacific Environment and Resources Center</b> <i>Oakland, California</i> To build the capacity of non-governmental organizations and local communities in Siberia and the Russian Far East to influence development bank policies and practices affecting the environment. (30 months)	\$400,000
<b>IPF Siberian Civic Initiatives Support Center</b> <i>Novosibirsk, Russia</i> To develop philanthropy in Siberia. (two years)	\$100,000	<b>People in Need Public Benefit Organization</b> <i>Prague, Czech Republic</i> To assist Kosovar non-governmental organizations in becoming viable and effective in post-conflict Kosovo. (one year)	\$118,000
<b>Kherson's Regional Charity and Health Foundation</b> <i>Kherson, Ukraine</i> To build the advocacy skills of Ukrainian non-governmental organizations. (one year)	\$40,000	<b>Polish Children and Youth Foundation</b> <i>Warsaw, Poland</i> To strengthen local educational policy and community initiatives supporting children and youth in rural Poland. (two years)	\$100,000
<b>Nadace VIA</b> <i>Prague, Czech Republic</i> Adjustment to previous grant.	-\$33,800		
<b>Nadacia Pre Obciansku Spolocnost</b> <i>Bratislava, Slovak Republic</i> To support an organization created to build the capacity of nonprofit organizations and promote citizen participation in democratic processes in Slovakia. (two years)	\$110,000		

\* increase to previous grant

<b>Princess Margarita of Romania (Romania) Foundation</b>	\$140,000
<i>Bucharest, Romania</i>	
To support an organization whose mission is to develop and support projects to improve health care and address special needs of children, youth and the elderly. (two years)	
<b>Princess Margarita of Romania Foundation</b>	\$5,665
<i>New York, New York</i>	
To support an organization whose mission is to develop and support projects to improve health care and address special needs of children, youth and the elderly.*	
<b>Pro Vobis Volunteer Center</b>	\$57,250
<i>Cluj, Romania</i>	
To encourage volunteerism in Romania through a national network of volunteer centers. (two years)	
<b>Pylyp Orlyk Institute for Democracy</b>	-\$25,000
<i>Kyiv, Ukraine</i>	
Adjustment to previous grant.	
<b>Slovak Academic Information Agency - SCTs</b>	\$100,000
<i>Bratislava, Slovak Republic</i>	
To support an agency created to promote the development of the non-governmental sector in Slovakia. (two years)	
<b>Sluzhenye Association of Non-Governmental Not-for-Profit Organizations</b>	\$100,700
<i>Nizhni Novgorod, Russia</i>	
To support the development of a non-governmental organization support center in Russia. (two years)	
<b>Social Ecological Union International</b>	\$70,000
<i>Moscow, Russia</i>	
To support an environmental organization that unites groups from 13 countries in the former Soviet Union. (two years)	
<b>Southern Russia Resource Center</b>	\$99,995
<i>Krasnodar, Russia</i>	
To support a non-governmental organization network in southern Russia. (two years)	
<b>Stichting Greenpeace Council GREENPEACE</b>	\$100,000
<i>Moscow, Russia</i>	
To encourage the development of philanthropy in Russia. (15 months)	
<b>Support Office for the Movement of Self-Help Initiatives (BORIS)</b>	\$150,000
<i>Warsaw, Poland</i>	
To support an organization dedicated to helping non-governmental organizations and public institutions better respond to the needs of their local communities. (two years)	

<b>VIA Foundation for Local Initiatives</b>	
<i>Prague, Czech Republic</i>	
To promote public awareness about the role of the nonprofit sector in the Czech Republic. (two years)	\$45,325
To support an organization created to promote and strengthen active public participation in a democratic society in the Czech Republic. (two years)	\$80,000
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$12,998,590</b>

## CITIZEN RIGHTS AND RESPONSIBILITIES

<b>Access to Information Programme</b>	\$60,000
<i>Sofia, Bulgaria</i>	
To support an organization dedicated to ensuring citizen rights and freedom of information in Bulgaria. (two years)	
<b>Association for Psychosocial Help and Development of Voluntary Work</b>	\$50,000
<i>Gracanica, Bosnia &amp; Herzegovina</i>	
To support the development of volunteerism and citizen engagement in Bosnia-Herzegovina and Southeast Europe. (two years)	
<b>Association of Central and Eastern European Election Officials</b>	\$50,000
<i>Budapest, Hungary</i>	
To support the development of an indigenous association of election officials from Central/Eastern Europe. (two years)	
<b>Belarusian Association of Social Workers</b>	\$40,219
<i>Minsk, Belarus</i>	
To promote the rights of Belarusian citizens. (14 months)	
<b>Center for Community Organizing</b>	\$85,000
<i>Prerov, Czech Republic</i>	
To support an organization created to promote the development of civil society and strengthen participatory democracy in the Czech Republic. (two years)	
<b>Center for Free Elections and Democracy</b>	\$104,098
<i>Belgrade, Yugoslavia</i>	
To support efforts to monitor elections in Serbia. (one year)	
<b>Centers for Civic Initiatives</b>	\$100,000
<i>Banja Luka, Bosnia &amp; Herzegovina</i>	
To support an organization created to encourage active participation of citizens in their communities and in the political process in Bosnia and Herzegovina. (two years)	
<b>Citizens Action - Community Development Center</b>	\$4,095
<i>Banska Bystrica, Slovak Republic</i>	
To support the development of an organization created to strengthen Slovak citizen participation through the training of community organizers.*	

\* increase to previous grant



<b>Committee of Voters of Ukraine</b> <i>Kyiv, Ukraine</i> To engage Ukrainian citizens in the democratic process. (two years)	\$80,000
<b>Democratic Initiatives Charitable Foundation</b> <i>Kyiv, Ukraine</i> To strengthen the link between Ukrainian citizens and government through the mass media. (one year)	\$40,000
<b>European Movement of Serbia</b> <i>Belgrade, Yugoslavia</i> To increase citizen participation in Yugoslavia and Southeastern Europe. (30 months)	\$70,000
<b>Foundation for Independent Radio Broadcasting</b> <i>Moscow, Russia</i> To promote understanding of the role of civil society among the Russian population. (two years)	\$288,998
<b>Foundation for Local Government Reform</b> <i>Sofia, Bulgaria</i> To support a capacity-building program to stimulate citizen participation in local governance in Bulgaria. (two years)	\$199,721
<b>Foundation for Social and Economic Initiatives</b> <i>Warsaw, Poland</i> To train Ukrainian nonprofit, business and government leaders in community development skills. (three years)	\$150,000
<b>Freedom House, Inc.</b> <i>Washington, DC</i> To support activities to promote free and fair elections in Croatia. (11 months)	\$44,160
<b>Hnutí DUHA - Friends of the Earth Czech Republic</b> <i>Brno, Czech Republic</i> To promote grassroots citizen activity in the Czech Republic. (two years)	\$55,000
<b>Human Rights Watch</b> <i>New York, New York</i> To promote awareness of the human rights violations associated with the war in Chechnya. (one year)	\$200,000
<b>Humanitarian Law Center</b> <i>Belgrade, Yugoslavia</i> To support the development of a regional approach to human rights monitoring and advocacy in Kosovo, Serbia and Montenegro. (two years)	\$75,000
<b>Institute for Multi-Track Diplomacy</b> <i>Washington, DC</i> To enable civic leaders from Bosnia-Herzegovina to study the processes that support a vibrant civil society and responsive public administration. (one year)	\$50,000
<b>International NGO "Housing and Municipal Reform Support Center"</b> <i>Kyiv, Ukraine</i> To engage Ukrainian citizens in their communities. (two years)	\$151,760

\* increase to previous grant

<b>Local Activity Support Center - CAL Association</b> <i>Warsaw, Poland</i> To support an organization created to develop strong and integrated communities, promote local solidarity and mobilize local institutions to respond to the needs of their constituencies. (three years)	\$120,000
<b>Media Development Loan Fund</b> <i>New York, New York</i> To support regeneration of credible independent broadcasting in the Federal Republic of Yugoslavia (Serbia and Montenegro). (one year)	\$100,000
<b>National Democratic Institute for International Affairs</b> <i>Washington, DC</i> To increase public confidence in democratization and the transition to a market economy in Ukraine. (25 months)	\$150,000
To promote free and fair elections and improve civic advocacy in Russia. (one year)	\$100,000
<b>New Perspectives Foundation</b> <i>Moscow, Russia</i> To support an organization dedicated to engaging Russian youth in the democratic process. (two years)	\$100,000
<b>Partners Foundation for Local Development</b> <i>Bucharest, Romania</i> To promote the development of effective partnerships between non-governmental organizations and local authorities, and increase citizen engagement in Romania. (two years)	\$120,000
<b>Pro Democracy Association</b> <i>Bucharest, Romania</i> To promote efforts to engage Romanian citizens in the political process. (18 months)	\$100,000
<b>Regional Development Agency "Donbass"</b> <i>Donestsk, Ukraine</i> To support efforts to engage Ukrainian citizens in their communities. (one year)	\$40,000
<b>Young Men's Christian Association - Gabrovo</b> <i>Gabrovo, Bulgaria</i> To foster youth leadership and volunteerism in Bulgaria. (two years)	\$47,730
<b>SUBTOTAL: Citizen Rights and Responsibilities</b>	<b>\$2,775,781</b>

## RACE AND ETHNIC RELATIONS

<b>Aspen Institute Berlin</b> <i>Berlin, Germany</i> To improve transatlantic cooperation on issues critical to the future stability of Southeast Europe and to the integration of these countries into mainstream Europe.*	\$50,000
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<b>Association for Innovative Cooperation in Europe</b> <i>Brussels, Belgium</i> To support improved inter-ethnic relations in Europe. (one year)	\$50,000
<b>Center for Peace Studies</b> <i>Zagreb, Croatia</i> To support an organization created to promote a culture of peace, nonviolence and positive social change in Croatia. (two years)	\$80,000
<b>Center for Strategic &amp; International Studies</b> <i>Washington, DC</i> To promote effective conflict resolution practices in the former Yugoslavia. (two years)	\$120,000
<b>Center for Strategic and Political Studies</b> <i>Moscow, Russia</i> To improve relations between ethnic groups in Russia. (one year)	\$100,000
<b>Foundation-Administered Project</b> To promote lessons learned through conflict resolution grantmaking in Central/Eastern Europe and Russia.	\$1,562
<b>International Alert</b> <i>London, England</i> To support a conflict resolution program that addresses regional disputes in the Caucasus region of Russia. (two years)	\$100,000
<b>International Crisis Group</b> <i>Washington, DC</i> To support research and analysis of key issues and trends affecting the Balkans. (two years)	\$200,000
<b>King Baudouin Foundation United States, Inc.</b> <i>Atlanta, Georgia</i> To support efforts to promote interethnic community projects and dialogue among non-governmental organization leaders working for positive change. (eight months)	\$150,000
<b>Minority Rights Group International</b> <i>London, England</i> To promote minority rights and inter-community cooperation in Southeast Europe. (two years)	\$200,000
<b>Partners for Democratic Change - Hungary</b> <i>Budapest, Hungary</i> To promote cooperation among local governments and non-governmental organizations in the border region of Hungary, Austria, Croatia, Slovenia and Yugoslavia. (18 months)	\$50,000
<b>Search for Common Ground</b> <i>Washington, DC</i> To promote interethnic dialogue and cooperation among ethnic groups in the Ukrainian regions of Crimea and Transcarpathia. (one year)	\$100,000

<b>Search for Common Ground</b> <i>Washington, DC</i> To support production and dissemination of the first television series produced for Macedonian children of all ethnic groups. (two years)	\$100,000
<b>World Conference on Religion and Peace</b> <i>New York, New York</i> To support continuing efforts to promote multireligious cooperation in Southeastern Europe. (18 months)	\$200,000
<b>Youth Communication Center - Banja Luka</b> <i>Banja Luka, Bosnia &amp; Herzegovina</i> To support an organization created to promote conflict resolution and community organizing techniques in Bosnia.*	\$13,000
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$1,514,562</b>

#### SPECIAL INITIATIVES

<b>Association for Innovative Cooperation in Europe</b> <i>Brussels, Belgium</i> To support an organization that provides support for foundations interested in cooperating at the European level. (two years)	\$40,000
<b>Carnegie Endowment for International Peace</b> <i>Washington, DC</i> To enable independent scholars to contribute to public debate and understanding of the central policy issues affecting society in Russia and the Republics. (two years)	\$200,000
<b>Centre for Liberal Strategies Foundation</b> <i>Sofia, Bulgaria</i> To support an independent political and economic public policy organization. (two years)	\$60,000
<b>Civic Assistance</b> <i>Moscow, Russia</i> To assist Chechen refugees who migrate to Moscow and other large Russian cities. (one year)	\$50,000
<b>Friends of the CEELI Institute</b> <i>Washington, DC</i> To support legal and judicial reform throughout Central/Eastern Europe and the former Soviet Union. (11 months)	\$99,318
<b>Hungarian Federation of Community Schools</b> <i>Budapest, Hungary</i> To support an organization dedicated to promoting community education and community schools in Hungary. (two years)	\$20,000

\* increase to previous grant

<b>Institute for EastWest Studies, Inc.</b>	
<i>New York, New York</i>	
To foster local problem-solving and grassroots development in Ukraine. (one year)	\$110,000
To provide a venue and framework for dialogue and joint work of representatives of civil society in the Federal Republic of Yugoslavia and members of the international community.*	\$50,000
To promote transfrontier cooperation and development in Central/Eastern Europe. (three years)	\$1,500,000
<b>Institute for Market Economics</b> \$60,000	
<i>Sofia, Bulgaria</i>	
To support an independent organization created to advocate market approaches for economic transition in Bulgaria. (two years)	
<b>ISAR</b> \$125,000	
<i>Washington, DC</i>	
To support the development of non-governmental organizations in the former Soviet Union. (two years)	
<b>Krasnoyarsk Center for Community Partnerships</b> \$100,000	
<i>Krasnoyarsk, Russia</i>	
To support a resource center for school-based community development in Russia. (two years)	
<b>Nova Skola</b> \$75,000	
<i>Prague, Czech Republic</i>	
To improve the education of Roma children in the Czech Republic by creating community service schools. (two years)	
<b>Open Society Institute</b> \$500,000	
<i>New York, New York</i>	
To foster community education in Southeastern Europe by transforming schools and other public spaces into community resource centers. (31 months)	
<b>Partners for Democratic Change</b> \$26,000	
<i>San Francisco, California</i>	
To promote lessons learned and best practices of model programs addressing democratic change and conflict management in developing democracies. (six months)	
<b>People in Need Public Benefit Organization</b> \$250,000	
<i>Prague, Czech Republic</i>	
To support Chechen refugee relief operations. (10 months)	
<b>Policy Education Centre on Assistance to Transition</b> \$100,000	
<i>Warsaw, Poland</i>	
To support an organization dedicated to research and policy work on assisting countries in transition. (two years)	
<b>SUBTOTAL: Special Initiatives</b>	<b>\$3,365,318</b>
<b>PROGRAM AREA TOTAL: Central Eastern Europe and Russia</b>	<b>\$20,654,251</b>

\* increase to previous grant

## SOUTH AFRICA

### NONPROFIT SECTOR

<b>Agenda Feminist Media</b> \$75,000	
<i>Durban, South Africa</i>	
To support the publication of a journal focusing on women's issues. (two years)	
<b>Desmond Tutu Peace Trust</b> \$75,000	
<i>Cape Town, South Africa</i>	
To establish a leadership development program for women. (18 months)	
<b>Eastern Cape NGO Coalition</b> \$125,000	
<i>East London, South Africa</i>	
To support a provincial non-governmental organization coalition. (two years)	
<b>Education and Training Unit</b> \$35,000	
<i>Braamfontein, South Africa</i>	
To support the development of a Web site on organizational development for nonprofits. (18 months)	
<b>Greater Rustenburg Community Foundation</b> \$250,000	
<i>Rustenburg, South Africa</i>	
To support an organization dedicated to addressing the critical needs and improving the quality of life in Greater Rustenburg. (two years)	
<b>International Fundraising Consortium</b> \$30,000	
<i>Braamfontein, South Africa</i>	
To support documentation and analysis of the changes following the 1994 democratic elections and their effects on different sectors of society. (one year)	
<b>Joint Universities Public Management Educational Trust</b> \$55,000	
<i>Johannesburg, South Africa</i>	
To support efforts to address the training and development needs of the nonprofit sector. (15 months)	
<b>Legal Resources Trust</b> \$70,000	
<i>Johannesburg, South Africa</i>	
To provide institutional and legal support to nonprofit organizations.*	
<b>Non-Profit Partnership</b> \$50,000	
<i>Braamfontein, South Africa</i>	
To improve the financial sustainability of the nonprofit sector. (one year)	
<b>Northern Province NGO Coalition</b> \$75,000	
<i>Pietersburg, South Africa</i>	
To support an organization working to strengthen non-governmental organizations throughout the Northern Province. (two years)	
<b>People's Dialogue on Land and Shelter</b> \$150,000	
<i>Johannesburg, South Africa</i>	
To support the development of community savings clubs. (18 months)	

<b>Pitseng Trust</b>	\$100,000
<i>Braamfontein, South Africa</i>	
To support a trust created to build the capacity of local women's organizations, especially those working on women's economic development. (two years)	
<b>Sedibeng Centre for Organizational Effectiveness</b>	\$200,000
<i>Braamfontein, South Africa</i>	
To support efforts to strengthen the institutional capacity of non-governmental organizations and encourage the growth of nonprofit leaders. (two years)	
<b>Social Change Assistance Trust</b>	\$300,000
<i>Cape Town, South Africa</i>	
To analyze grantmaking trends and their impact. (two years)	
<b>Southern African Grantmakers Association</b>	\$40,000
<i>Braamfontein, South Africa</i>	
To build organizational strength and stability in an organization created to support philanthropy and the nonprofit sector.*	
<b>University of Port Elizabeth</b>	\$100,000
<i>Port Elizabeth, South Africa</i>	
To support training on organizational development, leadership skills and project development for nonprofit organizations in the Eastern Cape province. (two years)	
<b>University of Pretoria</b>	\$100,000
<i>Pretoria, South Africa</i>	
To raise awareness about the role of volunteers. (18 months)	
<b>University of the Witwatersrand</b>	\$15,927
<i>Braamfontein, South Africa</i>	
To update the effectiveness and relevance of social service nonprofit organizations. (one year)	
<b>Uthungulu Community Foundation</b>	\$250,000
<i>Richards Bay, South Africa</i>	
To support a community foundation that serves the Uthungulu region of KwaZulu Natal. (three years)	
<b>Volunteer Centre</b>	\$50,000
<i>Cape Town, South Africa</i>	
To support an organization established to encourage and better manage volunteers. (two years)	
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$2,145,927</b>

## CITIZEN RIGHTS AND RESPONSIBILITIES

<b>Black Sash Trust</b>	\$75,000
<i>Cape Town, South Africa</i>	
To support efforts to train communities and non-governmental organizations in KwaZulu Natal on the roles of local government. (two years)	
<b>Electoral Institute of South Africa (EISA)</b>	\$150,000
<i>Auckland Park, South Africa</i>	
To provide civic education to communities in the Eastern Cape province. (three years)	

\* increase to previous grant

† grant made in perpetuity

<b>Institute for Democracy in South Africa</b>	\$100,000
<i>Cape Town, South Africa</i>	
To support efforts to analyze the impact of the governmental budget on women. (three years)	
<b>Trust for Community Outreach and Education</b>	\$225,000
<i>Cape Town, South Africa</i>	
To connect rural communities with new local government structures. (three years)	
<b>Women on Farms Project</b>	\$75,000
<i>Stellenbosch, South Africa</i>	
To support an organization working to strengthen the capacity of women who live and work on farms. (two years)	
<b>SUBTOTAL: Citizens Rights and Responsibilities</b>	<b>\$625,000</b>

## RACE AND ETHNIC RELATIONS

<b>Electoral Institute of South Africa (EISA)</b>	\$350,000
<i>Auckland Park, South Africa</i>	
To support a campaign to address racism in elementary schools. (18 months)	
<b>Institute for the Advancement of Journalism</b>	\$75,000
<i>Johannesburg, South Africa</i>	
To help create an environment where students can articulate issues of race and gender through a newspaper column. (two years)	
<b>South African Human Rights Commission</b>	\$146,869
<i>Johannesburg, South Africa</i>	
To promote greater information sharing among policymakers, researchers and practitioners working on racism in schools. (two years)	
<b>South African National NGO Coalition</b>	\$250,000
<i>Braamfontein, South Africa</i>	
To support preparation for the U.N. World Conference Against Racism. (15 months)	
<b>Teacher Trust</b>	\$125,000
<i>Cape Town, South Africa</i>	
To support efforts to build democratic culture in schools. (two years)	
<b>Umtapo Centre</b>	\$125,000
<i>Durban, South Africa</i>	
To address the issue of racism in schools. (two years)	
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$1,071,869</b>

## SPECIAL INITIATIVES

<b>International Fundraising Consortium</b>	\$1,000,000
<i>Braamfontein, South Africa</i>	
To support a fund created to address HIV/AIDS prevention and awareness. (three years)	
<b>Nelson Mandela Children's Fund</b>	\$2,000,000
<i>Johannesburg, South Africa</i>	
To provide endowment support to a fund for children and youth.†	

<b>University of Pretoria</b> <i>Pretoria, South Africa</i> To support efforts to mobilize students to provide assistance after the flooding in Mozambique. (13 months)	\$100,000
<b>SUBTOTAL: Special Initiatives</b>	<b>\$3,100,000</b>
<b>PROGRAM AREA TOTAL: South Africa</b>	<b>\$6,942,796</b>

## UNITED STATES

### NONPROFIT SECTOR

<b>Asian Americans/Pacific Islanders in Philanthropy</b> <i>San Francisco, California</i> To support a group of grantmakers committed to expanding the participation of the Asian-American community in the philanthropic sector. (two years)	\$50,000
<b>Association for Research on Nonprofit Organizations &amp; Voluntary Action</b> <i>Indianapolis, Indiana</i> To support an association of scholars and nonprofit leaders that fosters research on voluntary action, nonprofit organizations, philanthropy and civil society. (three years)	\$15,000
<b>Association of Small Foundations</b> <i>Bethesda, Maryland</i> To support a membership organization dedicated to serving foundations with few or no staff. (two years)	\$75,000
To support efforts to improve the accountability and governance of small, often isolated foundations. (two years)	\$350,000
<b>Benton Foundation</b> <i>Washington, DC</i> To determine the feasibility of creating an organization to focus its philanthropic work on digital divide issues. (six months)	\$50,000
<b>Capital Region Community Foundation</b> <i>Lansing, Michigan</i> To enhance volunteerism in Michigan.†	\$1,000,000
<b>Committee to Encourage Corporate Philanthropy</b> <i>New York, New York</i> To support a national organization dedicated to helping corporate leaders better understand and promote corporate giving. (one year)	\$50,000
<b>Community Foundation for Southeastern Michigan</b> <i>Detroit, Michigan</i> To encourage African Americans in southeast Michigan to become more involved in philanthropy and to help build resources and permanent capital for charitable purposes. (three years)	\$150,000

<b>Council of Better Business Bureaus' Foundation</b> <i>Arlington, Virginia</i> To support efforts to update guidelines for the nonprofit sector. (18 months)	\$75,000
<b>Council of Michigan Foundations</b> <i>Grand Haven, Michigan</i> To support a statewide membership organization of grantmakers. (two years)	\$120,000
To support a study of payout requirements on the endowments and giving power of private foundations.*	\$46,181
To support the development of a textbook on philanthropy written for high schools. (27 months)	\$100,000
<b>Council on Foundations, Inc.</b> <i>Washington, DC</i> To establish a fund to support special projects to strengthen the community foundation field. (five years, three months)	\$1,000,000
To support a national membership organization dedicated to promoting and enhancing responsible and effective philanthropy. (two years)	\$135,000
<b>Forum of Regional Associations of Grantmakers</b> <i>Washington, DC</i> To develop an inventory of existing funder networks, and assess the interest and potential for expanding or creating new ones. (15 months)	\$146,640
<b>Foundation Center</b> <i>New York, New York</i> To support additional technological capacity that will enable the center to provide information and services to a wider audience. (two years)	\$300,000
To support efforts to serve the technology and space needs of the Foundation Center. (17 months)	\$50,000
<b>Foundation-Administered Projects</b>	
To conduct community foundation focus groups.	\$13,100
To conduct planning exercises in the philanthropic field.	\$1,738
To produce and disseminate a publication covering Mott's work in community foundations.	\$32,063
To provide services to the philanthropic field.	\$83,713
<b>Hispanics in Philanthropy</b> <i>Berkeley, California</i> To support a group of grantmakers committed to expanding the participation of the Latino community in the philanthropic sector. (two years)	\$50,000
<b>Indiana University-Purdue University Indianapolis</b> <i>Indianapolis, Indiana</i> To enable graduate fellows in philanthropy to attend the annual conference of the Council on Foundations. (three months)	\$13,290

\* increase to previous grant

† grant made in perpetuity

<b>Michigan Community Foundations' Ventures</b> <i>Grand Haven, Michigan</i> To support a project to strengthen community foundations in Michigan. (seven months)	\$200,000	<b>National Committee for Responsive Philanthropy</b> <i>Washington, DC</i> To support an advocacy organization dedicated to increasing the responsiveness and accessibility of philanthropic organizations to minorities and the disadvantaged. (two years)	\$40,000
<b>Michigan Nonprofit Association</b> <i>East Lansing, Michigan</i> To encourage nonprofit organizations to take an active role in helping to develop and implement public policies impacting Michigan. (one year)	\$100,000	<b>National Council of Nonprofit Associations</b> <i>Washington, DC</i> To build the technological capacity of state associations in assisting community-based organizations. (one year)	\$105,000
<b>Minnesota Public Radio</b> <i>Saint Paul, Minnesota</i> To support a national conference and radio broadcast on charitable giving. (one year)	\$30,000	To support a membership organization of state, regional and metropolitan area nonprofit associations.*	\$25,000
<b>National Alliance for Choice in Giving</b> <i>Portland, Maine</i> To support an organization that promotes workplace-giving campaigns. (one year)	\$50,000	<b>Native Americans in Philanthropy</b> <i>Lumberton, North Carolina</i> To support a grantmaker affinity group dedicated to overall improvement of philanthropic activity by and for Native Americans. (two years)	\$50,000
<b>National Alliance for Nonprofit Management</b> <i>Washington, DC</i> To support an organization established to raise the quality of management support services provided to nonprofit organizations. (one year)	\$100,000	<b>Peninsula Community Foundation</b> <i>San Mateo, California</i> To create a learning environment in which young foundation leaders may develop into effective grantmakers. (one year)	\$25,000
<b>National Black United Fund, Inc.</b> <i>Newark, New Jersey</i> To support an organization committed to expanding philanthropy in African-American communities. (three years)	\$120,000	<b>Philanthropy Roundtable</b> <i>Washington, DC</i> To support a national association that provides services to grantmakers who are committed to a vibrant private sector. (two years)	\$15,000
<b>National Center for Black Philanthropy, Inc.</b> <i>Washington, DC</i> To examine the philanthropic contributions of black people in the United States and abroad. (18 months)	\$100,000	<b>Southern Rural Development Initiative, Inc.</b> <i>Raleigh, North Carolina</i> To provide peer-learning experience for staff and board members of nine member philanthropies. (two years)	\$100,000
<b>National Center for Family Philanthropy</b> <i>Washington, DC</i> To develop and test strategies that help community foundations attract and develop relationships with donor families. (25 months)	\$100,000	<b>Tufts University</b> <i>Medford, Massachusetts</i> To provide support for a leadership program to strengthen the capacity of the nonprofit sector. (two years)	\$100,000
<b>National Charities Information Bureau</b> <i>New York, New York</i> To support a merger between two nationally recognized charity evaluation and accountability organizations. (six months)	\$50,000	<b>Union Institute</b> <i>Cincinnati, Ohio</i> To assist nonprofit leaders in examining the role, mission and values of the nonprofit sector as well as those of their own organizations. (two years)	\$75,000
<b>National Coalition of Community Foundations for Youth</b> <i>Excelsior Springs, Missouri</i> To promote an active role for youth in philanthropy. (two years)	\$150,000	<b>University of Michigan</b> <i>Ann Arbor, Michigan</i> To determine the technological needs of Michigan nonprofit organizations. (five months)	\$38,361
To support a peer network that enhances the work of community foundations in low- and middle-income neighborhood groups. (three years)	\$60,000	<b>Urban Institute</b> <i>Washington, DC</i> To enhance the public understanding of nonprofit financial efficiency through an analysis of fundraising and administrative costs. (three years)	\$75,000

\* increase to previous grant

<b>Volunteer Consulting Group, Inc.</b> <i>New York, New York</i> To strengthen the effectiveness of nonprofit boards by providing and improving information on the nation's board placement programs.*	\$10,000
<b>Women's Funding Network</b> <i>San Francisco, California</i> To support an organization that promotes the development and growth of women's funds.*	\$20,000
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$5,645,086</b>

## RACE AND ETHNIC RELATIONS

<b>American Civil Liberties Union Fund of Michigan</b> <i>Detroit, Michigan</i> To address the problem of racial profiling and reduce tensions between law enforcement and communities of color. (two years)	\$80,000
<b>Applied Research Center</b> <i>Oakland, California</i> To raise public awareness and provide venues for participation and learning for U.S.-based racial justice advocates in preparation for the U.N. World Conference Against Racism. (14 months)	\$250,000
<b>California Latino Civil Rights Network</b> <i>Los Angeles, California</i> To support a statewide organization that promotes active civic participation by the Latino population in California. (two years)	\$150,000
<b>California Tomorrow</b> <i>Oakland, California</i> To support the ability of community initiatives to address the dynamics of race, language, culture and class. (26 months)	\$250,000
<b>Center for Democratic Renewal and Education, Inc.</b> <i>Atlanta, Georgia</i> To mobilize grassroots activists from the South to participate in the U.N. World Conference Against Racism. (15 months)	\$95,000
<b>Children Now</b> <i>Oakland, California</i> To examine the influence of entertainment and news media on children's racial perceptions. (two years)	\$150,000
<b>Communications Consortium Media Center</b> <i>Washington, DC</i> To engage the media in reaching policymakers and the general public about the U.N. World Conference Against Racism. (14 months)	\$41,490
<b>Cornerstone Consulting Group, Inc.</b> <i>Houston, Texas</i> To provide support to an organization dedicated to addressing racism issues throughout the United States. (10 months)	\$74,750

<b>Crossroads Ministry</b> <i>Chicago, Illinois</i> To support replication and implementation of programs aimed at dismantling racism and building multicultural diversity. (one year)	\$85,000
<b>Ella Baker Center for Human Rights</b> <i>San Francisco, California</i> To break down the unfair and often racially disparate practices of law enforcement agencies. (two years)	\$50,000
<b>ETV Endowment of South Carolina, Inc.</b> <i>Spartanburg, South Carolina</i> To support a television program on the importance of the 2000 Census. (11 months)	\$25,000
<b>International Human Rights Law Group</b> <i>Washington, DC</i> To help educate U.S. and Afro-Latino civil rights organizations throughout the Americas about the U.N. World Conference Against Racism. (one year)	\$100,000
<b>Iris Feminist Collective, Inc.</b> <i>Berkeley, California</i> To support the distribution and community outreach of a film about the Truth and Reconciliation Commission in South Africa. (18 months)	\$60,000
<b>Lawyers' Committee for Civil Rights of the San Francisco Bay Area</b> <i>San Francisco, California</i> To enable California's civil rights community to present a proactive message to the state's diverse citizenry. (one year)	\$100,000
<b>Leadership Conference Education Fund</b> <i>Washington, DC</i> To support the participation of the civil rights coalition at the U.N. World Conference Against Racism. (16 months)	\$250,000
<b>National Academy of Sciences</b> <i>Washington, DC</i> To produce a report on racial trends in the United States. (10 months)	\$27,102
<b>National Asian Pacific American Legal Consortium</b> <i>Washington, DC</i> To assist Asian Pacific-American communities in building their capacity to address community and civil rights issues on a local level. (two years)	\$200,000
<b>National Council of La Raza</b> <i>Washington, DC</i> To support an organization dedicated to increasing and strengthening the capacity of Latino-serving community-based organizations. (three years)	\$450,000
<b>Palmetto Project</b> <i>Charleston, South Carolina</i> To establish a more functional and racially just civic culture in South Carolina. (two years)	\$120,000

\* increase to previous grant

<b>People's Institute for Survival and Beyond</b> <i>New Orleans, Louisiana</i> To support an organization that focuses on anti-racist training and community organizing. (two years)	\$325,000
<b>PolicyLink</b> <i>Oakland, California</i> To enable urban communities of color to affect redevelopment projects that promote economic and social equity in their neighborhoods. (one year)	\$100,000
<b>Progressive, Inc.</b> <i>Madison, Wisconsin</i> To enable underrepresented communities to communicate their views. (three years)	\$120,000
<b>Rainbow Research, Inc.</b> <i>Minneapolis, Minnesota</i> To promote communitywide efforts to counter institutional racism.*	\$36,000
<b>Robert C. Maynard Institute for Journalism Education</b> <i>Oakland, California</i> To promote understanding between the news media and multicultural communities. (two years)	\$305,000
<b>Southern Education Foundation</b> <i>Atlanta, Georgia</i> To conduct a research and documentation program that will support non-governmental organization efforts at the U.N. World Conference Against Racism. (16 months)	\$125,000
<b>Tides Center</b> <i>San Francisco, California</i> To develop regional strategies for ending land-use-driven racial inequity. (two years)	\$100,000
To provide a setting through which the public and grassroots organizations can be informed and motivated to combat racism and improve race relations. (one year)	\$60,000
<b>Topsfield Foundation</b> <i>Pomfret, Connecticut</i> To support promising study circle projects at the community and state levels. (two years)	\$250,000
<b>University of Memphis</b> <i>Memphis, Tennessee</i> To analyze the increasingly complex racial context in the South. (three years)	\$150,000
<b>University of Minnesota Foundation</b> <i>Minneapolis, Minnesota</i> To support an organization that addresses the underlying causes of problems created at the intersection of racial injustice and poverty. (15 months)	\$370,000

<b>Women's Institute for Leadership Development for Human Rights</b> <i>San Francisco, California</i> To provide technical assistance and training to racial, gender and economic justice organizations in preparation for the U.N. World Conference Against Racism. (14 months)	\$60,000
<b>World Trust</b> <i>Oakland, California</i> To support efforts in building capacity to strengthen and expand race dialogues. (two years)	\$80,000
<b>Youth Law Center</b> <i>San Francisco, California</i> To protect the rights of minority youth in the justice system, and to promote fair and effective juvenile justice policies. (two years)	\$400,000
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$5,039,342</b>

#### SPECIAL INITIATIVES

<b>Points of Light Foundation</b> <i>Washington, DC</i> To promote youth-adult partnerships that can improve the lives of young people in local communities throughout the United States. (13 months)	\$50,000
<b>SUBTOTAL: Special Initiatives</b>	<b>\$50,000</b>
<b>PROGRAM AREA TOTAL: United States</b>	<b>\$10,734,428</b>

#### GLOBAL

##### NONPROFIT SECTOR

<b>Association for Innovative Cooperation in Europe</b> <i>Brussels, Belgium</i> To assist European foundations in effectively supporting interventions targeted at influencing and improving public policy. (one year)	\$20,000
<b>Bertelsmann Stiftung</b> <i>Gutersloh, Germany</i> To support the establishment of a network to address the vital strategic, governance and management issues facing foundations. (four years)	\$150,000
<b>Centro Mexicano para la Filantropia, A.C.</b> <i>Col. Escandon, Mexico</i> To support an organization created to promote and strengthen philanthropy and the nonprofit sector in Mexico. (one year)	\$150,000
<b>City University of New York Graduate Center</b> <i>New York, New York</i> To encourage the growth of community foundations in other countries. (three years)	\$155,175

\* increase to previous grant



<b>CIVICUS: World Alliance for Citizen Participation, Inc.</b> <i>Washington, DC</i>	
To support an international alliance dedicated to strengthening citizen action and civil society throughout the world. (two years)	\$309,000
To support the planning and organizing of an international conference on civil society and citizen initiatives. (13 months)	\$75,000
<b>Community Foundation Network</b> <i>London, England</i>	\$635,000
To support a membership organization of community foundations in the United Kingdom. (three years)	
<b>Community Foundations of Canada</b> <i>Ottawa, Ontario</i>	\$200,000
To support a membership association that promotes the growth and development of community foundations in Canada. (two years)	
<b>Conference Board</b> <i>New York, New York</i>	\$100,000
To support a resource to the travel and tourism industry designed to influence industry and consumer behavior in favor of sustainable practices. (two years)	
<b>Council on Foundations, Inc.</b> <i>Washington, DC</i>	\$250,000
To support a network that strengthens relationships between grantmakers and promotes increased philanthropy worldwide. (two years)	
<b>European Foundation Centre</b> <i>Brussels, Belgium</i>	
To provide technical assistance enabling the center to strengthen the development of community philanthropy in Europe.	\$105,448
To strengthen the capacity of private philanthropies to address the problems of at-risk youth. (six months)	\$18,500
To support a membership organization of private funders in Europe.*	\$65,000
<b>Foundation-Administered Projects</b>	
To conduct a strategic planning exercise for CIVICUS.	\$32,288
To provide worldwide technical assistance to the community foundation field.	\$59,614

<b>Georgetown University</b> <i>Washington, DC</i>	\$100,000
To better understand changing world views by examining people's values throughout the world. (32 months)	
<b>Institute for Technical Cooperation in Health, Inc.</b> <i>Potomac, Maryland</i>	\$20,303
To support community foundation development in Brazil. (seven months)	
<b>International Center for Not-for-Profit Law</b> <i>Washington, DC</i>	\$100,000
To support efforts to make nonprofit law information broadly available. (two years)	
<b>Johns Hopkins University</b> <i>Baltimore, Maryland</i>	\$100,000
To support the development of the nonprofit sector at the international level. (three years)	
<b>Synergos Institute, Inc.</b> <i>New York, New York</i>	\$40,000
To provide direct, practical grantmaking experience to emerging foundations in Africa, Asia and Latin America. (14 months)	
<b>United Way International</b> <i>Alexandria, Virginia</i>	\$80,000
To support an organization that promotes philanthropy and volunteerism throughout the world. (one year)	
<b>World Resources Institute</b> <i>Washington, DC</i>	\$50,000
To support the use of digital technology to address poverty issues. (one year)	
<b>SUBTOTAL: Nonprofit Sector</b>	<b>\$2,815,328</b>

## RACE AND ETHNIC RELATIONS

<b>Minority Rights Group International</b> <i>London, England</i>	\$400,000
To encourage the participation of non-governmental organizations and other indigenous and minority grassroots groups in the U.N. World Conference Against Racism. (27 months)	
<b>SUBTOTAL: Race and Ethnic Relations</b>	<b>\$400,000</b>
<b>PROGRAM AREA TOTAL: Global</b>	<b>\$3,215,328</b>
<b>PROGRAM TOTAL: Civil Society</b>	<b>\$41,546,803</b>

\* increase to previous grant

**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.

**REFORM OF INTERNATIONAL FINANCE AND TRADE**

**GOAL:** Promote environmentally sustainable development and greater public participation in economic decisionmaking processes through reform of the core policies and practices of international financial and trade institutions.

**OBJECTIVES:**

- ▶ **Policy Reform and Implementation**  
Promote the adoption and effective implementation of environmental and public accountability policies within selected international financial and trade institutions.
- ▶ **Strengthening International Constituencies for Reform**  
Increase non-governmental organization effectiveness, public awareness and policymaker engagement in key countries on environmental reform of international finance and trade.
- ▶ **Developing New Approaches**  
Develop new approaches to reorient international finance and trade toward sustainable development.

**CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA**

**GOAL:** Advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and other globally significant ecosystems.

**OBJECTIVES:**

- ▶ **Strengthening the Environmental Community**  
Establish a strong, effective and sustainable NGO community dedicated to the long-term conservation of freshwater ecosystems.
- ▶ **Public Policy Work**  
Influence the design and implementation of selected public policies to advance the conservation of freshwater ecosystems.
- ▶ **Site-Based Conservation Efforts**  
Protect and restore selected freshwater ecosystems through site-based conservation activities.

**SPECIAL INITIATIVES**

**GOAL:** Respond to unique opportunities to advance environmental protection in the United States and internationally.

■ The Mott Foundation’s Environment grantmaking supports non-governmental organizations (NGOs) in their efforts to create accountable and responsive institutions, sound public policies, and appropriate models of development — all toward the goal of protecting the Earth’s ecosystems and the life they support.

Grants awarded in 2000, totaling \$19.9 million, focused on reform of international finance and trade, conservation of freshwater ecosystems in the binational Great Lakes basin and southeastern United States, and a limited number of special initiatives.

### Reform of International Finance and Trade

Mott has a long history of grantmaking aimed at reforming the policies and practices of international financial and trade institutions so their work will advance environmentally sustainable development.

Highly visible protests during the 1999 World Trade Organization meeting in Seattle and at the September 2000 annual meeting of the World Bank and International Monetary Fund (IMF) in Prague, Czech Republic, contributed to unprecedented public attention on the role of these international financial institutions (IFIs). Mott funding for organizations, including CEE/Bankwatch Network, Center for International Environmental Law, Both ENDS and Friends of the Earth, supported effective, non-violent NGO and citizen participation at the Prague meeting.

The CEE/Bankwatch Network organized and hosted a training program that brought NGO leaders from North America and Western Europe together with colleagues from Central/Eastern Europe to exchange information about the IFIs, discuss strategies for their work,



and strengthen their skills in working with the media. The training and coordination provided by CEE/Bankwatch Network set the stage for constructive interchanges among NGOs and with IFI representatives during and following the Prague meeting.

Mott complemented this targeted support with global and regional grants to strengthen ongoing NGO engagement in IFI issues. The Bank Information Center in Washington, D.C., received a three-year, \$345,000 grant to continue its efforts to provide an “early-warning system” to identify projects of environmental significance under consideration by IFIs and otherwise assist NGOs active on IFI issues. Other grants included \$220,000 over two years for ActionAid in London’s Bretton Woods Project for work with NGOs to monitor and influence World

The World Bank and International Monetary Fund meeting in Prague drew Friends of the Earth supporters concerned with the policies of financial and trade institutions.

Bank and IMF decisions regarding environmental issues; and \$300,000 for two years to the International Rivers Network in Berkeley, California, for both global policy work and on-the-ground collaboration with NGOs in South America and South Africa to improve river management.

Among grants to advance policy reform, the World Wide Fund for Nature International in Switzerland received a three-year, \$597,975 grant to assess the social and environmental impacts of trade liberalization agreements. Mott also provided a two-year, \$200,000 grant to the Berne Declaration, based in Zurich, for its work with partners in Europe, the United States and developing countries to improve private-sector financing standards; oversee World Bank Reforms; and educate the public about the need to adopt more sustainable patterns of international development on a range of IFI reforms.

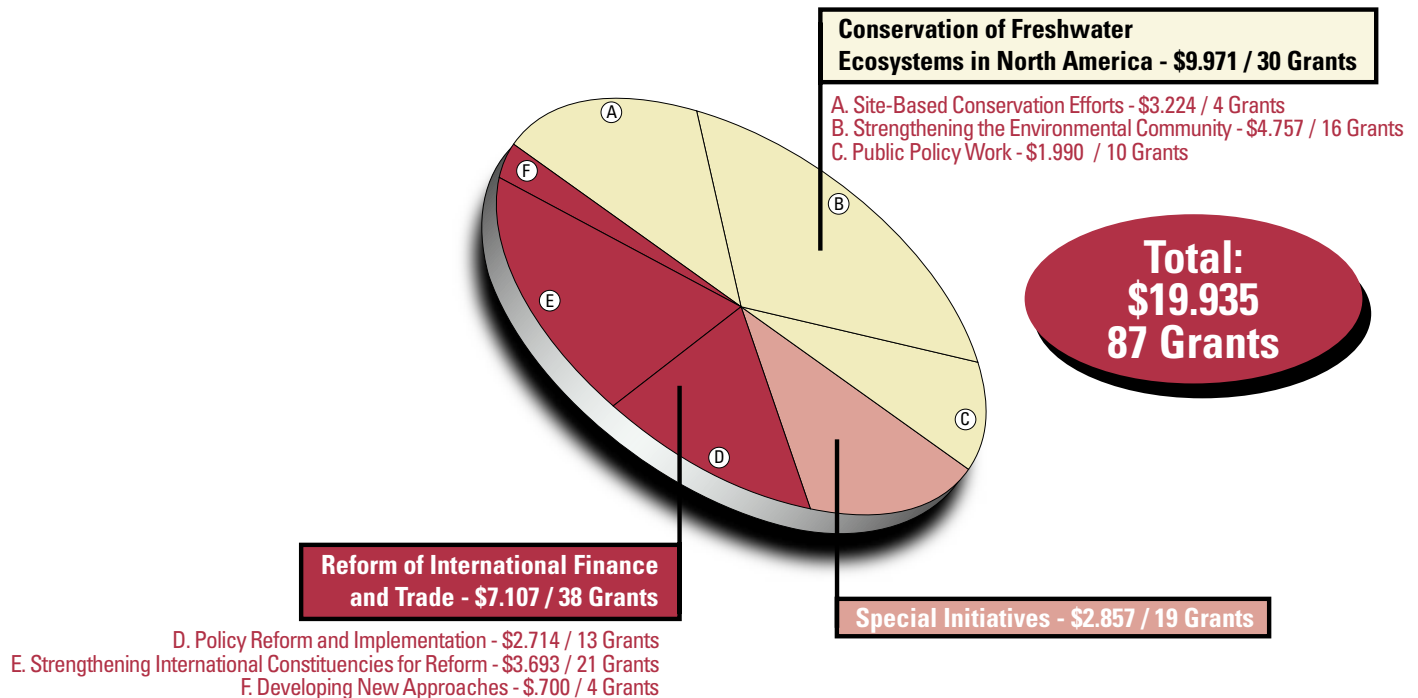
As one example of grantmaking in support of new approaches to international finance, Mott provided a \$200,000 grant to the Washington, D.C.-based Center for Concern for the Global Financial Architecture Coalition, an NGO-led effort to promote an understanding of proposals to reform the global financial architecture.

## Conservation of Freshwater Ecosystems in North America

Mott's proximity to the Great Lakes causes conservation of freshwater ecosystems to be a natural priority for its environmental grantmaking. It provides support to NGOs working to conserve freshwater ecosystems in North America, with emphasis on the Great Lakes basin and portions of the southeastern United States that are outstanding in the richness of their aquatic resources.

Strengthening the community of NGOs active in freshwater conservation issues is a major

### 2000 GRANT ACTIVITY BY PROGRAM AREA (IN MILLIONS)





The members of the Louisiana Environmental Action Network in Baton Rouge focus on the protection of water quality in their state.

focus of grantmaking. Many of Mott's 2000 grants were directed toward organizational capacity-building for NGOs that are, or have the potential to become, key players in state-level policy relevant to freshwater ecosystems, as well as for regional networks of such groups. General-purpose grants with specific capacity-building components were awarded to the Kentucky Waterways Alliance in Mumfordsboro, Kentucky, to provide leadership on water quality and river protection issues; the Gulf Restoration Network in New Orleans for assistance to Gulf Coast NGOs in their efforts to protect wetlands and reduce polluted runoff; and the Lake Michigan Federation in Chicago to restore fish and wildlife habitats, conserve land and water, and eliminate toxins in the watershed of Lake Michigan.

In addition to providing direct capacity-building support, Mott made grants to several groups that provide technical assistance, training and regranting services to NGOs active in freshwater issues. The Land Trust Alliance, located in Washington, D.C., received a three-year, \$510,000 grant to build the capacity of local land trusts to protect the health of freshwater systems in the Great Lakes basin. The Safe Energy Communications Council, also in Washington, received an 18-month, \$204,839 grant to provide media skills training to environmental leaders working on freshwater issues in the Southeast.

A second objective of the freshwater ecosystems grantmaking is to influence the design and implementation of selected public policies that affect freshwater ecosystems. Mott provided grant support to NGOs monitoring implementation of federal, state and provincial water quality laws; developing new water management policies; and reforming dam operations. The Louisiana Environmental Action Network in Baton Rouge received a three-year, \$180,000 grant to advocate for the protection of surface water quality in Louisiana, and the Ontario office of the Sierra Legal Defence Fund Society received \$225,000 over three years to assist environmental groups in Ontario working to protect the Great Lakes.

The National Wildlife Federation, headquartered in Vienna, Virginia, received renewal support of \$375,000 to monitor implementation of Great Lakes water quality standards and provide leadership on water quality policy, as well as a new \$200,000 grant to participate in the design of legal mechanisms to prevent environmentally damaging diversions of water from the Great Lakes basin. Mott also provided renewal support of \$450,000 over two years to American Rivers in Washington, D.C., for its efforts to improve the management of hydropower dams in the Great Lakes and Southeast through participation, along with local NGOs, in federal relicensing negotiations.

Mott continued to refine its approach for grantmaking in support of site-based conservation efforts. A three-year, \$3-million grant was awarded to the Nature Conservancy in Arlington, Virginia, to launch or expand conservation projects at 21 high priority freshwater sites in the Great Lakes and Southeast. In addition, the funds will provide support for several pilot projects with potential for replication.

### Special Initiatives

Through this program area, Mott responds to unusual opportunities to advance environmental protection in the United States and internationally. During 2000, it placed particular emphasis on supporting projects to strengthen the environmental movement in the United States and continued a cross-program initiative to support growth management and urban revitalization in Michigan.

Two grants emphasized building the communications capacity of environmental groups in the United States. A two-year, \$200,000 grant was awarded to the Biodiversity Project in Madison, Wisconsin, to provide

NGOs with opinion research findings, message development training, and strategic advice in design and implementation of public outreach campaigns.

Mott also awarded seed funding of \$100,000 to the Tides Center in San Francisco for the Green Media Toolshed, a clearinghouse that will provide member NGOs with lists of media contacts, photos, video clips and other tools to enhance the sophistication and effectiveness of their communications efforts.

Other grants to strengthen the environmental movement in the United States included a one-year, \$100,000 grant to the Environmental Support Center in Washington, D.C., for the State Environmental Leadership Program to convene a national network of organizations working at the state level on environmental issues, and a two-year, \$50,000 grant to the League of Conservation Voters Education Fund, also in Washington, to lead summer training academies for students of color interested in pursuing environmental work.

Staff members from all four of Mott's programs continued to collaborate on grantmaking addressing growth management and urban revitalization in Michigan. Support was provided to organizations whose work recognizes that social equity issues are fundamental to land-use debates. M.O.S.E.S. (Metropolitan Organizing Strategy Enabling Strength), a faith-based community organizing group headquartered in Detroit, received a three-year, \$180,000 grant for its work to develop a regional voice around transportation, urban revitalization and growth management issues in southeast Michigan. Detroiters Working for Environmental Justice was awarded a three-year, \$135,700 grant to increase its involvement in land-use issues affecting people of color and low-income residents in environmentally distressed communities of southeast Michigan.

This photograph is an example of the resources available to NGOs through Green Media Toolshed.



## REFORM OF INTERNATIONAL FINANCE AND TRADE

### POLICY REFORM AND IMPLEMENTATION

<b>Berne Declaration (Erklärung von Bern)</b> <i>Zurich, Switzerland</i> To support multilateral development bank reform efforts. (two years)	\$200,000
<b>Center for International Environmental Law</b> <i>Washington, DC</i> To promote environmental reforms within trade policies and institutions, and international financial institutions. (three years)	\$600,000
<b>Earthjustice Legal Defense Fund</b> <i>San Francisco, California</i> To ensure environmental protection in the context of global commerce. (two years)	\$170,000
<b>Environmental Defense Fund, Inc.</b> <i>New York, New York</i> To continue multilateral development bank policy advocacy and support adoption of common environmental standards for the publicly supported bilateral finance agencies. (two years)	\$57,000
<b>Friends of the Earth</b> <i>Washington, DC</i> To support efforts to reform the policies and practices of the major public international financial institutions. (two years)	\$300,000
<b>Institute for Food and Development Policy, Inc.</b> <i>Oakland, California</i> To support research and analysis of policy advocacy on land reform directed toward the World Bank and key developing country governments. (18 months)	\$100,000
<b>Institute for Policy Studies</b> <i>Washington, DC</i> To assess the impacts of public and private capital flows on the global environment.*	\$38,400
<b>National Wildlife Federation</b> <i>Vienna, Virginia</i> To promote the inclusion of strong environmental protection measures in international trade policies. (18 months)	\$180,000
<b>University of California - Santa Cruz</b> <i>Santa Cruz, California</i> To promote effective operation of the World Bank's Inspection Panel. (18 months)	\$70,000
<b>Urgewald</b> <i>Sassenberg, Germany</i> To promote sound environmental, social and development policies within international public- and private-sector financial institutions. (two years)	\$150,000

<b>Uruguayan Study Center of Appropriate Technologies</b> <i>Montevideo, Uruguay</i> To engage stakeholders in South America in the environmental aspects of regional economic integration processes. (two years)	\$100,000
<b>World Economy, Ecology and Development Association</b> <i>Bonn, Germany</i> To promote environmental reform of multilateral development bank policies and operations. (two years)	\$150,000
<b>World Wide Fund for Nature International</b> <i>Gland, Switzerland</i> To ensure that social and environmental issues are part of national governments' trade impact assessments. (three years)	\$597,975
<b>SUBTOTAL: Policy Reform and Implementation</b>	<b>\$2,713,375</b>

### STRENGTHENING INTERNATIONAL CONSTITUENCIES FOR REFORM

<b>ActionAid</b> <i>London, England</i> To promote reform of multilateral development bank policies. (two years)	\$220,000
<b>ActionAid Brasil</b> <i>Rio de Janeiro, Brazil</i> To increase the effectiveness of civil society efforts to reform trade policies in Brazil. (one year)	\$90,000
<b>American Lands Alliance</b> <i>Washington, DC</i> To support efforts to reform international trade and lending policies that are destructive to globally threatened forests. (two years)	\$150,000
<b>Bank Information Center</b> <i>Washington, DC</i> To enable non-governmental organizations to participate in the annual meeting of the Inter-American Development Bank.*	\$20,000
To support an organization that enables citizens in developing countries to influence the social and environmental impacts of multilateral development bank loans. (three years)	\$345,000
<b>Border Ecology Project</b> <i>Bisbee, Arizona</i> To create opportunities for non-governmental organizations to participate in key regional and hemispheric trade and economic integration processes. (two years)	\$150,000
<b>Canadian Environmental Law Association</b> <i>Toronto, Ontario</i> To improve the environmental aspects of Canadian, North American and global trade policies. (two years)	\$200,000

\* increase to previous grant

<b>Centro Internazionale Crocevia</b> <i>Rome, Italy</i> To support an information clearinghouse on multilateral development bank reform issues in Italy. (two years)	\$200,000
<b>CUSO</b> <i>Ottawa, Ontario</i> To support a coordinated Canadian campaign to promote policy reform of international financial institutions. (one year)	\$75,000
<b>Development Group for Alternative Policies, Inc.</b> <i>Washington, DC</i> To promote greater citizen participation in economic decisionmaking processes that affect the developing world. (20 months)	\$166,667
<b>Friends of the Earth - Amazon Program</b> <i>Sao Paulo, Brazil</i> To ensure that projects financed by private financial institutions improve environmental quality and stimulate sustainable development in Brazil. (three years)	\$300,000
<b>Friends of the Earth International</b> <i>Amsterdam, Netherlands</i> To develop coordinated strategies to reform international financial institutions.*	\$22,500
To raise awareness of the interconnections between trade and environmental policy objectives at the global level, particularly in relation to the World Trade Organization. (one year)	\$125,000
<b>International Rivers Network</b> <i>Berkeley, California</i> To improve river management while promoting reform of international financial institutions. (two years)	\$300,000
<b>IPS - Inter Press Service, International Association</b> <i>Rome, Italy</i> To increase coverage of international financial institutions and their impacts on the environment and people. (two years)	\$199,061
<b>Legislators Organization for a Balanced Environment, Inc. (GLOBE USA)</b> <i>Washington, DC</i> To educate U.S. legislators about the environmental impacts of international economic policy decisions. (two years)	\$160,000
<b>National Wildlife Federation</b> <i>Vienna, Virginia</i> To build the capacities of environmental non-governmental organizations to monitor and influence private international investments. (two years)	\$160,000

<b>Sierra Club of Canada Foundation</b> <i>Ottawa, Ontario</i> To promote environmentally sound trade policies. (one year)	\$66,000
<b>Texas Center for Policy Studies</b> <i>Austin, Texas</i> To increase understanding of the environmental impacts of economic integration in the U.S.-Mexico border region. (two years)	\$250,000
<b>Tides Center</b> <i>San Francisco, California</i> To build public will in support of environmental issues related to international financial and trade policies and institutions through increased media coverage. (two years)	\$480,000
<b>Trasparencia, Sociedad Civil</b> <i>Oaxaca de Juarez, Oaxaca, Mexico</i> To strengthen the capacity of Mexican grassroots groups and citizens' organizations to participate in national and international decisionmaking processes.*	\$14,000
<b>SUBTOTAL: Strengthening International Constituencies for Reform</b>	<b>\$3,693,228</b>

#### DEVELOPING NEW APPROACHES

<b>Center for Economic and Policy Research</b> <i>Washington, DC</i> To incorporate economic analyses in proposals for environmental reform of international finance and trade institutions. (two years)	\$200,000
<b>Center of Concern</b> <i>Washington, DC</i> To encourage non-governmental participation in redesigning the global financial architecture. (two years)	\$200,000
<b>Conservation Strategy Fund</b> <i>Philo, California</i> To train environmental leaders in Latin America to be more effective in influencing internationally financed development projects. (two years)	\$100,000
<b>Tides Center</b> <i>San Francisco, California</i> To incorporate the concepts of ecological economics into non-governmental organization campaigns to reform international finance and trade. (two years)	\$200,000
<b>SUBTOTAL: Developing New Approaches</b>	<b>\$700,000</b>
<b>PROGRAM AREA TOTAL: Reform of International Finance and Trade</b>	<b>\$7,106,603</b>

\* increase to previous grant



## CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

### SITE-BASED CONSERVATION EFFORTS

<b>National Fish and Wildlife Foundation</b> <i>Washington, DC</i> To develop strategic grantmaking plans for the organization's Great Lakes, Southeast and Lower Mississippi Valley regions. (15 months)	\$100,000
<b>Nature Conservancy</b> <i>Arlington, Virginia</i> To support the conservation of freshwater ecosystems within the Great Lakes basin and the Southeast. (three years)	\$3,000,000
To support the development of an action plan for conservation of freshwater sites. (nine months)	\$98,900
<b>Sierra Club Foundation</b> <i>San Francisco, California</i> To guide the selection of critical watersheds in need of protection and preservation. (10 months)	\$25,000
<b>SUBTOTAL: Site-Based Conservation Efforts</b>	<b>\$3,223,900</b>

### STRENGTHENING THE ENVIRONMENTAL COMMUNITY

<b>American Cave Conservation Association, Inc.</b> <i>Horse Cave, Kentucky</i> To support a national organization working to conserve America's distinctive caves and karstlands. (three years)	\$160,000
<b>Coalition to Restore Coastal Louisiana</b> <i>Baton Rouge, Louisiana</i> To support an organization dedicated to the preservation and restoration of coastal waters in Louisiana. (three years)	\$225,000
<b>Conservation Fund</b> <i>Arlington, Virginia</i> To promote the conservation and stewardship of aquatic systems, coastal marshes, dunes, forests and riverine systems along the Michigan shore of Lake Michigan. (three years)	\$600,000
<b>Foundation-Administered Project</b>	\$53,164
To document photographically grantees' work in freshwater ecosystem conservation.	
<b>Great Lakes United</b> <i>Buffalo, New York</i> To support a coalition of community-based and regional organizations and individuals dedicated to protecting the Great Lakes ecosystem. (three years)	\$240,000
<b>Gulf Restoration Network</b> <i>New Orleans, Louisiana</i> To support a coalition of local, regional and national organizations working to conserve the health of ecosystems that drain into the Gulf of Mexico. (three years)	\$230,000

\* increase to previous grant

<b>Kentucky Waterways Alliance</b> <i>Munfordville, Kentucky</i> To support an organization created to provide leadership on water-quality and river-protection issues. (three years)	\$155,000
<b>Lake Michigan Federation</b> <i>Chicago, Illinois</i> To support an organization created to protect Lake Michigan and the Great Lakes. (two years)	\$140,000
<b>Land Trust Alliance, Inc.</b> <i>Washington, DC</i> To support capacity-building and effectiveness of land trusts that operate within the Great Lakes basin. (three years)	\$510,000
<b>Lowcountry Open Land Trust</b> <i>Charleston, South Carolina</i> To support an organization dedicated to the long-term protection and conservation of coastal South Carolina ecosystems. (three years)	\$180,000
<b>Nature Conservancy of Canada</b> <i>Toronto, Ontario</i> To support efforts to advance conservation in Ontario, Canada. (27 months)	\$1,000,000
<b>River Network</b> <i>Portland, Oregon</i> To promote river and watershed protection in the Great Lakes basin and the Southeast.*	\$50,000
<b>Safe Energy Communication Council</b> <i>Washington, DC</i> To improve the effectiveness of citizen groups in water-quality policy debates. (18 months)	\$204,839
<b>South Carolina Coastal Conservation League</b> <i>Charleston, South Carolina</i> To support a multifaceted initiative designed to increase public involvement in wetlands and habitat protection in South Carolina. (three years)	\$270,000
<b>Trout Unlimited</b> <i>Arlington, Virginia</i> To strengthen the organizational capacity of state councils in the Great Lakes and the Southeast. (two years)	\$424,500
<b>Upstate Forever</b> <i>Greenville, South Carolina</i> To support an organization created to promote sensible growth, sound land use and environmental protection in the upstate region of South Carolina. (three years)	\$150,000
<b>Wisconsin's Environmental Decade Institute</b> <i>Madison, Wisconsin</i> To support a cooperative environmental network in Wisconsin. (three years)	\$165,000
<b>SUBTOTAL: Strengthening the Environmental Community</b>	<b>\$4,757,503</b>

## PUBLIC POLICY WORK

<b>American Rivers, Inc.</b> <i>Washington, DC</i> To support efforts to protect and restore U.S. rivers. (two years)	\$450,000
<b>H. John Heinz III Center for Science, Economics and the Environment</b> <i>Washington, DC</i> To support the development and dissemination of the freshwater component of a report on the nation's ecosystems. (18 months)	\$100,000
<b>Lake Michigan Federation</b> <i>Chicago, Illinois</i> To expand and strengthen public awareness of the significance of coastal dune ecosystems and encourage reform of Michigan's Sand Dune Protection and Management Act. (two years)	\$175,000
<b>Louisiana Environmental Action Network</b> <i>Baton Rouge, Louisiana</i> To support documentation of current water quality problems and monitor the implementation of water quality protection programs. (three years)	\$180,000
<b>National Parks Conservation Association</b> <i>Washington, DC</i> To support efforts to protect in-stream flows of Eastern rivers and streams.*	\$35,000
<b>National Wildlife Federation</b> <i>Vienna, Virginia</i> To improve water quality in the Great Lakes. (three years)	\$375,000
To secure the adoption of a new water management regime for the Great Lakes region that is based on conservation, protection and restoration of the ecosystem. (two years)	\$200,000
<b>New York Rivers United</b> <i>Rome, New York</i> To support an organization dedicated to conserving, protecting and restoring the rivers and riverine ecosystems of New York. (three years)	\$150,000
<b>Pacific Rivers Council, Inc.</b> <i>Eugene, Oregon</i> To promote forest management plan revisions that incorporate the impacts of forest management practices on aquatic ecosystems. (one year)	\$100,000
<b>Sierra Legal Defence Fund Society</b> <i>Vancouver, British Columbia</i> To bolster the efforts of environmental groups in Ontario working to protect the Great Lakes. (three years)	\$225,000
<b>SUBTOTAL: Public Policy Work</b>	<b>\$1,990,000</b>
<b>PROGRAM AREA TOTAL: Conservation of Freshwater Ecosystems in North America</b>	<b>\$9,971,403</b>

\* increase to previous grant

## SPECIAL INITIATIVES

<b>Biodiversity Project</b> <i>Madison, Wisconsin</i> To support an organization created to coordinate research and education on biodiversity issues. (two years)	\$200,000
<b>Brookings Institution</b> <i>Washington, DC</i> To strengthen and broaden the policy agenda for cities and metropolitan areas. (three years)	\$600,000
<b>Coalition for Environmentally Responsible Economies, Inc.</b> <i>Boston, Massachusetts</i> To build global consensus on standards for measuring and reporting corporate environmental performance. (one year)	\$180,000
<b>Collins Center for Public Policy</b> <i>Miami, Florida</i> To support a network that serves as a resource and focal point for organizations working to solve economic problems created by suburban sprawl and urban disinvestment. (one year)	\$10,000
<b>Consultative Group on Biological Diversity, Inc.</b> <i>San Francisco, California</i> To support an organization created to increase the quality and impact of private grantmaking related to biodiversity conservation. (two years)	\$45,000
<b>Detroiters Working for Environmental Justice</b> <i>Detroit, Michigan</i> To support an organization working to address the challenges facing people of color and low-income residents in environmentally distressed communities throughout southeastern Michigan. (three years)	\$135,700
<b>Earth Day Network</b> <i>Seattle, Washington</i> To support an organization dedicated to promoting cleaner and renewable energy sources and improved energy efficiency. (one year)	\$100,000
<b>Environmental Leadership Program</b> <i>Arlington, Virginia</i> To support an organization created to cultivate new, diverse leaders within the environmental community. (two years)	\$200,000
<b>Environmental Support Center, Inc.</b> <i>Washington, DC</i> To bring together leaders of independent state environmental organizations to share ideas and experiences. (one year)	\$100,000
<b>Foundation-Administered Project</b> To publish and disseminate in the field the third edition of "People of Color Environmental Groups Directory."	\$101,452

<b>League of Conservation Voters Education Fund</b> <i>Washington, DC</i> To foster leadership skills of college students interested in environmental issues. (17 months)	\$50,000	<b>Southwest Detroit Environmental Vision Project</b> <i>Detroit, Michigan</i> To support an organization that brings together diverse stakeholders to identify and address common environmental and economic goals. (two years)	\$70,000
<b>Loka Institute</b> <i>Amherst, Massachusetts</i> To provide a vehicle for public interest organizations to find solutions to environmental and social problems. (two years)	\$140,000	<b>Third Millennium Foundation</b> <i>Henderson, North Carolina</i> To support a global environmental organization.*	\$100,000
<b>M.O.S.E.S. Metropolitan Organizing Strategy Enabling Strength</b> <i>Detroit, Michigan</i> To build a community voice regionally in southeastern Michigan around transportation, urban revitalization and growth management. (three years)	\$180,000	<b>Tides Center</b> <i>San Francisco, California</i> To provide media-related tools and information to nonprofit environmental groups. (one year)	\$100,000
<b>Michigan Environmental Council</b> <i>Lansing, Michigan</i> To support improved land-use decisionmaking in Michigan.*	\$69,920	Adjustment to previous grant.	-\$200,000
<b>Society of Environmental Journalists</b> <i>Erdenheim, Pennsylvania</i> To support efforts to improve the quality and quantity of reporting on environmental issues. (one year)	\$75,000	To support the creation of an active network of academic and public interest leaders working for clean production and pollution prevention. (three years)	\$300,000
		<b>Worldwatch Institute</b> <i>Washington, DC</i> To support a research center that provides global environmental information and analysis. (two years)	\$300,000
		<b>PROGRAM AREA TOTAL: Special Initiatives</b>	<b>\$2,857,072</b>
		<b>PROGRAM TOTAL: Environment</b>	<b>\$19,935,078</b>

\* increase to previous grant

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

**CREATING PUBLIC CAPITAL**

**PURPOSE:** Encourage the community’s members – its citizens and leaders – to partner in a process of dialogue and change aimed at meeting economic, social and racial challenges.

**STRATEGIES:**

- ▶ Support and expand targeted organizations as centers of strength to increase Flint’s capacity to act on its challenges and concerns.
- ▶ Support community engagement, particularly citizen dialogue, to define and act on the community’s challenges and concerns.
- ▶ Support efforts to build and sustain networks that link people and organizations to talk and work together.
- ▶ Identify and support indigenous leadership and provide ways to connect these leaders to institutional leadership.

**RESPONDING TO CRITICAL COMMUNITY NEEDS**

**PURPOSE:** Support and expand targeted educational, cultural, economic and social institutions as centers of strength and forces for positive change.

**STRATEGIES:**

- ▶ Support and expand targeted organizations as centers of strength to increase Flint’s capacity to act on its challenges and concerns.
- ▶ Develop and support economic efforts to increase the number of jobs in the city and access by Flint residents to jobs that provide livable wages within the region.
- ▶ Strengthen educational institutions as forces for positive change.

**CREATING NATIONAL/REGIONAL MODELS**

**PURPOSE:** Test new programs that hold the potential to be replicated elsewhere.

**AFFECTING PUBLIC POLICY**

**PURPOSE:** Identify public policies that are barriers to change and focus on improving those policies.

**Note:** Creating National/Regional Models and Affecting Public Policy are secondary areas of grantmaking under this program. Mott expects that projects funded in these two areas will use one or more of the strategies listed above.

■ When Charles Stewart Mott established the Mott Foundation in 1926, he viewed the Foundation’s grantmaking in its home community as an investment in its people. He wanted to create opportunities for local citizens and organizations to guide their own destinies and create their own successes.

Mott’s ongoing commitment to Flint and surrounding Genesee County was reflected in its 2000 grantmaking, which totaled \$34.8 million in this program. These grants, measured in inflation-adjusted dollars, are collectively the largest amount granted to the Flint area in one year since the late 1970s.

From support for grassroots organizations to major endowments for the community’s premier cultural and educational institutions, the 45 grants in the Flint Area program focused on rebuilding connections and establishing a sense of trust between and among residents and the institutions that serve them.

Toward that end, Mott supported programs and initiatives that encouraged community engagement and development of local leaders; addressed the need for expanded economic, educational and workforce opportunities; and helped build the community’s existing and emerging centers of strength — those organizations and individuals with the potential to help propel the community forward.

The four grantmaking strategies developed in 1998 for the Flint Area program were further refined to two in March 2000: creating public capital and responding to critical community needs.

### Creating Public Capital

Grantmaking in 2000 included helping organizations and individuals initiate dialogue, connect with resources and construct frameworks for identifying and solving community problems. Among these efforts was continued support to the Harwood Institute for Public Innovation,

The YMCA’s Youth and Families Project includes a facelift for the facility and construction of a public computer center.



including a two-year grant renewal of more than \$1 million for the Flint Area Civic Engagement Initiative. Through this project, participants discuss public concerns and develop a shared sense of community purpose and connection. A “storytelling” component celebrates the successes of individuals and organizations that are rejuvenating the community in new and creative ways.

The institute also received a two-year grant renewal totaling \$737,498 for the Place for Public Ideas Initiative. Participants in this project gain a deeper understanding of “public life” in Flint, develop ideas for coordinated action, and work toward strengthening their organizations, programs and the community.

The Flint YMCA is bringing individuals and organizations together through its Youth and Families Project. With the support of a three-year, \$600,000 grant, this initiative will:

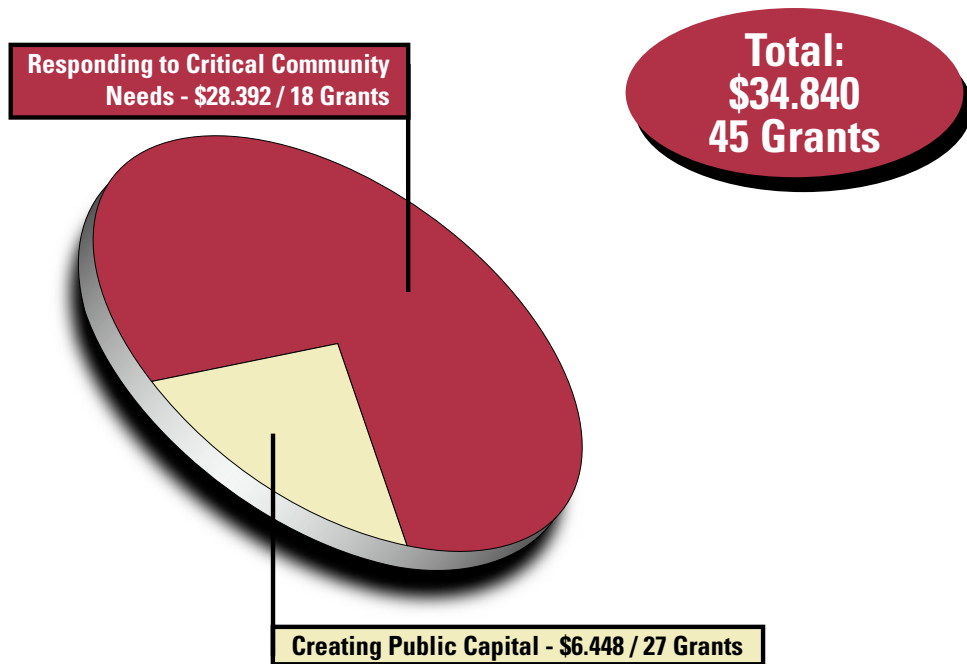
- open a computer skill-building center available for public use;

- expand existing partnerships with local schools and afterschool programs;
- support a youth character development program; and
- remodel and upgrade existing facilities.

This belief in Flint’s capacity to address its own concerns is also expressed by Mott in ways other than formal grants, such as assistance with collaborative efforts and facilitation of community conversations. One such example is Mott’s work with the Library Task Force, a group of representatives from the Flint and Genesee district library boards that is exploring ways to strengthen library services for city and county residents.

At the task force’s request, Mott provided funding for a consultant from Library Development Systems of Princeton Junction, New Jersey, to promote dialogue, help identify operating concerns and investigate possible solutions. The consultant’s initial report, released in July 2000, profiled the potential benefits of collaboration between the two libraries and

**2000 GRANT ACTIVITY BY PROGRAM AREA (IN MILLIONS)**



offered crucial direction for the task force's work in 2001.

Assistance was also provided to the Flint Area Coalition To End Racism (FACTER), a group of seven organizations dedicated to working on local race issues. Mott facilitated the coalition's discussions with residents about race relations and strategies for working together toward a more understanding and engaged community.

## Responding to Critical Community Needs

In keeping with the focus of supporting local centers of strength, Mott made two grants totaling \$15.6 million to support the Flint

Cultural Center Corporation, Inc. (FCCC) and its four member institutions, as well as the Flint Institute of Arts (FIA), the Flint Institute of Music (FIM) and the Flint Youth Theatre.

The first grant was for \$8.5 million in endowment and went to the Foundation for the Flint Cultural Center. Of that amount, \$5 million was earmarked for the FCCC and its member institutions (Robert T. Longway Planetarium, Alfred P. Sloan Museum, James H. Whiting Auditorium and F.A. Bower Theater), and included \$2 million to support additional educational and cultural opportunities for area schoolchildren with previously limited access. The balance was allocated to two other institutions — \$3 million to FIM and \$500,000 to the Flint Youth Theatre, a program of the Flint Community Schools.

Income from these endowments will be used to enhance center programs and exhibitions, improve the facilities and technology to better



meet area needs, and support marketing and special event activities designed to promote community use.

The second grant of \$7.1 million, granted to the FCCC Foundation, will be used for a variety of capital improvements at Longway, Bower, FIA, FIM, Sloan and Whiting.

Mott's belief in strengthening community assets was also demonstrated with grants that encourage the re-emergence of education and educational institutions as a force for positive change in Flint. A three-year, \$7-million capital improvement grant to Kettering University for its new Mechanical Engineering and Chemistry Center will help grow both student enrollment at the university and corporate interest in the school's applied research.

Kettering, one of the nation's leading cooperative engineering and management universities, is an important anchor organization in a neighborhood adjacent to

Area youth participated in the Flint Youth Theatre's production of "My Soul to Take."



The Flint Cultural Center is one of the county's "crown jewels."

downtown Flint. The recent grant builds upon a \$3-million matching grant by Mott in 1996 for the center's initial planning and infrastructure phases.

The University of Michigan Public Television (WFUM/TV 28), located at the University of Michigan-Flint, received a two-year, \$2.4-million grant in support of the station's conversion to digital programming

transmission. The \$10-million project will help WFUM, which serves all three campuses in the University of Michigan system as well as 50 cable markets throughout mid- and southeast Michigan, remain a crucial regional resource for educational and non-commercial public television programming.

Mott continued its assistance to disadvantaged community residents in their efforts to overcome barriers to employment, earn livable wages, pursue careers and add to the economic well-being of the greater Flint area. Among the grantees in this area was the

East Harlem Employment Service, which is using a three-year, \$1-million award to partner with Flint's Odyssey House shelter program for the development of a local version of the national STRIVE employment initiative. This program helps hard-to-employ people enter and succeed in the labor market. The first Flint area STRIVE participants graduated in April 2001.



## CREATING PUBLIC CAPITAL

### Community Capital Development Corporation

*Flint, Michigan*

To support a micro-enterprise training program that targets women who are recipients of public assistance and/or of low and moderate income. (one year) \$128,000

To support an organization dedicated to assisting low-income, minority and female entrepreneurs in economic development. (two years) \$230,000

### Community Coalition

*Flint, Michigan*

To support an organization with a primary focus on combatting intolerance, prejudice and racism in Genesee County. (one year) \$80,000

### Community Foundation of Greater Flint

*Flint, Michigan*

To support a coalition committed to reducing violence in the Flint area.\* \$2,023

To support summer youth employment, recreation and community service programs for young people. (eight months) \$580,000

### Court Street Village Non-Profit Housing Corporation

*Flint, Michigan*

To support resident involvement, community organizing and leadership training for residents of five downtown Flint neighborhoods. (three years) \$99,000

### Flint Coalition for Youth Baseball - Softball League

*Flint, Michigan*

To support activities that develop skills and enable young people to increase their involvement in their neighborhoods and communities. (seven months) \$9,760

### Flint Community Schools

*Flint, Michigan*

To conduct a comprehensive compensation and classification study to support systemic reform efforts. (one year) \$150,000

To introduce high school students to the scope and discipline of engineering technology prior to entering college or other post-secondary training. (one year) \$276,716

To provide students and young adults with nurturing summer experiences in a safe and accessible environment. (six months) \$291,733

To support a youth theatre program.\* \$12,000

### Flint, City of

*Flint, Michigan*

To support a family-oriented festival in downtown Flint. (16 months) \$45,000

To support activities to recognize and celebrate the millennium. (15 months) \$35,000

### Flint/Genesee Organizing Project

*Flint, Michigan*

To support a network of religious organizations working together to address community needs in Flint and Genesee County. (one year) \$45,000

### Foundation-Administered Projects

To support the Flint and Genesee district libraries project. \$44,245

To build organizational capacity to sustain anti-racist efforts in Flint. \$24,377

To disseminate the report "The Future of Libraries in Genesee County." \$37,361

To provide technical assistance to the Flint Community Schools to develop a community school plan. \$1,105

To provide technical assistance to the Flint Cultural Center, the Flint Community Schools and the Greater Flint Arts Council. \$48,076

### Genesee Area Focus Council, Inc.

*Flint, Michigan*

To investigate the feasibility of a county executive form of government for Genesee County. (one year) \$10,000

To support a regional career development and K-12 educational reform initiative. (one year) \$100,000

To support an organization whose primary focus is improving the economic competitiveness and quality of life in Genesee County. (one year) \$100,000

### Greater Flint Arts Council

*Flint, Michigan*

To improve the image of downtown Flint through increased participation in existing and newly developed festivals. (six months) \$110,000

### Harwood Institute for Public Innovation

*Bethesda, Maryland*

To support collaboration among existing and emerging community groups in Flint/Genesee County and provide a gathering space for people to exchange ideas. (two years) \$737,498

To support the conditions necessary for people to see their connection to public life and one another in Flint/Genesee County. (two years) \$1,046,534

### Hurley Foundation

*Flint, Michigan*

To support an infant and family program that coordinates a variety of health, social and human service agencies in a common location. (six months) \$110,600

### Metro Housing Partnership, Inc.

*Flint, Michigan*

To create a revolving loan fund to assist community development corporations in expediting housing projects in the Flint area. (two years) \$220,000

\* increase to previous grant

<b>Metro Housing Partnership, Inc.</b> <i>Flint, Michigan</i> To support an organization created to expand and enhance quality housing initiatives in Genesee County. (three years)	\$300,000
<b>Salem Housing Task Force Corporation</b> <i>Flint, Michigan</i> To support an organization dedicated to the improvement of family living conditions through the provision of safe, decent and affordable housing. (four years)	\$559,000
<b>University of Michigan - Flint</b> <i>Flint, Michigan</i> To develop the capacity of local nonprofit organizations, as well as to develop the capacity of faculty and staff to address these needs. (one year)	\$200,000
To encourage more minority students to choose teaching as a career. (three years)	\$215,121
<b>Young Men's Christian Association of Flint</b> <i>Flint, Michigan</i> To support efforts to increase effectiveness in working with children and young people. (three years)	\$600,000
<b>PROGRAM AREA TOTAL: Creating Public Capital</b>	<b>\$6,448,149</b>

## RESPONDING TO CRITICAL COMMUNITY NEEDS

<b>Asian Neighborhood Design, Inc.</b> <i>San Francisco, California</i> To evaluate the feasibility of replicating a manufacturing business and training program in Flint. (one year)	\$210,000
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\* increase to previous grant

† grant made in perpetuity

<b>Boy Scouts of America - Tall Pine Council</b> <i>Flint, Michigan</i> To support renovations to Camp Holoka to increase accessibility of camping programs for both traditional and non-traditional campers.*	\$500,000
<b>Community Foundation of Greater Flint</b> <i>Flint, Michigan</i> To provide endowment funding for the Fair Winds Girl Scout Council.†	\$500,000
To support a scholarship fund for female high school seniors who demonstrate scholarly and athletic achievements as well as a commitment to community service.†	\$100,000
To support the legacy of a long-time Flint resident who worked to improve race relations, increase racial justice and address inequities.†	\$50,000
<b>East Harlem Employment Service, Inc.</b> <i>New York, New York</i> To provide employment training, placement and support to Flint residents seeking private-sector jobs. (three years)	\$1,000,000
<b>Flint Cultural Center Corporation, Inc.</b> <i>Flint, Michigan</i> To support a complex of performing and visual arts, educational, recreational and cultural facilities.*	\$185,000
<b>Flint Cultural Center Foundation</b> <i>Flint, Michigan</i> To strengthen the cultural center as a community resource and encourage collaboration among member institutions. (39 months)	\$7,100,000

<b>Foundation for the Flint Cultural Center</b> <i>Flint, Michigan</i> To support the current needs as well as future growth and development of the Flint Cultural Center.†	\$8,500,000
<b>Foundation-Administered Project</b> To implement a downtown revitalization project.	\$17,734
<b>Genesee County Parks &amp; Recreation Commission</b> <i>Flint, Michigan</i> To support capital improvements at Crossroads Village.*	\$365,000
Adjustment to previous grant.	-\$636,700
<b>Greater Flint Arts Council</b> <i>Flint, Michigan</i> To support a feasibility study of a revitalization strategy for downtown Flint. (14 months)	\$26,500
<b>International Institute of Flint</b> <i>Flint, Michigan</i> To improve the property surrounding the institute.*	\$122,954
<b>Kettering University</b> <i>Flint, Michigan</i> To support the development of a mechanical engineering and chemistry center. (three years)	\$7,000,000

\* increase to previous grant

† grant made in perpetuity

<b>Legal Services of Eastern Michigan</b> <i>Flint, Michigan</i> To enable a nonprofit law firm to improve delivery of increased services. (one year)	\$400,000
<b>United Way of Genesee County</b> <i>Flint, Michigan</i> To support an organization that provides a variety of human services to local residents. (three years)	\$450,000
<b>University of Michigan - Flint</b> <i>Flint, Michigan</i> To determine the university's capacity for enrollment growth and what role student housing should play in its institutional development. (six months)	\$101,272
To support technological upgrading of a public television station serving mid- and southeast Michigan. (two years)	\$2,400,000
<b>PROGRAM AREA TOTAL: Responding to Critical Community Needs</b>	<b>\$28,391,760</b>
<b>PROGRAM TOTAL: Flint Area</b>	<b>\$34,839,909</b>

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

**IMPROVING COMMUNITY EDUCATION**

**GOAL:** Ensure that community education serves as a pathway out of poverty for children in low-income communities by building a continuum of quality learning opportunities that stretches from the preschool years through preparation for higher education and the work force.

**OBJECTIVES:**

- ▶ **School Readiness**  
Promote the creation of community-driven policies and other system supports that contribute to quality preschooling and an effective transition to public schools for young children and families in low-income communities.
- ▶ **Success in School**  
Nurture the development of community-driven school reform strategies that result in sustainable increases in academic achievement for students, especially those traditionally underserved by the public school system.
- ▶ **Learning Beyond the Classroom**  
Enable the 21st Century Community Learning Centers and other major initiatives to promote sustainable, community-driven expanded learning opportunities that support both academic achievement and positive youth development, especially for traditionally underserved children and youth.

**EXPANDING ECONOMIC OPPORTUNITY**

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

**OBJECTIVES:**

- ▶ **Income Security**  
Increase the economic self-reliance of low-income Americans by advancing policies and programs designed to increase income and assets, promote more equitable fiscal policies affecting low-income families, and build public will for a work-based safety net to assist low-income working families.
- ▶ **Workforce Development**  
Increase living-wage employment among low-income people, especially parents, by supporting efforts that help them gain marketable skills, retain employment and advance to better-paying, high-quality jobs.

**BUILDING ORGANIZED COMMUNITIES**

**GOAL:** Enhance the variety, geographic spread, power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in democratic processes of social engagement.

**OBJECTIVES:**

- ▶ **Building Infrastructure**  
Improve the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks that serve to produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally.
- ▶ **Issue Organizing**  
Strengthen the organizing infrastructures of state and regional issue collaborations that focus on improving education or increasing economic opportunity in low-income communities.

**SPECIAL INITIATIVES**

**GOAL:** Sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.

**OBJECTIVES:**

- ▶ **Transitions**  
Maintain a critical presence in the fields of micro-enterprise and teen pregnancy prevention.
- ▶ **Exploratory and Special Projects**  
Identify critical issues, seize special opportunities, research issues to determine future program directions and promote cross-cutting projects.

■ The Mott Foundation’s Pathways Out of Poverty grantmaking builds upon a vision of freedom from poverty for individuals and communities in the United States, with emphases on education, economic opportunity and community organizing. The goal in these three program areas, which were adopted as part of a 1999 plan, is to advance policies and programs to empower children, adults and families to enter the economic mainstream and achieve self-sufficiency.

The grants made in 2000, totaling \$53.6 million, supported a range of projects that address many of the fundamental challenges facing America’s poor.

### Improving Community Education

Key to the Foundation’s education-based grantmaking is its commitment of more than \$100 million over seven years in support of the 21st Century Community Learning Centers (21st CCLC) initiative and other major community education initiatives. In 1998 the Foundation entered an unusual private/public collaboration with the U.S. Department of Education. Federal 21st CCLC grants enable school districts across the nation to offer afterschool programs. Over 3,600 programs in more than 900 communities have been supported by the federal grants. Approximately 615,000 young people and 215,000 adults will be served during the 2000-2001 school year. These programs provide children, especially those who are traditionally underserved, the academic and interpersonal supports that contribute to strong cognitive, social, physical and emotional development. Mott’s role in the partnership is to fund activities that enhance the quality and sustainability of local programs. Mott’s grants support training, evaluation and policy development.

With more than \$1.5 billion in federal

funding since 1997, the 21st CCLC initiative has experienced the fastest growth of any individual program in the history of the U.S. Department of Education.

Also emerging from this partnership is the Afterschool Alliance, a collaboration of public, private and nonprofit groups committed to raising awareness of, and expanding the resources for, afterschool programs. The

The “What is a hero?” campaign is designed to increase public awareness of the need for afterschool programs.

**What is a hero?**

A girl who finds the courage to try something new.  
A boy who discovers the strength to reach further than he ever has. These kids, and thousands like them, have the hope of a better future and the power to make it happen. By taking part in afterschool programs, kids explore, learn, grow, and most importantly, find the hero inside themselves. Let us know you want afterschool programs in your area. Call 1-800-USA-LEARN

Ad Council

www.afterschoolalliance.org

Afterschool programs  
Helping kids find the hero within.

Mott Foundation

Individual Development Accounts are expected to help 2,000 low-income Michigan families begin building a “nest egg” of savings.



alliance, with the aid of a \$1.26-million grant by Mott to the Advertising Council, launched the “What is a hero?” ad campaign in 2000 to increase public awareness of the need for afterschool programs and to help individuals learn more about starting them locally.

Mathematica Policy Research in Princeton, New Jersey, also received a three-year grant of more than \$3 million to study selected 21st CCLC grantees, as well as other afterschool initiatives, for program quality and outcomes, and to identify promising field practices.

### **Expanding Economic Opportunity**

Mott’s long-standing commitment to helping poor people become more financially independent

is reflected in its \$1-million grant to the Council of Michigan Foundations to help form the Michigan Individual Development Account Partnership.

This \$10-million project, developed in conjunction with the State of Michigan’s Family Independence Agency (FIA), is expected to provide 2,000 low-income Michigan families with the opportunity to establish Individual Development Accounts (IDAs) beginning in 2001. The resulting nest egg from these matched savings programs can be applied to a down payment on a house, to start a business or to pay education expenses.

The Michigan IDA Partnership will enable nonprofit, community-based organizations to develop and manage regional IDA programs and, through its relationship with the state’s FIA program, also will serve as a model of effective use of federal welfare funds.

Mott’s more than 10 years of support in the area of responsible fatherhood continued in 2000 with initiation of the Fathers at Work demonstration project — a national effort that will endeavor to overcome persistent barriers to employment for young, low-income, non-custodial fathers. Six sites were selected — two in New York City and one each in Chicago, Philadelphia, Richmond, California, and Roanoke, Virginia. Total grants in support of the initiative will eventually exceed \$10 million.

Included in this amount is a grant of \$412,760 to the National Center for Strategic Nonprofit Planning and Community Leadership to provide technical assistance for the grantees, in conjunction with a grant of \$285,000 to Public/Private Ventures for coordination and

evaluation of the demonstration.

Participation in the six-site program is scheduled to begin in 2001.

## Building Organized Communities

Organizing is essential to ending poverty because it allows communities and individuals to take proactive roles in identifying concerns, formulating solutions and sustaining progress.

Community-organizing initiatives supported by Mott in 2000 helped grantees initiate conversations among themselves and link hands in public-policy campaigns. This was perhaps best demonstrated by a two-year, \$3-million grant to the Washington, D.C.-based Center for Community Change's National Campaign for Jobs and Income Security.

The campaign is a consortium of more than 1,000 community organizations in 40 states seeking to bring issues of poverty and economic

inequality to the national agenda in advance of the pending federal reauthorization of welfare laws in 2001 and 2002. Its efforts are designed to increase participation by low-income populations in national policy debates on jobs and income security. The campaign also helps build relationships among grassroots groups and key actors in other sectors, including policy analysis, research, economic development, religion, civil rights, and women's and labor organizations.

Also illustrating Mott's belief in the long-term potential of community organizing efforts is a network of Intermediary Support Organizations (ISOs). These intermediaries help emerging, community-based organizations stabilize and grow by offering them seed grants and technical assistance.

Ongoing support of this ISO network continued in 2000 with one-year grants of \$300,000 to the Seventh Generation Fund for

## 2000 GRANT ACTIVITY BY PROGRAM AREA (IN MILLIONS)

### Expanding Economic Opportunity - \$16.751 / Grants 55

- A. Income Security - \$6.837 / 24 Grants
- B. Workforce Development - \$9.914 / 31 Grants

### Building Organized Communities - \$9.256 / 30 Grants

- C. Building Infrastructure - \$3.276 / 16 Grants
- D. Issue Organizing - \$5.980 / 14 Grants

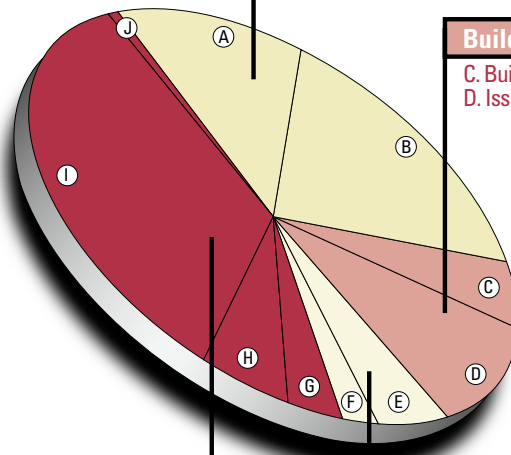
**Total:**  
**\$53.555**  
**185 Grants**

### Improving Community Education - \$23.268 / 73 Grants

- G. School Readiness - \$2.002 / 7 Grants
- H. Success in School - \$3.001 / 21 Grants
- I. Learning Beyond the Classroom - \$18.165 / 44 Grants
- J. Special Projects - \$.100 / 1 Grant

### Special Initiatives - \$4.280 / 27 Grants

- E. Transitions - \$3.061 / 20 Grants
- F. Exploratory and Special Projects - \$1.219 / 7 Grants



The Community Training and Assistance Center helped bring together the members of the Rosedale Block Cluster in Pittsburgh for their neighborhood landscaping effort.



Indian Development in Arcata, California; Southern Echo in Jackson, Mississippi; the Center for Community Change in Washington, D.C.; the Community Training and Assistance Center in Boston; and the National Training and Information Center in Chicago. The National Council of La Raza in Washington, D.C., received a one-year grant of \$240,000.

### Special Initiatives

The strategy of overcoming poverty by connecting the poor to better-paying, higher-quality jobs was affirmed in 2000 by an ongoing Mott and Ford foundation-funded evaluation by the Aspen Institute in Washington, D.C., of six sectoral employment programs. These programs seek to improve the quality of jobs frequently held by low-income people and increase their access to work opportunities in occupations and

industries not traditionally open to the poor.

The evaluation, which has received more than \$1 million in Mott support since 1996, including \$396,592 in 2000, revealed that participants experienced significant declines in unemployment and almost doubled their earnings within one year after job placement. In addition, many reported dramatic improvements in job satisfaction, and 87 percent retained jobs in the sector for which they were trained.

The Pathways Out of Poverty program in 2000 eliminated some past grantmaking strategies. Grant support for violence prevention projects, private capital development and comprehensive revitalization was ended, and all new funding for teen pregnancy prevention and micro-enterprise development initiatives was completed.



## IMPROVING COMMUNITY EDUCATION

### SCHOOL READINESS

<b>Center for the Child Care Workforce</b>	\$450,000
<i>Washington, DC</i>	
To improve the work environment of child-care workers. (three years)	
<b>Columbia University in the City of New York</b>	\$450,000
<i>New York, New York</i>	
To identify and promote strategies that can reduce poverty and protect children from its most harmful effects. (two years)	
<b>Grantmakers for Children, Youth and Families</b>	\$2,400
<i>Washington, DC</i>	
To support an organization that assembles foundation representatives to discuss issues of concern to the field of family support, youth and child development.*	
<b>High/Scope Educational Research Foundation</b>	\$450,000
<i>Ypsilanti, Michigan</i>	
To provide a unified training approach to early childhood educators in Native American communities. (three years)	
<b>State Communities Aid Association</b>	\$100,000
<i>Albany, New York</i>	
To promote full and effective implementation of universal prekindergarten in New York.*	
<b>Syracuse University</b>	\$400,000
<i>Syracuse, New York</i>	
To investigate efforts of early childhood collaboratives in New York to provide services. (three years)	
<b>Wheelock College</b>	\$150,000
<i>Boston, Massachusetts</i>	
To support an organization created to improve the quality of early child care and education. (one year)	
<b>SUBTOTAL: School Readiness</b>	<b>\$2,002,400</b>

### SUCCESS IN SCHOOL

<b>Alliance Organizing Project for Education Reform</b>	\$66,500
<i>Philadelphia, Pennsylvania</i>	
To support an organization engaged in community-driven school reform in Philadelphia. (one year)	
<b>ASPIRA Association, Inc.</b>	\$100,000
<i>Washington, DC</i>	
To support efforts to increase the involvement of Latino parents in their children's education and communitywide education issues. (two years)	
<b>Big Picture Company</b>	\$200,000
<i>Providence, Rhode Island</i>	
To strengthen, expand and document a successful high school parent involvement program in Philadelphia. (three years)	

<b>Center for Community Change</b>	\$50,000
<i>Washington, DC</i>	
To enable leaders engaged in community-driven school reform to network with one another. (one year)	
<b>Coalition of Essential Schools, Inc.</b>	\$350,000
<i>Oakland, California</i>	
To develop a model for high school family involvement. (three years)	
<b>Coleman Children and Youth Services</b>	\$175,000
<i>San Francisco, California</i>	
To increase the academic achievement of students in seven comprehensive San Francisco high schools. (three years)	
<b>Cross City Campaign for Urban School Reform</b>	\$220,000
<i>Chicago, Illinois</i>	
To support leadership development of parents and community members organizing for school reform. (two years)	
<b>DARE Direct Action for Rights &amp; Equality</b>	\$150,000
<i>Providence, Rhode Island</i>	
To support efforts to improve the quality of education for low-income students in Providence, Rhode Island. (three years)	
<b>East Side Organizing Project, Inc.</b>	\$90,000
<i>Cleveland, Ohio</i>	
To increase student achievement in Cleveland by increasing parental and youth involvement, and developing school-community partnerships. (three years)	
<b>Hartford Areas Rally Together</b>	\$150,000
<i>Hartford, Connecticut</i>	
To engage parents, youth and neighborhood residents in community-organizing initiatives. (three years)	
<b>Institute for Responsive Education</b>	\$255,000
<i>Boston, Massachusetts</i>	
To identify effective strategies to involve parents in the educational development of their high school students. (27 months)	
<b>National Network for Youth</b>	\$75,000
<i>Washington, DC</i>	
To promote youth as partners in designing, implementing and evaluating classes, programs and activities. (three years)	
<b>National Training and Information Center</b>	\$45,000
<i>Chicago, Illinois</i>	
To bring together community organizations with experience in community-driven school reform to share lessons learned and effective practices. (four months)	
<b>New York Agency for Community Affairs</b>	\$250,000
<i>Brooklyn, New York</i>	
To train and mobilize parents in the South Bronx to advocate for educational improvements. (two years)	

\* increase to previous grant

<b>New York University</b> <i>New York, New York</i> To provide technical assistance to community organizations engaging in community-driven school reform. (three years)	\$200,000	<b>California Foundation for Improvement of Employer-Employee Relations</b> <i>Sacramento, California</i> To increase training opportunities for afterschool programs in California. (two years)	\$500,000
<b>Northwest Neighborhood Federation</b> <i>Chicago, Illinois</i> To support community-driven school reform in northwest Chicago. (three years)	\$150,000	<b>California Tomorrow</b> <i>Oakland, California</i> To conduct a nationwide research project on equity and access issues in afterschool programs. (two years)	\$564,975
<b>Santa Fe Mountain Center</b> <i>Santa Fe, New Mexico</i> To assist native communities to develop an education and opportunity agenda for their youth. (one year)	\$100,000	<b>Children's Defense Fund</b> <i>Washington, DC</i> To promote awareness of federal, state and local youth employment initiatives and their relationship to new provisions under the Workforce Investment Act of 1998. (three years)	\$300,000
<b>Tenants' and Workers' Support Committee</b> <i>Alexandria, Virginia</i> To organize low-income Latino and African-American parents in northern Virginia to develop and implement community-driven school reform. (three years)	\$200,000	<b>Corporation for Business, Work, and Learning</b> <i>Boston, Massachusetts</i> To support a program that reconnects young people who have dropped out of school to the economy and higher education. (two years)	\$510,000
<b>Tides Center</b> <i>San Francisco, California</i> To enable Los Angeles high school youth to examine and act on issues that impact their school communities. (one year)	\$75,000	<b>DC Agenda Support Corporation</b> <i>Washington, DC</i> To support an electronic town hall meeting that will give youth an opportunity to voice their concerns about the future of their communities and their needs. (one year)	\$100,000
<b>Youth Empowerment Center</b> <i>Oakland, California</i> To support youth organizing to improve the quality of secondary education for low-income youth in one California school district. (one year)	\$100,000	<b>Earth Force</b> <i>Alexandria, Virginia</i> To assess the feasibility of an intermediary to connect afterschool program providers and developers of afterschool curriculum. (nine months)	\$70,000
<b>SUBTOTAL: Success in School</b>	<b>\$3,001,500</b>	<b>Finance Project</b> <i>Washington, DC</i> To expand technical assistance capacity for financing and sustaining afterschool and community school initiatives. (18 months)	\$400,000
<b>LEARNING BEYOND THE CLASSROOM</b>			
<b>Academy for Educational Development, Inc.</b> <i>Washington, DC</i> To convene a group of evaluators and practitioners in the field of afterschool programs. (three months)	\$49,560	<b>Foundation-Administered Projects</b>	
<b>Advertising Council, Inc.</b> <i>New York, New York</i> To encourage public involvement in the development of afterschool programs.*	\$1,260,000	To develop a national awareness strategy for the support of afterschool programming.	\$571,866
<b>After-School Corporation</b> <i>New York, New York</i> To support improved afterschool programs nationwide. (18 months)	\$75,000	To facilitate the Access & Equity Task Force meeting in Chicago.	\$9,312
<b>American Youth Work Center</b> <i>Washington, DC</i> To support the dissemination of best practices on child and youth development. (two years)	\$75,000	To produce and disseminate a publication about the field of afterschool programs and community schools.	\$61,713
<b>Boys and Girls Club of Tahlequah Oklahoma, Inc.</b> <i>Tahlequah, Oklahoma</i> To support afterschool and summer programs for students of color in Tahlequah, Oklahoma. (eight months)	\$108,732	To support the development and coordination of communication activities designed to build public will for afterschool programming.	\$172,204
		<b>Foundations, Inc.</b> <i>Mount Laurel, New Jersey</i> To support training sessions on how to design effective afterschool programs. (six months)	\$494,871

\* increase to previous grant

<b>Harvard University</b> <i>Cambridge, Massachusetts</i> To support the implementation of a comprehensive learning system that will contribute to the 21st Century Community Learning Centers initiative and other afterschool efforts. (18 months)	\$332,431	<b>National Center for Community Education</b> <i>Flint, Michigan</i> To provide technical assistance to help strengthen the community school field.	\$151,698
<b>Institute for Educational Leadership, Inc.</b> <i>Washington, DC</i> To support organizations from various sectors that are committed to developing and maintaining community schools. (three years)	\$300,000	To support the transition of the center to a nationally recognized, 21st century leadership training center.*	\$734,598
<b>Johns Hopkins University</b> <i>Baltimore, Maryland</i> To strengthen a network working to build a national youth policy agenda. (one year)	\$23,500	To support training and technical assistance to grantees in the 21st Century Community Learning Centers initiative. (11 months)	\$2,642,314
<b>Los Angeles Conservation Corps</b> <i>Los Angeles, California</i> To promote efforts to provide a high school education to young adults who have not been well-served by traditional high school programs. (one year)	\$100,000	<b>National Center for Strategic Nonprofit Planning</b> <i>Washington, DC</i> To improve the skills and performance of practitioners working with youth. (two years)	\$500,000
<b>Mathematica Policy Research, Inc.</b> <i>Princeton, New Jersey</i> To support a study of 21st Century Community Learning Center grantees, as well as other selected school-based/school-linked afterschool programs. (38 months)	\$3,063,548	<b>National Child Labor Committee</b> <i>New York, New York</i> To support a business/school partnership program designed to help at-risk elementary school children develop an understanding of the world of work. (18 months)	\$200,000
<b>National Academy Foundation</b> <i>New York, New York</i> To identify achievements, lessons learned and areas that still need attention in the school-to-career movement.*	\$75,000	<b>National Coalition of Community Foundations for Youth</b> <i>Excelsior Springs, Missouri</i> To encourage community foundations to increase their leadership role in supporting out-of-school-time opportunities.*	\$200,000
<b>National Association for Bilingual Education</b> <i>Washington, DC</i> To provide technical assistance and training to public schools applying for federal grants to operate afterschool programs. (seven months)	\$785,032	<b>National Conference of State Legislatures</b> <i>Denver, Colorado</i> To inform state legislatures about recent developments in afterschool and alternative education programs. (two years)	\$800,000
<b>National Association of Elementary School Principals Foundation</b> <i>Alexandria, Virginia</i> To identify and disseminate promising practices in afterschool programs specific to the principal's role in promoting and sustaining such programs. (two years)	\$400,000	<b>National League of Cities Institute, Inc.</b> <i>Washington, DC</i> To enhance the involvement of local officials in the development of strong afterschool programs in their communities. (two years)	\$500,000
<b>National Association of Partners in Education, Inc.</b> <i>Alexandria, Virginia</i> To support efforts to develop education partnerships, specifically in urban communities. (two years)	\$200,000	<b>National Network for Youth</b> <i>Washington, DC</i> To evaluate educational programs for youth being offered by community-based member agencies. (one year)	\$100,000
<b>National Association of Service and Conservation Corps</b> <i>Washington, DC</i> To improve in-program and post-program outcomes for disadvantaged young adult corps members. (two years)	\$300,000	<b>National School-Age Care Alliance</b> <i>Boston, Massachusetts</i> To inform and educate school-age-care professionals and advocates about research, resources and innovative practices. (two years)	\$60,000
		<b>National Youth Employment Coalition, Inc.</b> <i>Washington, DC</i> To build the capacity of small, community-based organizations serving out-of-school youth.*	\$95,000

\* increase to previous grant

<b>National Youth Employment Coalition, Inc.</b> <i>Washington, DC</i> To support an organization dedicated to increasing employment, education and training opportunities for America's youth. (three years)	\$255,000
<b>New Ways to Work</b> <i>San Francisco, California</i> To explore the feasibility of launching a national membership organization for school-to-work and youth development organizations. (nine months)	\$75,000
<b>Partnership for After School Education</b> <i>New York, New York</i> To evaluate training needs for afterschool program practitioners.*	\$80,000
<b>Southern Regional Education Board</b> <i>Atlanta, Georgia</i> To address multiple issues that inhibit urban school improvement efforts.*	\$200,000
<b>Tides Center</b> <i>San Francisco, California</i> To support a network of grantmakers formed to help youth transition into adult life as economically self-sufficient and contributing family members and citizens. (one year)	\$15,000
To support an affinity group for foundations working to improve education.*	\$7,000
<b>University of Minnesota - Twin Cities</b> <i>Minneapolis, Minnesota</i> To engage afterschool practitioners in efforts to improve and evaluate programs. (six months)	\$149,932
<b>Woodrow Wilson National Fellowship Foundation</b> <i>Princeton, New Jersey</i> To examine the senior year of high school as an educational experience and explore alternatives to make it more productive, relevant and engaging. (one year)	\$400,000
<b>Youth Development and Research Fund</b> <i>Gaithersburg, Maryland</i> To support a national opinion poll on the subject of out-of-school youth and educational standards. (one year)	\$96,458
<b>SUBTOTAL: Learning Beyond the Classroom</b>	<b>\$18,164,744</b>

## SPECIAL PROJECTS

<b>Ellington Fund</b> <i>Washington, DC</i> To create a new model for public education reform locally and nationally in order to design an integrated structure of arts education and academics. (one year)	\$100,000
<b>SUBTOTAL: Special Projects</b>	<b>\$100,000</b>
<b>PROGRAM AREA TOTAL: Improving Community Education</b>	<b>\$23,268,644</b>

\* increase to previous grant

† grant made in perpetuity

## EXPANDING ECONOMIC OPPORTUNITY

### INCOME SECURITY

<b>Abt Associates, Inc.</b> <i>Cambridge, Massachusetts</i> To analyze the merits of matched savings accounts as a widely applicable policy strategy. (15 months)	\$150,000
<b>Arise Citizens' Policy Project</b> <i>Montgomery, Alabama</i> To build organizational capacity for tax and budget analysis on behalf of low-income populations. (two years)	\$120,000
<b>Center for Community Change</b> <i>Washington, DC</i> To support state and local organizations and coalitions working on welfare reform issues. (one year)	\$300,000
<b>Center for Third World Organizing</b> <i>Oakland, California</i> To support a study of the intersection between state fiscal policy analysis and organizing efforts.*	\$15,000
<b>Connecticut Voices for Children</b> <i>New Haven, Connecticut</i> To support a network that promotes policies to help low-income families achieve economic security. (two years)	\$200,000
<b>Corporation for Enterprise Development</b> <i>Washington, DC</i> To assist in the development of an endowment fund to support research and economic development activities.†	\$2,000,000
To establish Individual Development Accounts in low-income communities across the country. (one year)	\$450,000
<b>Council of Michigan Foundations</b> <i>Grand Haven, Michigan</i> To support the growth and development of Individual Development Account programs throughout Michigan. (five years)	\$1,000,000
<b>Economic Opportunity Institute</b> <i>Seattle, Washington</i> To support an organization created to address issues affecting low-income people in Washington. (two years)	\$200,000
<b>Economic Policy Institute</b> <i>Washington, DC</i> To coordinate efforts to examine how low-income working families are faring in the new economy and what policies should be recommended at the national and state levels. (two years)	\$300,000
<b>Finance Project</b> <i>Washington, DC</i> To facilitate reforms that promote the well-being of children and families, and lasting economic changes for individuals and communities. (one year)	\$150,000

<b>Finance Project</b>	\$35,000
<i>Washington, DC</i>	
To support a group of funders concerned with issues of poverty. (one year)	
<b>Maine Center for Economic Policy</b>	\$120,000
<i>Augusta, Maine</i>	
To continue building capacity for tax and budget analysis on behalf of low-income populations. (two years)	
<b>Manpower Demonstration Research Corporation</b>	
<i>New York, New York</i>	
To promote the benefits of work incentive programs. (18 months)	\$500,000
To support existing and planned efforts designed to promote employment stability and career progression among low-income families. (15 months)	\$350,000
<b>Michigan League for Human Services</b>	\$120,000
<i>Lansing, Michigan</i>	
To build organizational capacity for tax and budget analysis on behalf of low-income populations. (two years)	
<b>New Hope Charities, Inc.</b>	\$54,220
<i>West Palm Beach, Florida</i>	
To provide an opportunity for low-income residents in the Glades area of western Palm Beach County to move into the economic and social mainstream. (seven months)	
<b>North Carolina Justice and Community Development Center</b>	\$120,000
<i>Raleigh, North Carolina</i>	
To build organizational capacity for tax and budget analysis on behalf of low-income populations. (two years)	
<b>Research Foundation of State University of New York</b>	\$25,000
<i>Albany, New York</i>	
To support research on welfare decisions made by states under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. (four months)	
<b>Tax Equity Alliance for Massachusetts Education Fund</b>	\$111,136
<i>Boston, Massachusetts</i>	
To build organizational capacity for tax and budget analysis on behalf of low-income populations. (two years)	
<b>University of Michigan</b>	\$250,000
<i>Ann Arbor, Michigan</i>	
To frame the policy debate leading up to reauthorization of welfare legislation and encourage policy discussions. (two years)	
<b>University of Wisconsin-Madison</b>	\$30,000
<i>Madison, Wisconsin</i>	
To support a conference and series of papers on poverty. (one year)	

<b>Washington University</b>	\$136,325
<i>St. Louis, Missouri</i>	
To promote the use of technology to build and track the Individual Development Account field. (two years)	
<b>Women's Educational and Industrial Union</b>	\$100,000
<i>Boston, Massachusetts</i>	
To increase the economic security of low-income women and their families. (one year)	
<b>SUBTOTAL: Income Security</b>	<b>\$6,836,681</b>

## WORKFORCE DEVELOPMENT

<b>AFL-CIO Working for America Institute, Inc.</b>	\$45,000
<i>Washington, DC</i>	
To support research to develop an accurate analysis of economic and workforce conditions in southern Mississippi. (one year)	
<b>Appalachian By Design, Inc.</b>	\$105,000
<i>Lewisburg, West Virginia</i>	
To support an organization created to provide economic opportunities for residents of rural Appalachia through sustainable self-employment. (three years)	
<b>ARCH Training Center, Inc.</b>	-\$14,727
<i>Washington, DC</i>	
Adjustment to previous grant.	
<b>Asian Neighborhood Design, Inc.</b>	\$55,000
<i>San Francisco, California</i>	
To support a training program that links low-income residents to wood-specialty industries. (one year)	
<b>Center for Community Change</b>	\$624,000
<i>Washington, DC</i>	
To combine a sectoral economic development approach with community organizing to create livable wage employment opportunities for low-income people. (one year)	
<b>Center for Employment Opportunities</b>	\$50,000
<i>New York, New York</i>	
To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (nine months)	
<b>Center for Law and Social Policy</b>	\$220,000
<i>Washington, DC</i>	
To strengthen the resources of fathers in low-income families. (one year)	
<b>Center for Public Policy Priorities</b>	\$85,000
<i>Austin, Texas</i>	
To support organizational capacity to develop jobs for low-income fathers in fragile families. (one year)	
<b>Center on Fathers, Families, and Public Policy</b>	\$107,500
<i>Madison, Wisconsin</i>	
To promote knowledge of, and engagement in, the child support enforcement system in order to achieve changes in policy and practice.*	

\* increase to previous grant

<b>Chicago Employment Service, Inc.</b> <i>Chicago, Illinois</i> To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (43 months)	\$768,100	<b>National Economic Development and Law Center</b> <i>Oakland, California</i> To support a vehicle to provide technical assistance and training to the workforce and sectoral development fields. (six months)	\$300,000
<b>Columbia University in the City of New York</b> <i>New York, New York</i> To support national research on the effects of parental incarceration as it applies to non-marital childbearing, the role of fathers and welfare reform. (five years)	\$500,926	<b>National Practitioners Network for Fathers and Families, Inc.</b> <i>Washington, DC</i> To support an organization created to promote excellence in fatherhood initiatives. (two years)	\$325,000
<b>Focus: HOPE</b> <i>Detroit, Michigan</i> To establish a fund to provide tuition loans for candidates in the organization's training and education programs. (28 months)	\$1,000,000	<b>Paraprofessional Healthcare Institute</b> <i>Bronx, New York</i> To support a training organization that works to improve policies to ensure better wages and better quality service in the home health care field. (one year)	\$635,000
<b>Foundation-Administered Project</b> To map foundation investments in workforce development and make the results available to the field.	\$18,120	To support national policy debates on moving low-income adults into skilled, long-term employment. (one year)	\$75,000
<b>Impact Services Corporation</b> <i>Philadelphia, Pennsylvania</i> To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (seven months)	\$45,000	<b>Public/Private Ventures</b> <i>Philadelphia, Pennsylvania</i> To support an evaluation of, and provide technical assistance to, Sectoral Employment Initiatives grantees. (10 months)	\$809,540
<b>Independence Care System</b> <i>New York, New York</i> To support an organization dedicated to providing health care services to the disabled and better paying jobs for low-income individuals.*	\$600,000	To support interventions that increase labor market participation, earnings and responsible fatherhood among young, low-income fathers. (one year)	\$285,000
<b>Jobs for the Future, Inc.</b> <i>Boston, Massachusetts</i> To advance the agenda of work-focused strategies that help less-skilled individuals both find work and advance from dependency and poverty. (14 months)	\$50,000	To support the improvement of workforce development practices. (one year)	\$325,000
<b>Johns Hopkins University</b> <i>Baltimore, Maryland</i> To develop strategies in partnership with communities to strengthen teen-formed American Indian families. (one year)	\$467,824	<b>Rubicon Programs Incorporated</b> <i>Richmond, California</i> To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (43 months)	\$780,000
<b>Michigan Future, Inc.</b> <i>Ann Arbor, Michigan</i> To connect low-income youth in southeast Michigan to good-paying employment in the automotive industry. (one year)	\$110,000	<b>Southwest Creations Collaborative</b> <i>Albuquerque, New Mexico</i> To support an organization dedicated to providing employment to low-income Hispanic women. (two years)	\$100,000
<b>National Center for Strategic Nonprofit Planning</b> <i>Washington, DC</i> To support interventions that increase labor market participation, earnings and responsible fatherhood among young, low-income fathers. (one year)	\$412,760	<b>Total Action Against Poverty in Roanoke Valley</b> <i>Roanoke, Virginia</i> To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (seven months)	\$50,000
<b>National Coalition of Community Foundations for Youth</b> <i>Excelsior Springs, Missouri</i> To build broad-based local support for efforts to assist low-income fathers and families. (two years)	\$200,000	<b>Vocational Foundation, Inc.</b> <i>Brooklyn, New York</i> To promote efforts to reduce poverty among low-income, non-custodial fathers under age 30. (43 months)	\$780,000
		<b>SUBTOTAL: Workforce Development</b>	<b>\$9,914,043</b>
		<b>PROGRAM AREA TOTAL: Expanding Economic Opportunity</b>	<b>\$16,750,724</b>

\* increase to previous grant

## BUILDING ORGANIZED COMMUNITIES

### BUILDING INFRASTRUCTURE

<b>Applied Research Center</b>	\$240,350
<i>Oakland, California</i>	
To document and assess the performance of the Intermediary Support for Organizing Communities program. (one year)	
<b>Center for Community Change</b>	\$300,000
<i>Washington, DC</i>	
To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods. (one year)	
<b>Community Training and Assistance Center, Inc.</b>	\$300,000
<i>Boston, Massachusetts</i>	
To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods. (one year)	
<b>Midwest Academy</b>	\$205,500
<i>Chicago, Illinois</i>	
To train organizers for community organizations. (two years)	
<b>National Coalition for Burned Churches and Community Empowerment, Inc.</b>	\$100,000
<i>Charleston, South Carolina</i>	
To identify issues and develop strategies of collective action on common economic and social issues in the South. (16 months)	
<b>National Council of La Raza</b>	\$240,000
<i>Washington, DC</i>	
To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods. (one year)	
<b>National Interfaith Committee for Worker Justice</b>	\$70,000
<i>Chicago, Illinois</i>	
To help congregations and groups of congregations form partnerships with low-wage workers. (one year)	
<b>National Organizers Alliance</b>	\$360,000
<i>Washington, DC</i>	
To support a national network of individuals involved in community organizing across the country. (three years)	
<b>National Training and Information Center</b>	\$300,000
<i>Chicago, Illinois</i>	
To provide seed grants and technical assistance to emerging community-based organizations serving low-income neighborhoods. (one year)	
<b>Northern Plains Resource Council</b>	\$200,000
<i>Billings, Montana</i>	
To sustain the public will to protect family-scale agriculture and Montana's natural resources. (two years)	

<b>Oxfam America</b>	\$250,000
<i>Boston, Massachusetts</i>	
To support the development of networks of community organizations in low-income rural areas. (one year)	
<b>Seventh Generation Fund for Indian Development, Inc.</b>	\$300,000
<i>Arcata, California</i>	
To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods. (one year)	
<b>Southern Echo, Inc.</b>	\$310,000
<i>Jackson, Mississippi</i>	
To provide seed grants and technical assistance to emerging, community-based organizations serving low-income neighborhoods. (one year)	
<b>Western Organization of Resource Councils Education Project</b>	\$100,000
<i>Billings, Montana</i>	
To advance a vision of a democratic, sustainable and just society through community action. (one year)	
<b>SUBTOTAL: Building Infrastructure</b>	<b>\$3,275,850</b>

### ISSUE ORGANIZING

<b>9 to 5 Working Women Education Fund</b>	\$100,000
<i>Milwaukee, Wisconsin</i>	
To improve conditions for part-time and temporary workers. (one year)	
<b>American Institute for Social Justice</b>	\$150,000
<i>Little Rock, Arkansas</i>	
To support a center for living-wage campaigns throughout the United States. (one year)	
<b>Asian Immigrant Women Advocates</b>	\$160,000
<i>Oakland, California</i>	
To provide training to low-income Asian immigrant women in skills of leadership development. (two years)	
<b>Center for Community Change</b>	\$3,000,000
<i>Washington, DC</i>	
To support efforts to advance a national agenda on jobs and income security. (two years)	
<b>Community Voices Heard</b>	\$75,000
<i>New York, New York</i>	
To support efforts to organize workfare participants who are seeking improvements in the program. (one year)	
<b>Gamaliel Foundation</b>	\$105,000
<i>Chicago, Illinois</i>	
To enable regional community organizations to address issues related to urban sprawl, smart growth, and the concentration of race and poverty in central U.S. cities. (one year)	

<b>Industrial Areas Foundation - West Coast Vision</b>	\$400,000
<i>San Francisco, California</i>	
To address regional economic challenges in the Pacific Northwest. (two years)	
<b>Interfaith Education Fund, Inc.</b>	\$1,000,000
<i>Austin, Texas</i>	
To support the expansion of activities that improve the quality of life for families in the Southwest. (one year)	
<b>Michigan Organizing Project</b>	\$110,000
<i>Muskegon Heights, Michigan</i>	
To support a community-based organization focusing on low-wage workers in Michigan. (one year)	
<b>National Training and Information Center</b>	\$200,000
<i>Chicago, Illinois</i>	
To support efforts to reduce the loss of economic assets in low-income communities. (two years)	
<b>Northwest Federation of Community Organizations</b>	\$375,000
<i>Seattle, Washington</i>	
To support an organization working to impact issues affecting low-income families in the rural Northwest. (three years)	
<b>South Central Los Angeles Interreligious Sponsoring Committee</b>	\$104,864
<i>Pasadena, California</i>	
To support the development of a network to address the problems of the Los Angeles metropolitan area. (one year)	
<b>Virginia Organizing Project</b>	\$200,000
<i>Charlottesville, Virginia</i>	
To support the development of a statewide strategy for economic opportunity and development. (two years)	
<b>Subtotal: Issue Organizing</b>	<b>\$5,979,864</b>
<b>PROGRAM AREA TOTAL: Building Organized Communities</b>	<b>\$9,255,714</b>

## SPECIAL INITIATIVES

### TRANSITIONS

<b>ACCION International</b>	\$100,000
<i>Somerville, Massachusetts</i>	
To implement, evaluate and disseminate a national outreach strategy aimed at low- and moderate-income borrowers. (one year)	
<b>Aspen Institute, Inc.</b>	\$204,552
<i>Washington, DC</i>	
To analyze projects designed to assist low-income micro-entrepreneurs in increasing access to broader markets. (one year)	

<b>Aspen Institute, Inc.</b>	
<i>Washington, DC</i>	
To analyze projects that assist low-income people to engage in self-employment as part of a strategy to move from welfare to self-reliance. (one year)	\$398,700
To provide technical communication assistance for the micro-enterprise field.	\$82,955
To support efforts to improve the quality of micro-enterprise programs in the United States. (17 months)	\$50,000
<b>Association for Enterprise Opportunity</b>	
<i>Arlington, Virginia</i>	
To promote public awareness of micro-enterprise throughout the United States. (15 months)	\$53,200
To support a national membership organization committed to micro-enterprise development. (three years)	\$657,333
<b>Child Trends, Inc.</b>	
<i>Washington, DC</i>	
To analyze state-level variations in teen pregnancy and childbearing. (one year)	\$70,000
To support the dissemination of a study aimed at gaps within existing research on youth development and reproductive health service delivery. (11 months)	\$50,000
<b>Children's Aid Society</b>	\$145,000
<i>New York, New York</i>	
To bring a program with a long-term, holistic approach to working with high-risk youth to a mature stage of development.*	
<b>Christian Community</b>	\$29,245
<i>Fort Wayne, Indiana</i>	
To support research into the relationship between faith-based institutions and adolescent sexuality.*	
<b>Cornerstone Consulting Group, Inc.</b>	\$30,000
<i>Houston, Texas</i>	
To test the feasibility of linking the Teen Outreach Program to the national effort to expand and improve afterschool activities.*	
<b>Corporation for Enterprise Development</b>	\$300,000
<i>Washington, DC</i>	
To provide information and feedback that can improve federal and state policy initiatives. (one year)	
<b>Detroit Entrepreneurship Institute, Inc.</b>	\$200,000
<i>Detroit, Michigan</i>	
To support an organization that provides comprehensive business skills training to low-income individuals in the Detroit area. (two years)	

\* increase to previous grant



<b>Ms. Foundation for Women</b>	\$350,000
<i>New York, New York</i>	
To support the creation of jobs for low-income women through micro-enterprise, sectoral networks, and community-based or cooperative businesses. (four years, six months)	
<b>National Campaign to Prevent Teen Pregnancy</b>	\$300,000
<i>Washington, DC</i>	
To support efforts to reduce teen pregnancy. (two years)	
<b>Northwest Michigan Council of Governments</b>	-\$100,000
<i>Traverse City, Michigan</i>	
Adjustment to previous grant.	
<b>Ounce of Prevention Fund</b>	\$95,000
<i>Chicago, Illinois</i>	
To support the design, implementation and evaluation of a new teen pregnancy prevention model.*	
<b>PPEP Housing Development Corporation</b>	\$15,000
<i>Tucson, Arizona</i>	
To support the promotion and growth of small businesses along the U.S.-Mexico border. (one year)	
<b>University of Delaware</b>	\$30,000
<i>Newark, Delaware</i>	
To examine research methodologies on the consequences of teen childbearing. (18 months)	
<b>SUBTOTAL: Transitions</b>	<b>\$3,060,985</b>

#### EXPLORATORY AND SPECIAL PROJECTS

<b>Family and Corrections Foundation</b>	\$4,140
<i>Palmyra, Virginia</i>	
To explore a range of issues that impact the lives of low-income fathers and families.*	

<b>Institute on Taxation and Economic Policy</b>	\$270,000
<i>Washington, DC</i>	
To promote best practices in economic development. (three years)	
<b>National Congress for Community Economic Development, Inc.</b>	\$100,000
<i>Washington, DC</i>	
To support an organization that works to assist statewide community development associations.*	
<b>Neighborhood Funders Group</b>	\$35,000
<i>McLean, Virginia</i>	
To examine the state of the U.S. economy. (six months)	
<b>Rheedlen Centers for Children &amp; Families</b>	\$450,000
<i>New York, New York</i>	
To support efforts to increase positive outcomes for children in Central Harlem. (30 months)	
<b>Stairstep Foundation</b>	\$100,000
<i>Minneapolis, Minnesota</i>	
To support efforts to increase employment in inner-city businesses in Minneapolis. (one year)	
<b>University of Michigan</b>	\$259,395
<i>Ann Arbor, Michigan</i>	
To support efforts to recruit students of color to study public policy. (one year)	
<b>SUBTOTAL: Exploratory and Special Projects</b>	<b>\$1,218,535</b>
<b>PROGRAM AREA TOTAL: Special Initiatives</b>	<b>\$4,279,520</b>
<b>PROGRAM TOTAL: Pathways Out of Poverty</b>	<b>\$53,554,602</b>

\* increase to previous grant

**EXPLORATORY AND SPECIAL PROJECTS**

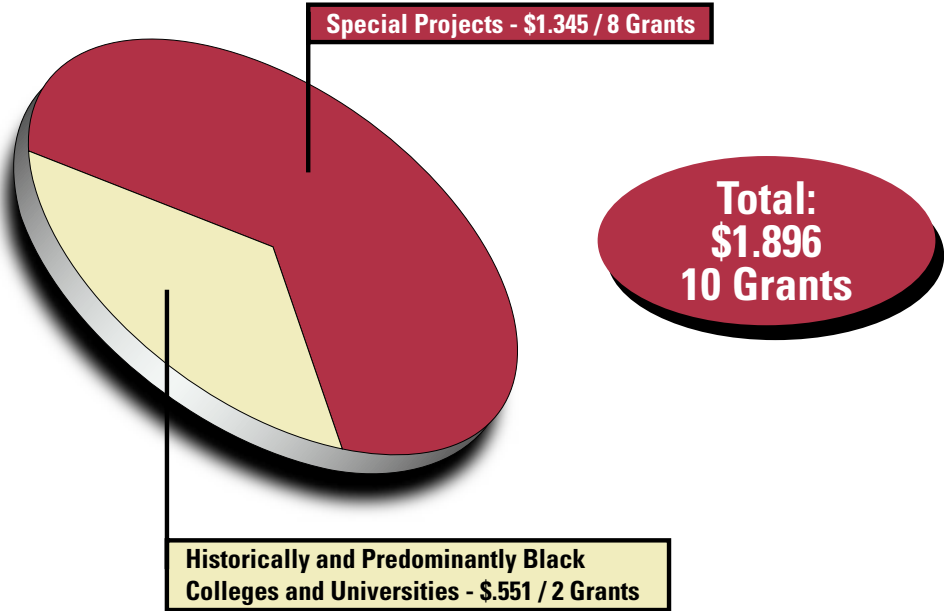
**MISSION:** To support exploratory initiatives that may lead to a formal program area over time, or unexpected opportunities that address significant international and/or national problems.

The Mott Foundation recognizes that as a major private philanthropy, it enjoys substantial freedom and flexibility in the application of resources as well as a special responsibility to seek new ways to meet human needs. This program was established as a home for innovative and experimental grantmaking.

Occasionally Mott makes grants outside its

regular programs if the funds are likely to have substantial impact or lead to continued grantmaking interests in a particular field. In 2000, these activities encompassed a broad range of fields, including memorial grants, media and communications projects, foreign affairs and other conferences, as well as historically black colleges and universities.

**2000 GRANT ACTIVITY BY PROGRAM AREA (IN MILLIONS)**



## HISTORICALLY AND PREDOMINANTLY BLACK COLLEGES AND UNIVERSITIES

<b>Ayers &amp; Associates, Inc.</b> <i>Arlington, Virginia</i> To compare institutional advancement and development efforts in alumni affairs among historically black colleges and universities and mainstream postsecondary institutions. (five months)	\$250,504
<b>Institute for Higher Education Policy</b> <i>Washington, DC</i> To support a national coalition of associations and institutions of higher education that serve students of color. (three years)	\$300,000
<b>PROGRAM AREA TOTAL: Historically and Predominantly Black Colleges and Universities</b>	<b>\$550,504</b>

## SPECIAL PROJECTS

<b>Adrian College</b> <i>Adrian, Michigan</i> To provide scholarships to talented, at-risk Detroit students.†	\$100,000
<b>American Enterprise Institute for Public Policy Research</b> <i>Washington, DC</i> To support assessments of federal regulatory proposals. (three years)	\$150,000

\* increase to previous grant

† grant made in perpetuity

<b>Central Michigan University</b> <i>Mt. Pleasant, Michigan</i> To help produce a documentary on William C. Durant, founder of General Motors. (16 months)	\$95,000
<b>Link Media, Inc.</b> <i>San Rafael, California</i> To support the first nationwide television channel dedicated to international news and culture. (one year)	\$300,000
<b>Maine State Cultural Affairs Council</b> <i>Portland, Maine</i> To support the evaluation of a program that assists communities in preserving, improving and providing access to cultural resources. (18 months)	\$25,000
<b>Michigan AIDS Fund</b> <i>Grand Rapids, Michigan</i> To support an organization funded by Michigan philanthropy in response to the AIDS epidemic. (two years)	\$500,000
<b>Overseas Development Council</b> <i>Washington, DC</i> To increase public awareness of foreign policy in the 2000 presidential campaign. (nine months)	\$75,000
<b>Southern Center for International Studies</b> <i>Atlanta, Georgia</i> To support efforts to broaden public understanding of international affairs and their impact on the United States. (two years)	\$100,000
<b>PROGRAM AREA TOTAL: Special Projects</b>	<b>\$1,345,000</b>
<b>PROGRAM TOTAL: Exploratory and Special Projects</b>	<b>\$1,895,504</b>

## EMPLOYEE/TRUSTEE MATCHING GRANTS & TRUSTEE-INITIATED GRANTS

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

### EMPLOYEE AND TRUSTEE MATCHING GRANTS AND TRUSTEE-INITIATED GRANTS

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<b>Employee and Trustee Matching Grants</b>	\$856,902
To match Trustees' and employees' contributions to charity on a three-to-one basis.	
<b>Trustee-Initiated Grants</b>	\$342,000
To provide limited support to charities selected by Trustees.	
<b>PROGRAM AREA TOTAL: Employee and Trustee Matching Grants and Trustee-Initiated</b>	<b>\$1,198,902</b>
<b>TOTALS: ALL GRANTS</b>	<b>\$152,970,798</b>

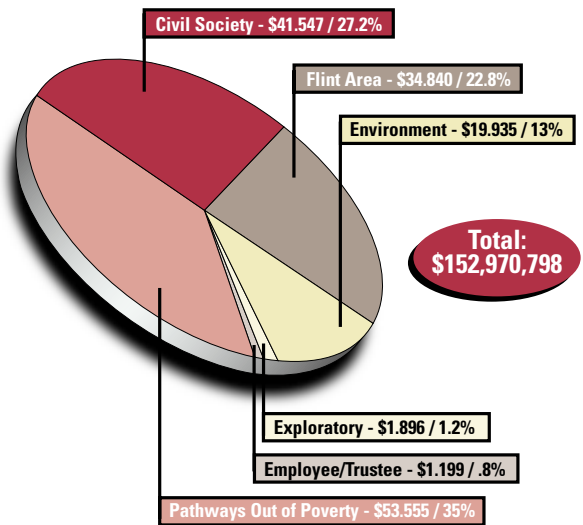
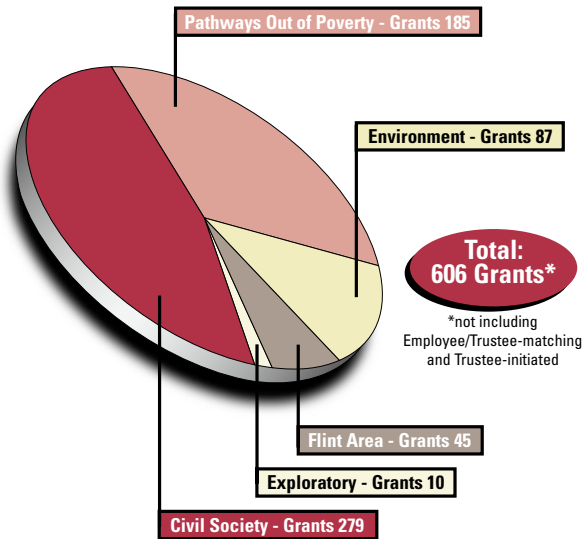
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# FINANCE

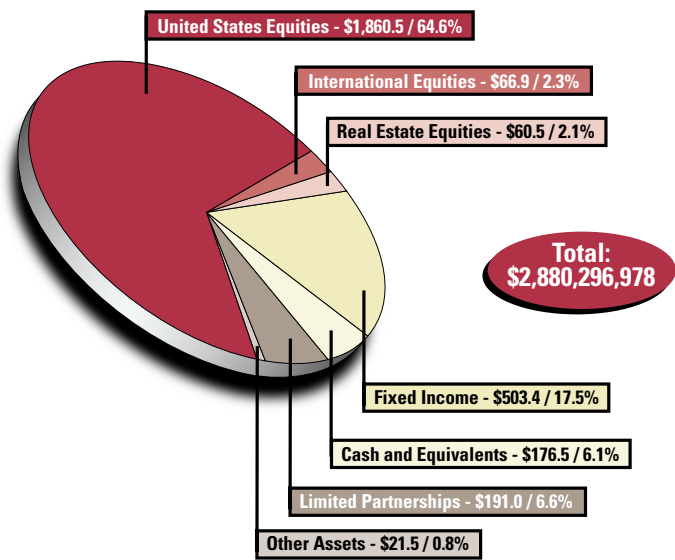
# PROFILE OF 2000 GRANTMAKING ACTIVITIES

NUMBER OF 2000 GRANTS BY PROGRAM

GRANT DOLLARS BY PROGRAM (IN MILLIONS)



# TOTAL ASSET ALLOCATION (12/31/00) (IN MILLIONS)



# 10 - YEAR STATISTICAL PROFILE

## 1991-2000 Selected Financial Information

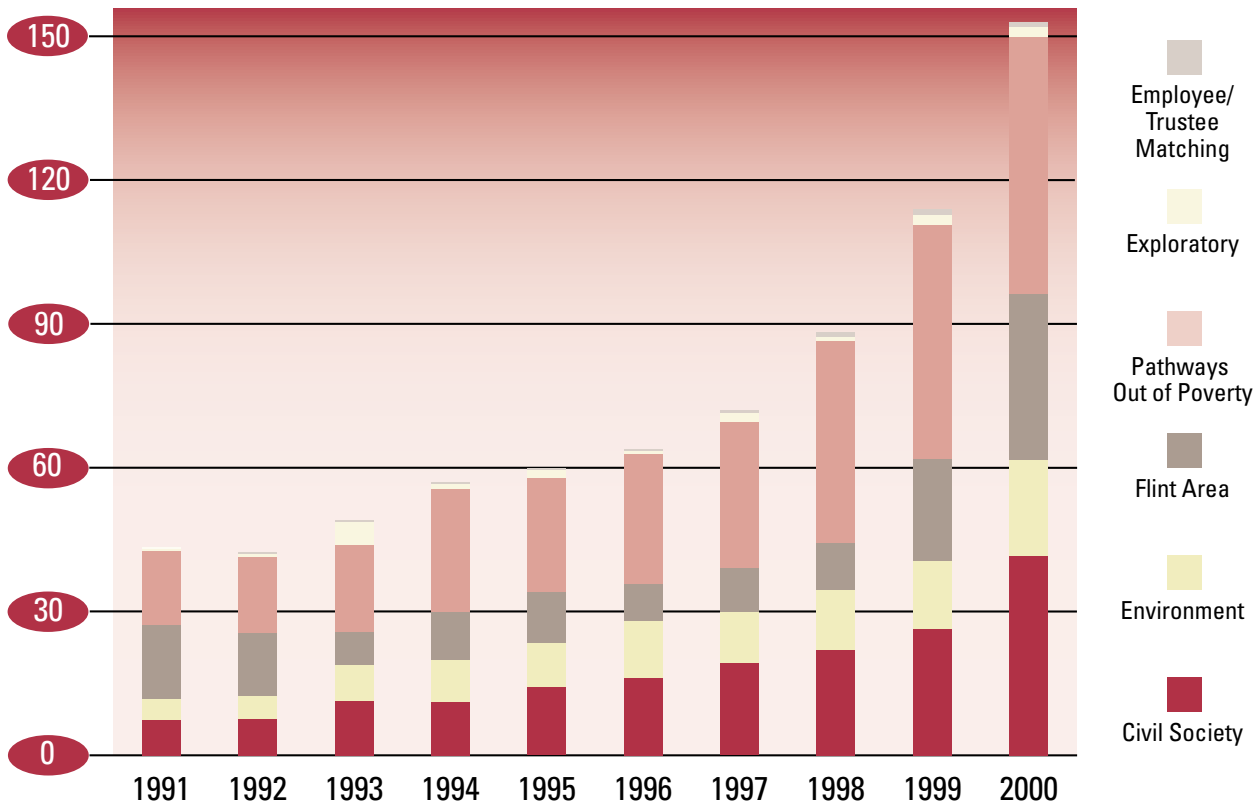
(IN MILLIONS)

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Total Assets - Market Value	\$1,093.7	\$1,162.1	\$1,273.3	\$1,201.6	\$1,496.0	\$1,673.4	\$1,962.4	\$2,346.5	\$3,227.7	\$2,880.3
Total Assets - 2000 Dollars	1,380.0	1,424.9	1,519.6	1,396.6	1,695.9	1,835.9	2,116.8	2,491.1	3,337.1	2,880.3
12-Month Rolling Average Assets	1,012.6	1,105.0	1,222.2	1,228.3	1,362.9	1,567.7	1,823.3	2,104.5	2,649.5	3,243.5
Total Dividends and Interest	45.1	44.9	42.7	43.2	46.9	54.2	54.2	56.1	63.7	72.5
Dividends and Interest 2000 Dollars	56.9	55.0	50.9	50.2	53.1	59.4	58.5	59.6	65.9	72.5
Total Grants Awarded	43.9	44.0	49.0	56.9	59.9	64.0	72.0	88.2	113.9	153.0
Total Expenditures	46.2	51.2	56.3	62.5	59.2	82.4	91.2	102.5	137.0	162.9

NOTE: Private foundations are required to make qualifying distributions (grant payments and reasonable administrative expenses) equal to roughly 5 percent of their average assets each year. The basis of the 5 percent 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.

## 1991 - 2000 GRANTS AWARDED BY PROGRAM (IN MILLIONS)



To the Board of Trustees of  
the Charles Stewart Mott Foundation:

In our opinion, the accompanying statements of financial position and the related statements of activity and changes in net assets and cash flows present fairly, in all material respects, the financial position of the Charles Stewart Mott Foundation (the "Foundation") at December 31, 2000 and 1999, and the results of its operations and changes in net assets and its cash flows for the years ended, in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of Foundation's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

*PricewaterhouseCoopers LLP*  
Detroit, Michigan

April 3, 2001



# STATEMENTS OF FINANCIAL POSITION

December 31, 2000 and 1999

Charles Stewart Mott Foundation

	2000	1999
<b>ASSETS</b>		
Investments, at market value:		
Equities	\$1,987,891,551	\$2,313,039,346
U.S. Government obligations	379,002,105	322,276,600
Corporate bonds	172,973,590	82,221,683
Cash equivalents	<u>124,974,592</u>	<u>155,763,810</u>
	2,664,841,838	2,873,301,439
Limited partnerships	191,029,608	330,422,629
Cash	2,940,185	4,559,698
Land, building and improvements, net	5,537,173	5,440,320
Other assets	<u>15,948,174</u>	<u>13,929,730</u>
	<u>\$2,880,296,978</u>	<u>\$3,227,653,816</u>
<b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Grants payable, net	\$ 54,078,497	\$ 40,994,274
Deferred excise tax	25,830,000	36,700,000
Accounts payable and other liabilities	<u>8,048,750</u>	<u>6,891,192</u>
	87,957,247	84,585,466
UNRESTRICTED NET ASSETS	<u>2,792,339,731</u>	<u>3,143,068,350</u>
	<u>\$2,880,296,978</u>	<u>\$3,227,653,816</u>

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

# STATEMENTS OF ACTIVITY

*For the years ended December 31, 2000 and 1999*

*Charles Stewart Mott Foundation*

	2000	1999
Income:		
Dividends	\$ 22,797,165	\$ 23,239,335
Interest	<u>49,674,070</u>	<u>40,465,768</u>
	<u>72,471,235</u>	<u>63,705,103</u>
Less:		
Investment expenses	4,525,652	3,977,566
Provision for excise tax	<u>610,876</u>	<u>382,404</u>
	5,136,528	4,359,970
Other income (expenses), net	<u>23,692,531</u>	<u>2,343,397</u>
Net investment income	<u>91,027,238</u>	<u>61,688,530</u>
Grants and expenses:		
Grants, net	150,167,316	114,210,813
Foundation-Administered Projects	2,026,320	1,258,508
Administration expenses	<u>16,269,388</u>	<u>12,805,387</u>
	<u>168,463,024</u>	<u>128,274,708</u>
Grants and expenses in excess of income	(77,435,786)	(66,586,178)
Realized gain on sale of assets, net of excise tax of \$2,620,111 in 2000 and \$2,992,596 in 1999	259,390,964	296,267,029
Change in market value of investments, net of change in deferred excise tax (credit) of (\$7,655,000) in 2000 and \$9,600,000 in 1999	(375,533,739)	469,991,976
Change in market value of limited partnerships, net of excise tax (credit) of (\$3,215,000) in 2000 and \$5,200,000 in 1999	<u>(157,150,058)</u>	<u>166,088,535</u>
Change in Net Assets	(350,728,619)	865,761,362
Unrestricted Net Assets:		
Beginning of year	<u>3,143,068,350</u>	<u>2,277,306,988</u>
End of year	<u>\$2,792,339,731</u>	<u>\$3,143,068,350</u>

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

# STATEMENTS OF CASH FLOWS

For the years ended December 31, 2000 and 1999

Charles Stewart Mott Foundation

	2000	1999
Cash flows from operating activities:		
Grants and expenses in excess of income	\$(77,435,786)	\$(66,586,178)
Adjustments to reconcile grants and expenses in excess of income to net cash used by operating activities:		
Earnings on limited partnerships	(24,434,383)	(3,145,983)
Depreciation expense	435,433	471,786
Increase in other assets	(2,018,444)	(3,282,992)
Increase (decrease) in grants payable	13,084,223	(386,786)
Increase in accounts payable and other liabilities	<u>1,157,558</u>	<u>971,858</u>
Total adjustments	<u>(11,775,613)</u>	<u>(5,372,117)</u>
Net cash used in operating activities	<u>(89,211,399)</u>	<u>(71,958,295)</u>
Cash flows from investing activities:		
Proceeds from sales or redemptions of investments:		
Equities	430,052,752	430,429,084
U.S. Government obligations	36,000,000	29,000,000
Corporate bonds	13,850,850	8,512,100
Cash equivalents	1,473,977,874	927,625,331
Limited partnerships	41,182,224	3,808,899
Purchases of investments:		
Equities	(242,710,225)	(215,749,709)
U.S. Government obligations	(80,802,890)	(51,677,420)
Cash equivalents	(1,443,188,656)	(997,602,808)
Corporate bonds	(99,897,768)	(21,162,331)
Limited partnerships	(37,719,878)	(39,686,214)
Acquisition of building improvements	(532,286)	(287,280)
Excise tax	<u>(2,620,111)</u>	<u>(2,992,596)</u>
Net cash provided by investing activities	<u>87,591,886</u>	<u>70,217,056</u>
Net decrease in cash	(1,619,513)	(1,741,239)
Cash, beginning of year	<u>4,559,698</u>	<u>6,300,937</u>
Cash, end of year	<u>\$ 2,940,185</u>	<u>\$ 4,559,698</u>

*continued*

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

**STATEMENTS OF CASH FLOWS (CONTINUED)**

*For the years ended December 31, 2000 and 1999*

*Charles Stewart Mott Foundation*

	2000	1999
Supplemental schedule of investing activities:		
Realized gain (loss) on sale of assets:		
Equities	\$263,017,445	\$300,102,172
U.S. Government obligations	(780,468)	(610,468)
Corporate bonds	(225,902)	(232,079)
	<u>\$262,011,075</u>	<u>\$299,259,625</u>
Supplemental schedule of noncash investing activities:		
Increase (decrease) in market value of securities:		
Equities	\$(400,822,713)	\$511,188,933
U.S. Government obligations	12,703,083	(27,336,501)
Corporate bonds	4,930,891	(4,260,456)
	<u>\$(383,188,739)</u>	<u>\$479,591,976</u>
(Decrease) increase in capital account value of limited partnerships	<u>\$(160,365,058)</u>	<u>\$171,288,535</u>
Transfer of donated building placed in service from Other assets to Land, building and improvements, net	<u>—</u>	<u>\$ 2,806,418</u>

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

**A. Mission & Grant Programs:**

The Charles Stewart Mott 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.

**Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles 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.

**Method of Accounting**

The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, investment real estate income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized on the date the authority is exercised. In addition, the Foundation has a Matching Gift Program, whereby amounts gifted by eligible employees and Trustees are matched by the Foundation at a rate of \$3 for each \$1 gift.

**Investments**

Investments 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.

Investments in limited partnerships are generally recorded at capital account value. The capital account is adjusted for the Foundation’s proportionate share of undistributed earnings/losses as reported on Schedule K-1 received from the partnership at year end and adjusted based on the fair value of the underlying securities held by the partnership. The Foundation believes the capital account fairly reflects the fair value of the partnerships.

**Other Assets**

Included in other assets is land that was purchased by the Foundation and is recorded at cost. The remaining assets included in other assets 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 from the respective accounts, 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. Assets and the related accumulated depreciation of \$40,711 and \$40,522 were retired during 2000 and 1999, respectively.

	2000	1999
Land	\$ 397,852	\$ 397,852
Building and improvements	7,909,132	7,416,192
Less accumulated depreciation	<u>(2,769,811)</u>	<u>(2,373,724)</u>
	<u>\$5,537,173</u>	<u>\$5,440,320</u>

*continued*

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.

**Pension Costs**

The Foundation maintains a defined benefit pension plan covering substantially all of its employees. Pension expense includes amortization of prior service costs over a period of 40 years. The Foundation's policy is to fund pension costs accrued in accordance with generally accepted accounting principles.

**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.

**Reclassifications**

Certain prior period financial statement amounts have been reclassified to conform to the 2000 presentations.

**C. Investments:**

Investments held at December 31, 2000 and 1999, were as follows (in thousands):

	2000		1999	
	Market Value	Cost Basis	Market Value	Cost Basis
Equities	\$1,987,891	\$ 790,847	\$2,313,039	\$ 715,172
U.S. Government obligations	379,002	377,406	322,277	333,384
Corporate bonds	172,974	171,051	82,222	85,230
Cash equivalents	124,975	124,975	155,764	155,764
	<u>\$2,664,842</u>	<u>\$1,464,279</u>	<u>\$2,873,302</u>	<u>\$1,289,550</u>

The market value of the Foundation's investments declined to approximately \$2.335 billion as of March 31, 2001, due to the overall decline in the stock market.

**D. Excise Tax & Distribution Requirements:**

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In accordance with the provisions of the Tax Reform Act of 1969, the Foundation is subject to an excise tax on net investment income, including realized gains as defined in the Act.

The liability for excise tax is composed of the following (in thousands):

	2000	1999
Currently refundable	\$ (100)	\$ (741)
Deferred	<u>25,830</u>	<u>36,700</u>
	<u>\$25,730</u>	<u>\$35,959</u>

The deferred excise tax represents the tax on unrealized marketable security gains. Excise tax payments of \$2,617,203 and \$4,116,025 in 2000 and 1999, respectively, were made.

The Foundation will be required to make qualifying distributions of approximately \$62.8 million during 2001 to meet distribution regulations of the Internal Revenue Code for private foundations.

*continued*

**E. Grants Payable:**

Grants payable at December 31, 2000, are expected to be paid as follows:

Programs	Payable in Year Ending December 31				Total
	2001	2002	2003	2004	
Civil Society	\$13,576,981	\$2,354,572	\$ 188,333	—	\$16,119,886
Environment	6,749,984	3,725,658	674,325	—	11,149,967
Flint Area	3,728,958	992,890	111,800	\$111,800	4,945,448
Pathways Out of Poverty	15,072,432	5,204,517	1,865,612	293,259	22,435,820
Other*	<u>785,154</u>	<u>265,000</u>	<u>40,000</u>	<u>—</u>	<u>1,090,154</u>
Grants payable	39,913,509	12,542,637	2,880,070	405,059	55,741,275
Less: Unamortized Discount	<u>—</u>	<u>1,088,174</u>	<u>478,060</u>	<u>96,544</u>	<u>1,662,778</u>
Grants payable, net	<u>\$39,913,509</u>	<u>\$11,454,463</u>	<u>\$2,402,010</u>	<u>\$308,515</u>	<u>\$54,078,497</u>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation's financial statements totaled \$2,397,143 and \$2,543,843 as of December 31, 2000 and 1999, respectively.

*\*Includes Exploratory and Special Projects.*

Grant activity, including the Matching Gift Program, for the years ended December 31, 2000 and 1999, was as follows:

	2000	1999
Grants payable, January 1	\$ 42,104,568	\$ 42,526,477
Grants approved	<u>153,117,498</u>	<u>115,715,201</u>
	<u>195,222,066</u>	<u>158,241,678</u>
Less grants paid by program		
Civil Society	36,706,112	25,808,782
Environment	14,268,598	13,953,526
Flint Area	33,585,990	23,766,613
Pathways Out of Poverty	52,092,846	49,812,106
Other†	<u>2,827,245</u>	<u>2,796,083</u>
	<u>139,480,791</u>	<u>116,137,110</u>
Grants payable, December 31	<u>\$ 55,741,275</u>	<u>\$ 42,104,568</u>

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

*continued*

**F. Postretirement Benefits:**

The Foundation has a defined benefit pension plan covering substantially all of its employees. The benefits are based on years of service and the employee's highest average compensation for any five consecutive years of employment. At December 31, 2000, pension plan assets were \$8.0 million, while the projected benefit obligation was approximately \$10.2 million of which \$7.1 million was vested. The discounted rate used to determine the projected benefit obligation was 7.25 percent as of December 31, 2000, compared to 7.75 percent as of December 31, 1999. The assumed rate of return on plan assets was 8.5 percent in 2000 and 1999. Pension expense was \$493,369 and \$610,091 in 2000 and 1999, respectively.

The Foundation also has an unfunded Supplemental Executive Retirement Plan (SERP) that provides for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans by the Internal Revenue Service. As of December 31, 2000, the projected benefit obligation was approximately \$2.1 million. The expenses related to the SERP were \$411,224 and \$150,598 in 2000 and 1999, respectively.

In addition, the Foundation maintains a defined contribution retirement plan for all eligible employees, which was approved under Section 401(k) of the Internal Revenue Code. The Foundation contributes an amount based upon eligible compensation as defined in the plan, and participants are allowed to make voluntary contributions to the plan. For the years ended December 31, 2000 and 1999, the Foundation contributed \$221,298 and \$234,635 to the plan, respectively.

The Mott Foundation sponsors a postretirement medical plan for its salaried employees. The Foundation charges to expense the expected cost of the postretirement benefits during the years that the employee renders service. Under this plan, the Foundation incurred expenses of \$168,424 and \$168,498 for 2000 and 1999, respectively. The accumulated postretirement benefit obligation was valued as of December 31, 2000 and 1999, at \$2,708,055 and \$1,180,608, respectively. The Foundation's net cash outlays under the plan were \$89,706 during 2000 and \$64,263 during 1999. The assumed discount rate used in calculating the obligation as of December 31, 2000 and 1999, was 7.25 percent and 7.75 percent, respectively. The accrued benefit cost was \$952,858 and \$874,140 at the end of 2000 and 1999, respectively. Measurements of the postretirement benefit obligation reflect an assumption that future health care costs will increase at an initial annual rate of 9.0 percent, grading down to an ultimate rate of 5.0 percent.

**ADMINISTRATION AND INVESTMENT EXPENSES**

*For the year ended December 31, 2000*

*Charles Stewart Mott Foundation*

	Administration Total	Investment Office
Salaries	\$ 7,023,514	\$2,057,874
Other personnel costs	2,280,873	481,679
Operations	2,596,785	262,125
Professional fees	2,314,408	1,699,756
Travel and business expense	1,615,112	24,218
Publications	438,696	—
	\$16,269,388	\$4,525,652



O T H E R I N F O R M A T I O N

## Foundation Interests

The Mott Foundation makes grants in the United States and, on a limited geographic basis, internationally. About 25 percent of the grants have an international purpose, although many of the grantees are located in the United States.

In all of its grantmaking, the Foundation is particularly interested in:

- fresh approaches to solving community problems in defined program areas;
- approaches that, if proven successful, can generate long-term support from other sources and/or that can be replicated in other communities when appropriate;
- public policy development as well as research and development activities to further existing programs and to explore new fields of interest; and
- approaches and activities that lead to systemic change.

Beyond specific program goals and objectives, the Mott Foundation also may consider activities of a non-grant nature that help to achieve program objectives. Thus, funds may be made available for direct technical, fundraising or consulting assistance, or for assisting with the dissemination of findings. In addition, the Foundation makes program-related investments when they further program goals and objectives.

## Limitations

While the Mott Foundation endeavors to maintain a high degree of flexibility in its programming, it observes the following limitations:

- No grants or loans are made to individuals.
- Outside the Flint area, support for capital development and endowment is made only when it is considered necessary to carry out or advance other Foundation objectives.
- Support for research is provided only when it is instrumental for planning, implementing or evaluating grantmaking activities in a particular program area or for strengthening relevant public policy.
- No support is extended for religious activities or programs that serve, or appear to serve, specific religious groups or denominations. However, if a proposal submitted by a faith-based or similar organization falls clearly within program guidelines and is intended to serve as broad a segment of the

population as the program of a comparable non-religious organization, the Foundation will consider the proposal on the same basis as proposals from other agencies.

- Outside the Flint area, grants are not made for local projects unless the projects are part of a national demonstration or Foundation-planned network of grants and have clear and significant implications for replication in other communities.

## Submitting Proposals

Although proposals may be submitted at any time, the Mott Foundation strongly encourages applicants to submit their proposals during the first quarter of the year for which funding is requested. Applicants should be aware that grant expenditures for any given year are committed by September 1 of that year. Both multi- and single-year proposals are acceptable, as are those for shorter periods.

Applicants should understand that funds are spent according to the Foundation's areas of interest and the level of maturity of a given program area. Therefore, available grant funds vary among programs and program areas within the Foundation.

The Foundation observes strict conflict of interest rules for both staff and Trustees. Therefore, all applications must follow the Foundation's standard processing procedures.

Proposals are reviewed by program staff for initial recommendation of denial or approval. The Proposal Review Committee, composed of senior management, makes the final recommendation. The proposal may then be approved by the President or the Vice President-Programs under delegated authority or referred to the Board of Trustees, which meets quarterly, for further action.

The entire review process takes up to four months from the time the proposal is received.

**Therefore, proposals should be submitted at least four months prior to the start of the proposed grant period.**

## Grant Oversight

Program staff monitors all grants and grant reports and makes site visits as appropriate. Upon completion of projects, program staff prepares a final assessment as part of the Foundation's close-out procedure.

## Application Procedures

The Foundation has no formal application form. Letters of inquiry, including a brief description of the project and the range of needed funding, are acceptable for initial contact.

Videotapes are discouraged. They should be attempted as a method of application **only** if the Foundation requests them. Tapes will not be returned.

Formal proposals should contain the following:

1. A cover letter detailing the amount of money requested and the grant period, signed by the person ultimately responsible for signing grant contracts on behalf of the grant applicant.
2. The project description, including an explanation of why the project is needed, who will be served and what will be accomplished during a specific period of time.
3. Information on the feasibility and sustainability of the proposed grant activity.
4. Information on lasting benefits to the organization, program participants, the community or other organizations working in the field.
5. An appropriate plan for evaluation, reporting and dissemination.
6. A documented line-item expense budget, as well as a revenue budget, showing all projected sources of funds for the proposed grant period.
7. Information about the organization seeking funds, including its staff, board of directors, legal classification, and history and accomplishments. For U.S. organizations, this should include proof of tax-exempt 501(c)(3) status by the IRS.

Because the Mott Foundation believes in the importance of accountability for the nonprofit community, an applicant will be required to submit copies of its annual report and its audited financial statements (if available) before any grant is made. If these are not available, a domestic organization will be asked to submit a copy of its latest IRS Form 990 return.

Proposals or letters of inquiry should be clearly marked GRANT PROPOSAL and addressed:

Office of Proposal Entry  
 C.S. Mott Foundation  
 Mott Foundation Building  
 503 S. Saginaw St., Ste. 1200  
 Flint, MI 48502-1851  
 U.S.A.

## Additional Requirement for Foreign Organizations

Foreign applicants are urged to submit either a letter of inquiry or a brief proposal and not prepare a lengthy, detailed proposal exclusively for the Mott Foundation unless advised to do so by Foundation staff. All letters and proposals must be in English and must be submitted by a bona fide charitable, educational or governmental organization. Two copies of the letter and/or proposal are required for projects in Central/Eastern Europe and Russia, and South Africa.

U.S. government regulations require the Foundation to collect from all applicants, except governmental units or organizations, an affidavit and public support schedule to determine equivalence as a tax-exempt institution under U.S. law before a grant can be made. The Foundation's program staff will provide the forms as well as assistance in completing them. All submitted materials, such as articles and bylaws, must be in English.

Proposals or letters of inquiry relating to Central/Eastern Europe and Russia should be sent either to the Flint office at the address above or to the regional office in Prague, Czech Republic:

Charles Stewart Mott Foundation  
 Žitná 8  
 120 00 Prague 2  
 CZECH REPUBLIC

Proposals or letters of inquiry relating to South Africa should be sent to either the Flint office at the address above or to the regional office in Johannesburg:

Charles Stewart Mott Foundation  
 P.O. Box 32088  
 Braamfontein 2017  
 SOUTH AFRICA

Specific guidelines and grant summary booklets containing information about each Mott Foundation program are available without charge. Requests can be made by writing to the Foundation, sending an e-mail message to **infocenter@mott.org** or calling the Foundation's Publication Request Line. In the United States and Canada, the number is (800) 645-1766; elsewhere it is (414) 273-6943. This information is also available on the Web at **www.mott.org**.

## B O A R D A N D C O M M I T T E E S

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Webb F. Martin  
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Claire M. White

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

‡Ms. Fanning passed away in 2000.

\* Trustee Emeritus

Board list as of May 21, 2001

## O F F I C E R S A N D S T A F F

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*President and  
Chief Executive Officer*  
S. Jean Simi  
*Executive Assistant and  
Corporate Assistant Secretary*  
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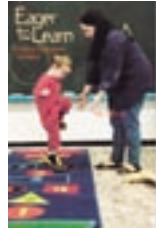
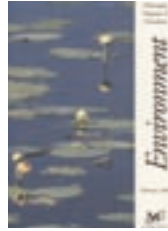
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## MOTT FOUNDATION

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**Charles Stewart Mott Foundation 2000 Annual Report.**

**Facts on Grants 2000.** A companion to the Annual Report containing summaries of each of the 606 grants made last year. Separate booklets also are printed for the Civil Society, Environment, Flint Area and Pathways Out of Poverty programs.

**Philosophy, Programs & Procedures.** A general guide to the Foundation's philosophy and grantmaking. Separate booklets also are printed for the Civil Society, Environment, Flint Area and Pathways Out of Poverty programs.

**InFocus.** A periodic magazine of the Foundation focusing on specific program topics of interest.

**@mott.now.** A periodic newsletter of the Foundation focusing on general interest items.

## GENERAL

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**Cultivating Good Grantmaking: Taking the Long View.** A reprint of Mott Foundation Chairman William S. White's Annual Message from the 1997 Annual Report, stressing the importance of long-term grantmaking.

**In Memoriam.** A booklet about the life of Charles Stewart Mott.

## PROGRAM MATERIALS

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### CIVIL SOCIETY

**Community Education: A Center for the Community.** A 1999 "primer" designed to help citizens in Central/Eastern Europe understand the benefits of community education.

**Community Foundations: Building a New South Africa Through Community Philanthropy and Community Development.** A "primer," updated in 2000, designed to help citizens of South Africa understand the benefits of increasing philanthropy in the community.

**Community Philanthropy in Central/Eastern Europe.** A 1999 "primer" designed to help citizens of Central/Eastern Europe understand the benefits of community philanthropy.

**Reaching for Peace: Lessons Learned from Mott Foundation's Conflict Resolution Grantmaking.** A 1999 evaluation, by CDR Associates and the Berghof Center for Constructive Conflict Management, of the lessons learned from projects supported from 1989 through 1998.

**A Sector of the People ... by the People ... for the People.** A reprint of Mott Foundation Chairman William S. White's Annual Message from the 1996 Annual Report, stressing the importance of the nonprofit sector in the United States and abroad.

**Sowing Seeds of Local Philanthropy: Two Decades in the Field of Community Foundations.** A 2001 report that outlines the Mott Foundation's role in the promotion and growth of community foundations in the United States and internationally.

### ENVIRONMENT

**Great Lakes, Great Stakes: The Environmental Movement in Reflection.** A 1996 report of the Great Lakes Environmental Community Project, looking at the state of environmental movement in the region.

**People of Color Environmental Groups: 2000 Directory.** The third edition of the Environmental Justice Resource Center's directory of grassroots environmental, civil rights and legal groups working on environmental and economic justice issues in the United States, Canada and Mexico.

**FLINT AREA**

**The Future of Our Libraries: An In-Depth Look at the Flint and Genesee District Libraries.** A 2000 report, prepared by Library Development Solutions, that recommends three phases of action to create effective, collaborative library service throughout the county.

**PATHWAYS OUT OF POVERTY**

**Jobs and the Urban Poor: Privately Initiated Sectoral Strategies.** A 1996 report that assesses the potential of emerging economic interventions — or sectoral strategies — as a tool for alleviating urban poverty.

**Learning Together: The Developing Field of School-Community Initiatives.** An in-depth look at key characteristics of school-community initiatives, focusing on 20 such programs nationally in 1998.

**Making Afterschool Count!** A periodic newsletter looking at school/community partnerships and related topics that are part of the 21st Century Community Learning Centers initiative.

**Piece by Piece: Government, Banking and Community Collaboration Is the Key to Community Reinvestment.** The text of a 1995 speech by Mott Foundation Chairman William S. White at a meeting of the Federal Reserve Bank in Dallas and reflecting on the Foundation's current thinking about partnerships.

**The State Fiscal Analysis Initiative.** A 1999 report about a network of 22 state-based research and public education organizations that seeks to broaden public participation in decisionmaking about public policies and to provide reliable budget and tax analysis.

**Widening the Window of Opportunity: Strategies for the Evolution of Microenterprise Loan Funds.** A 1992 report intended to provide practical tools and a framework for self-assessment for micro-enterprise loan fund practitioners.

**Welfare to Wages: Strategies to Assist the Private Sector to Employ Welfare Recipients.** Volume 1: A 1998 exploration of how private-sector employers are responding to and participating in welfare-to-wages efforts.

Volume 2: Companion Case Studies, Data Groups & Data Analysis. A 1998 documentation of welfare-to-wages efforts.

**ANNUAL REPORT REPRINTS**

The Foundation also reprints the special sections of selected Annual Reports. Currently available are:

**America's Tattered Tapestry: Can We Reclaim Our Civility Through Connectedness?** (1995)

**Joining Forces: Communities and Schools Working Together for a Change.** (1993)

Copies of all publications are available without charge by writing the Foundation, sending an e-mail message to [infocenter@mott.org](mailto:infocenter@mott.org) or calling the Foundation's Publication Request Line. In the United States and Canada, the number is (800) 645-1766; elsewhere it is (414) 273-9643.

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