

2006 ANNUAL REPORT

CHARLES STEWART MOTT FOUNDATION



## OUR FOUNDER: CHARLES STEWART MOTT

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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."*

**C**harles Stewart Mott (1875-1973), 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, 1913 and 1918) during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000.

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

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

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

## OUR VALUES

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

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

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

Fundamental to all Mott grantmaking are certain values:

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

## OUR CODE OF ETHICS

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*Respect for the communities we work with and serve;*

*Integrity in our actions; Responsibility for our decisions and their consequences.*

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

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## In search of a sound bite

I have been at many social functions where someone asks, “What is the Mott Foundation and what does it do?” Occasionally, I am able to tailor my response because I know what the person is interested in. Most of the time, however, I wish I had a headline or a seven-second sound bite that I could give to them.

Frankly, there is no easy way to describe the Mott Foundation.

At times, we describe the foundation by size — grant budget, assets or number of employees. More frequently, we talk about our grantmaking, which covers four programs including building civil society in Central/Eastern Europe, Russia and South Africa; reducing poverty in the U.S.; protecting the environment; and working in our hometown of Flint, Michigan.

But these brief descriptions do not do justice to the range or complexity of our work.

While annual reports offer the opportunity to explain ourselves, I am finding this vehicle to be less than satisfactory. Fortunately, like many other foundations, we have a well-developed Web site, so I encourage you to go to [Mott.org](http://Mott.org) and search out those areas that are of interest for more in-depth and nuanced information.

One of the problems with an annual report like this one is that it can provide only a brief snapshot of an organization or an issue at a single point in time. But building community, developing capacities and organizations, and nurturing civil society are not one-year, one-time events. Rather, this work can take a long time. Two examples come to mind.

The first is our support to a growing number of afterschool networks, which bring together key decisionmakers within a state to develop comprehensive statewide policies

and practices related to afterschool programs for children and youth. The idea for statewide afterschool networks came about in 2001 as it became apparent that responsibility for administering the 21st Century Community Learning Centers program would devolve from the federal government to the states. Today, there are 32 of these effective networks, as we have added about six new grantees each year. This cumulative progress is revealed only if one looks at a body of grantmaking spread over multiple years.

The second example is our work with the seven institutions that are located on the campus of the Flint Cultural Center. In 2006, we provided \$2.975 million in grants to them. But our funding for these organizations — for capital improvements, program development and operations — has been ongoing for decades. The high quality of their educational and cultural offerings did not come about in a 12-month period.

And, just when you think everything has been accomplished related to a specific topic or organization, you realize it is yet again time for change. Just drive down a street in any major American city and you realize that what was working quite well several years ago may need to be refreshed and revitalized. So it is with our work.

During 2006, we made 545 grants totaling \$107.3 million. Our grants went to nonprofit organizations scattered across the globe, and they reflect the variety of our funding interests.

For example, the majority of our international grantmaking occurs under our Civil Society program in Central/Eastern Europe, Russia and South Africa. Three broad themes unite grantmaking in these diverse

areas: strengthening the nonprofit sector and philanthropy, promoting people's rights and responsibilities, and addressing racial diversity and inclusion.

At the same time, we tailor our grantmaking objectives and strategies to the specific circumstances of each geographic region.

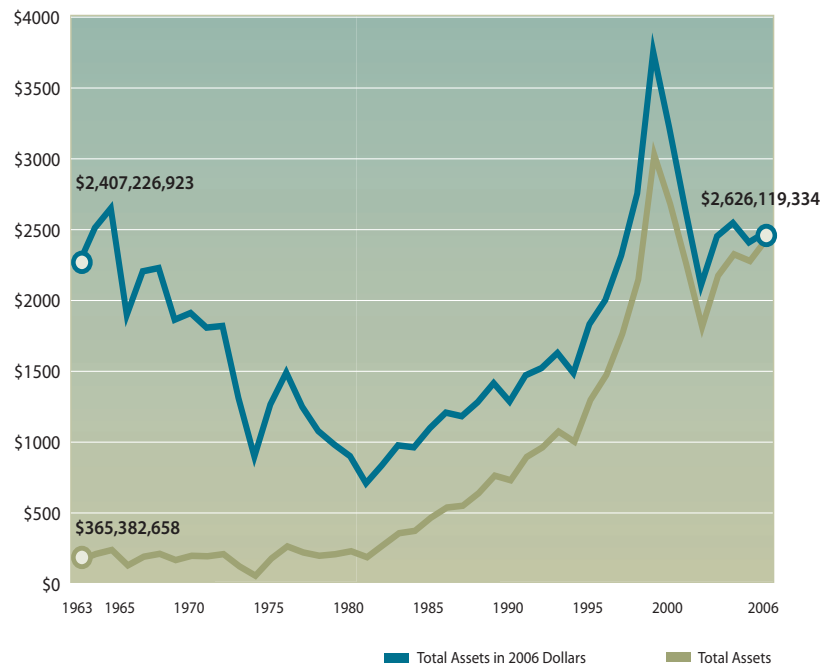
For example, in 2006 we made a series of grants to organizations to strengthen community philanthropy in Bulgaria, the Czech Republic, Romania, Russia and Ukraine. We also acted on opportunities to collaborate with other funders in efforts such as the Trust for Civil Society in Central and Eastern Europe. In South Africa, we continued to fund projects to train nonprofit leaders, promote citizen participation and encourage healing of past differences in a post-apartheid society.

In our Pathways Out of Poverty program, one of our focuses was on improving the quality of afterschool programs, with much of this work being done through state-level networks mentioned earlier. In addition, we supported organizations exploring innovative workforce training options that will help low-income people reach economic self-sufficiency and stability.

Earlier this year, our Board of Trustees approved a new Environment plan that will guide our grantmaking through 2012. Changes to the former plan are best described as evolutionary. We are continuing our previous work in freshwater conservation in the Great Lakes and southeastern U.S., as well as in sustainable development with a focus on international finance.

Two years have passed since hurricanes Katrina and Rita battered the Gulf Coast. For many, memories of the devastation are fading, but we continue to support targeted efforts focused on recovery and restoration. Since 2005, we have provided approximately \$13 million in support to nonprofits working

**Total Assets at Market Value & 2006 Dollars** (in millions)



in the five-state Gulf region. Of that amount, approximately \$5.4 million has been in direct response to the two hurricanes.

Several environmental grantees continue the immense task of providing leadership to restore the Gulf of Mexico's damaged coastal wetlands. Another grantee with expertise in the field of micro-enterprise is helping entrepreneurs whose homes and other assets were destroyed get new businesses up and running.

And finally, Dillard University and Xavier University of Louisiana — two highly regarded historically black institutions — are using large Mott grants for scholarship assistance and for reconstruction of campus facilities.

We wrote about all these post-Katrina efforts in the April 2007 edition of *Mott Mosaic*, the Foundation's periodic magazine, which can be found online at [Mott.org](http://Mott.org).

These are just a sampling of our funding interests abroad and in the U.S. But, as already noted, during 2006 we continued our strong ties to Michigan and our even more enduring commitment to Flint.

Of the funds granted during the year, slightly more than one-third went to organizations in Michigan or to those whose

work primarily benefited Michigan. While the details of all our grantmaking begin on page 5, I would like to spotlight a handful of projects in our home community.

We provided a \$2.5-million grant to Bishop International Airport Authority in Flint to further develop the airport's intermodal cargo hub facilities. This \$33.7-million project is part of the region's economic development strategy to diversify the local economy and create jobs. The Foundation could provide up to \$10 million in funding for the hub, depending on how the development proceeds.

Another project even closer to the Foundation, both physically and philosophically, is the redevelopment of a portion of Flint's downtown known as the Mott Block. Our headquarters building anchors one corner, and in the 1990s, we began acquiring the adjacent five properties fronting South Saginaw Street.

In September 2006, we transferred ownership of these structures and made a \$3.5-million grant for their redevelopment to the Foundation for the Uptown Reinvestment Corporation (FURC), a nonprofit organization that is playing a major role in the efforts to redevelop Flint's central business district.

We also provided grants to the Community Foundation of Greater Flint and the Crim Festival of Races to help both relocate their offices to renovated space nearby.

Our grant support is only a portion of the more than \$22 million in private capital that has been, or is being, invested in downtown. Our funding has served as a catalyst for new development or as a final piece in the financial package that moved a rehabilitation or reconstruction project to reality.

On the investment side of our operation, we experienced growth in our assets, to \$2.63

billion on December 31, 2006, compared with \$2.48 billion a year ago. On page 3, a chart, "Total Assets at Market Value & Total Assets in 2006 Dollars," tracks our asset performance since 1963.

Earlier this year, one of our long-time employees, Judith (Judy) M. Wright, retired. Judy worked as an administrative secretary in several departments during her 34 years with the Foundation. We wish her well in this new phase of her life.



#### IN MEMORIAM

Finally, I want to note that we at the Foundation were saddened by the untimely passing of Ray Murphy in March 2007 following a long illness. Ray had served for several years as director of our Civil Society program

and most recently as senior adviser for the program.

He joined the Foundation on August 2000, with an extensive international background in the nonprofit field. From his base in Cork, Ireland, Ray managed our Civil Society staff in Mott's home office in Flint as well as our international offices.

We remember him as an extraordinary person and colleague. His expertise and passion about philanthropy and the nonprofit sector — especially his international perspective — were invaluable in the development of our grantmaking in this arena. We also will remember Ray for his sense of humor, his fervor for sailing and rugby, and his exuberant love of life.

A handwritten signature in black ink, appearing to read "William S. White".

**William S. White**

President

The image features a large, stylized graphic of the word "WORLD" in a teal and olive green color palette. The letters are outlined in a lighter teal color and filled with a darker teal or olive green. The background is a light teal gradient. The text "PROGRAMS & GRANTS" is centered horizontally across the middle of the image, overlaid on the graphic.

PROGRAMS & GRANTS

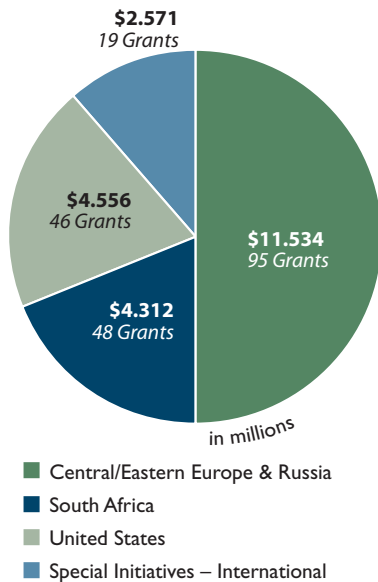


# CIVIL SOCIETY

**Mission:** To support efforts to assist in democratic institution building, strengthen communities, promote equitable access to resources, and ensure respect of rights and diversity.

Goal	Objective
<p><b>Central/Eastern Europe and Russia.</b> To foster societies in Central/Eastern Europe (CEE) and Russia in which people and communities respect each other's rights and engage effectively in decisionmaking to influence policies and processes that shape their lives at the local, national and/or international levels.</p>	<p><b>European Union (EU) New Member States and Accession Countries.</b> Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities.</p> <p><b>Western Balkans.</b> Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities; and promote processes and initiatives to build stable and strong inter-communal relations and reduce the likelihood of violent ethnic conflict.</p>
	<p><b>Western Former Soviet Union.</b> Promote processes that strengthen public participation in the development of communities and societies, and ensure an adequate and responsive flow of resources to support these activities; and strengthen institutions and mechanisms that ensure people's rights are respected, and that laws and policies to protect these rights are promulgated and implemented.</p> <p><b>CEE/Russia Regional.</b> Assist nonprofits from both accession and non-accession countries in maximizing the positive and mitigating the negative impacts of EU enlargement; and build the capacity of CEE/Russia nonprofits through international peer-to-peer learning and information exchange around issues relevant to the overall CEE/Russia program goal.</p>
<p><b>South Africa.</b> To support a vibrant, diverse and inclusive civil society in which nonprofit organizations work to deepen democracy, increase participation in decisionmaking, advance socioeconomic and racial equality, and promote justice and reconciliation.</p>	<p><b>Nonprofit Sector and Philanthropy.</b> Build a more effective and well-managed nonprofit sector that is engaged with issues of poverty and inequality and that is adequately resourced through public and private funding.</p> <p><b>Rights, Responsibilities and Participation.</b> Strengthen people's engagement with local community structures and increase public participation in decisionmaking processes to ensure that people's rights are upheld, advanced and fulfilled.</p> <p><b>Race and Ethnic Relations.</b> Enhance the ability of nonprofit organizations and local communities to better address racism and discrimination, and to promote justice and reconciliation.</p>
<p><b>United States.</b> To support a strong, independent and inclusive nonprofit and philanthropic sector where organizations excel in governance, management and public accountability; partner with the public and private sectors; work to improve race relations and racial equity; and build community assets to address community needs.</p>	<p><b>Nonprofit Sector and Philanthropy.</b> Strengthen the nonprofit sector and philanthropy by enhancing nonprofit and philanthropic accountability, membership associations, community foundations and diversity in philanthropy.</p>
<p><b>Special Initiatives – International.</b> To respond to unique opportunities related to the development of civil society internationally.</p>	<p><b>Nonprofit Sector and Philanthropy.</b> Promote a vibrant and independent nonprofit and philanthropic sector in select countries and internationally.</p> <p><b>Special Opportunities.</b> To pursue unique and compelling opportunities that fall outside the scope of other areas under this program.</p>

**Grant Activity \$22,972,531** 208 Grants



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>Central/Eastern Europe &amp; Russia</b>		
European Union-New Member States & Accession Countries	\$ 3.113	22
Western Balkans	\$ 2.221	37
Western Former Soviet Union	\$ 3.228	25
CEE/Russia Regional	\$ 2.972	11
<b>South Africa</b>		
Nonprofit Sector and Philanthropy	\$ 1.590	17
Rights, Responsibilities and Participation	\$ 1.635	17
Race and Ethnic Relations	\$ .987	12
Special Opportunities	\$ .100	2
<b>United States</b>		
Nonprofit Sector and Philanthropy	\$ 3.687	37
Race and Ethnic Relations	\$ .869	9
<b>Special Initiatives - International</b>		
Nonprofit Sector and Philanthropy	\$ 2.371	18
Special Opportunities	\$ .200	1
<b>TOTALS</b>	<b>\$ 22.973</b>	<b>208</b>

In 2006, the Civil Society program made 208 grants, totaling \$22.9 million, to grantees working in Central/Eastern Europe and Russia, South Africa, the U.S., and other international locations. These grants fell into three broad categories: strengthening the nonprofit sector; promoting rights, responsibilities and participation; and improving race and ethnic relations. Some highlights:



- ▶ A four-year, \$1-million grant to the Stefan Batory Foundation in Poland to support an endowment.
- ▶ A two-year, \$100,000 grant to the NGO School to increase individual philanthropy in Russia.
- ▶ A 19-month, \$100,000 grant to the Colonnades Theatre Lab to support the production of a play that tells the story of South Africa’s Truth and Reconciliation Commission.
- ▶ A two-year, \$100,000 grant to the Forum of Regional Associations of Grantmakers to support a national membership association of regional grantmakers in the U.S.
- ▶ A 19-month, \$230,000 grant to the Leadership Conference Education Fund to strengthen U.S. antiracism organizations by connecting them with funders.
- ▶ A three-year, \$300,000 grant to the European Foundation Centre to strengthen community foundations throughout the world.

## Central/Eastern Europe and Russia

### European Union-New Member States & Accession Countries

#### Association for Community Relations

\$100,000 – 24 mos.  
Cluj-Napoca, Romania  
General purposes

#### Association of Community Foundations in Bulgaria

\$60,000 – 24 mos.  
Stara Zagora, Bulgaria  
General purposes

#### Bulgarian Charities Aid Foundation

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

#### Bulgarian Environmental Partnership Foundation

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

#### Center for Community Organizing - Slovakia

\$70,000 – 24 mos.  
Banska Bystrica, Slovakia  
General purposes

#### Center for Rural Assistance

\$80,000 – 24 mos.  
Timisoara, Romania  
RuralNet development

#### Chitalishte Development Foundation

\$80,000 – 24 mos.  
Sofia, Bulgaria  
General purposes

#### Creating Effective Grassroots Alternatives

\$130,000 – 24 mos.  
Sofia, Bulgaria  
General purposes

#### Czech Donors Forum

\$90,000 – 36 mos.  
Prague, Czech Republic  
General purposes

#### Environmental Law Service

\$100,000 – 24 mos.  
Brno, Czech Republic  
General purposes

#### Information Centre

\$80,000 – 24 mos.  
Samorin, Slovakia  
General purposes

#### Inter Ethnic Initiative for Human Rights Foundation

\$150,000 – 36 mos.  
Sofia, Bulgaria  
Institutional development

#### Nova Skola

\$82,729 – 36 mos.  
Prague, Czech Republic  
Community school development

#### PACT - Partnership for Community Action and Transformation Foundation

\$50,000 – 15 mos.  
Bucharest, Romania  
Developing community-based organizations in Romania

#### Princess Margarita of Romania Foundation - Romania

\$130,000 – 24 mos.  
Bucharest, Romania  
General purposes

#### Pro Vobis Volunteer Center

\$80,000 – 24 mos.  
Cluj-Napoca, Romania  
General purposes

#### Romanian Association for Community Development

-\$50,000  
Focsani, Romania  
Adjustment to previous grant

#### Romanian Donors' Forum

\$50,000 – 24 mos.  
Bucharest, Romania  
General purposes

#### Slovak Rural Parliament

\$60,000 – 36 mos.  
Banska Bystrica, Slovakia  
General purposes

#### Socia - Social Reform Foundation

\$120,000 – 24 mos.  
Bratislava, Slovakia  
General purposes

#### Stefan Batory Foundation

\$1,000,000  
Warsaw, Poland  
Endowment fund

#### Trust for Civil Society in Central and Eastern Europe

\$240,000  
Washington, DC  
Bulgarian community foundations development fund

#### Workshop for Civic Initiatives Foundation

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

#### Subtotal:

**\$3,112,729**  
European Union-New Member States & Accession Countries

### Western Balkans

#### Association for Civil Society Development - SMART

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

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

\$50,000 – 24 mos.  
Gracanica, Bosnia and Herzegovina  
Centre for Development and Promotion of Voluntary Work

#### Association "Mi"

\$60,000 – 24 mos.  
Split, Croatia  
Civil Society Resource Centre Program

#### Balkan Investigative Reporting Network

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

#### Center for Civic Cooperation

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

#### Center for Civil Initiatives

\$90,000 – 24 mos.  
Zagreb, Croatia  
General purposes

#### Center for Development of Non-Governmental Organizations

\$40,000 – 24 mos.  
Podgorica, Montenegro  
General purposes

#### Centre for Promotion of Civil Society

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

#### Civic Initiatives

\$120,000 – 24 mos.  
Belgrade, Serbia  
General purposes

#### Colonnades Theatre Lab (South Africa)

\$30,000 – 12 mos.  
Johannesburg, Gauteng, South Africa  
"Truth in Translation" project - Balkans tour

#### Documenta

\$8,500 – 24 mos.  
Zagreb, Croatia  
General purposes

#### East West Centre Sarajevo

\$25,000 – 24 mos.  
Sarajevo, Bosnia and Herzegovina  
Production of "Faustus"

#### Forum of Tuzla Citizens

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

#### Foundation for Democratic Initiatives

\$50,000 – 24 mos.  
Gjakova, Kosovo  
Community-based civil society support project

#### Freedom House

\$150,000 – 18 mos.  
Washington, DC  
Responsibility for the future

#### German Marshall Fund of the United States

\$36,000 – 32 mos.  
Washington, DC  
International Commission on the Balkans

#### Group 484

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

#### Helsinki Committee for Human Rights in Republika Srpska

\$60,000 – 24 mos.  
Bijeljina, Bosnia and Herzegovina  
Court support network

#### Helsinki Committee for Human Rights in Serbia

\$60,000 – 24 mos.  
Belgrade, Serbia  
Engaging young people in facing the past

**Humanitarian Law Center**

\$13,500 – 24 mos.  
Belgrade, Serbia  
Transitional justice program

**Incredibly Good Institution -  
FADE IN**

\$60,000 – 24 mos.  
Zagreb, Croatia  
Promoting civil society in the Croatian  
media

**International Center for  
Transitional Justice**

\$200,000 – 24 mos.  
New York, NY  
Justice and reconciliation in the Balkans

**International Crisis Group**

\$150,000 – 24 mos.  
Washington, DC  
Crisis assessment program in the Balkans

**International Research  
& Exchanges Board**

\$50,000 – 13 mos.  
Washington, DC  
War crimes trials coverage project

**Interreligious Council in  
Bosnia and Herzegovina**

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

**Mozaik Community  
Development Foundation**

\$5,000 – 24 mos.  
Sarajevo, Bosnia and Herzegovina  
General purposes

**National Foundation  
for Civil Society Development**

\$75,000 – 18 mos.  
Zagreb, Croatia  
Strengthening capacities for regional civil  
society development in Croatia

**Network for the Affirmation  
of NGO Sector - MANS**

\$40,000 – 24 mos.  
Podgorica, Montenegro  
General purposes

**Organization for Civil Initiatives**

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

**Religious Society of Friends  
in Britain (Quakers)**

\$75,000 – 24 mos.  
London, England  
Dealing with the past in Bosnia, Croatia,  
Montenegro and Serbia

**Research and Documentation  
Center Sarajevo**

\$33,500 – 24 mos.  
Sarajevo, Bosnia and Herzegovina  
General purposes

**Timok Club**

\$50,000 – 24 mos.  
Knjazevac, Serbia  
Timok Regional Development Center

**United Nations  
Development Programme**

\$75,000 – 24 mos.  
New York, NY  
NGO capacity building and networking in  
Montenegro

**Vojvodanka - Regional**

**Women's Initiative**  
\$50,000 – 24 mos.  
Novi Sad, Serbia  
General purposes

**Youth Communication Center -**

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

**Youth Initiative for Human Rights**

\$25,000 – 24 mos.  
Belgrade, Serbia  
General purposes

**Subtotal:  
\$2,221,500**

Western Balkans

**Western Former Soviet Union****BORIS Association - Support Office  
for the Movement of Social Initiatives**

\$138,000 – 24 mos.  
Warsaw, Poland  
Polish-Russian cooperation for active  
communities development

**Capital Community Foundation**

\$100,000 – 13 mos.  
London, England  
Internships for Eastern European  
community foundation managers

**Carnegie Endowment  
for International Peace**

\$240,000 – 24 mos.  
Washington, DC  
Carnegie Moscow Center

**Center for Philanthropy**

\$100,000 – 24 mos.  
Kyiv, Ukraine  
Developing private giving in Ukraine

**Center for Strategic &  
International Studies**

\$50,000 – 36 mos.  
Washington, DC  
Next generation human rights activists  
in Russia

**Center for the Development of  
Democracy and Human Rights**

\$100,000 – 24 mos.  
Moscow, Russia  
General purposes

**Charities Aid Foundation**

\$380,000 – 24 mos.  
Kent, England  
Community foundation development in  
Russia

**Dobrota Foundation**

\$100,000 – 36 mos.  
Donetsk, Ukraine  
Local Philanthropy Social Franchise  
program

**Ednannia**

\$200,000 – 24 mos.  
Kyiv, Ukraine  
General purposes

**Environment - People - Law**

\$90,000 – 36 mos.  
Lviv, Ukraine  
General purposes

**Environmental Rights Center**

**"Bellona"**  
\$100,000 – 24 mos.  
St. Petersburg, Russia  
General purposes

**Epstein & Fass Associates**

\$165,000 – 25 mos.  
New York, NY  
Community indicators and governance  
improvement

**Foundation-Administered Project**

\$9,641 – 9 mos.  
Russian community foundation  
assessment

**GURT Resource Center for NGO  
Development**

\$10,000 – 36 mos.  
Kyiv, Ukraine  
General purposes

**International Center for  
Not-for-Profit Law**

\$100,000 – 24 mos.  
Washington, DC  
Building an enabling legal environment  
for Ukraine's nonprofit sector

**ISAR**

\$150,000 – 24 mos.  
Washington, DC  
Development of Belarusian NGO capacity  
in the field of environmental protection

**Kherson Regional Charity  
and Health Foundation**

\$100,000 – 36 mos.  
Kherson, Ukraine  
General purposes

**Krasnoyarsk Center  
for Community Partnerships**

\$150,000 – 24 mos.  
Krasnoyarsk, Russia  
General purposes

**Memorial Human Rights Center**

\$200,000 – 24 mos.  
Moscow, Russia  
Migration Rights Network

**Moscow School of Political Studies**

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

**National Association of Regional  
Development Agencies**

\$130,000 – 35 mos.  
Kyiv, Ukraine  
General purposes

**NGO School**

\$100,000 – 24 mos.  
Moscow, Russia  
Increasing private donations to the  
Russian nonprofit sector

**Pontis Foundation**

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

**Regional Development  
Agency "Donbass"**

\$100,000 – 36 mos.  
Donetsk, Ukraine  
Citizen engagement in the Lugansk and  
Donetsk regions

**Siberian Civic Initiatives Support Center**  
\$150,000 – 24 mos.  
*Novosibirsk, Russia*  
Communities of, by and for the people

**United Nations Development Programme**  
-\$35,000  
*New York, NY*  
Adjustment to previous grant

-\$25,000  
*New York, NY*  
Adjustment to previous grant

**Woodrow Wilson International Center for Scholars**  
\$25,000 – 4 mos.  
*Washington, DC*  
Forum on national security and civil liberties in Russia

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**Subtotal:**  
**\$3,227,641**  
Western Former Soviet Union

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### **CEE/Russia Regional**

**Carpathian Foundation International**  
\$1,380,000 – 24 mos.  
*Eger, Hungary*  
General purposes

**Centre for Liberal Strategies Foundation**  
\$15,000 – 4 mos.  
*Sofia, Bulgaria*

The Challenge of the New Populism international conference

**Columbia University in the City of New York**  
\$90,000 – 24 mos.  
*New York, NY*  
Peer-to-peer information and training exchanges

**Czech Donors Forum**  
\$100,000 – 24 mos.  
*Prague, Czech Republic*  
CEENERGI - Central and Eastern European Network for Responsible Giving

**EastWest Institute**  
\$120,000 – 26 mos.  
*New York, NY*  
Transfrontier cooperation program

-\$200,000  
*New York, NY*  
Adjustment to previous grant

**Foundation-Administered Project**  
\$27,401 – 12 mos.  
Community education development assistance project

**German Marshall Fund of the United States**  
\$1,000,000 – 120 mos.  
*Washington, DC*  
Balkan Trust for Democracy

**Global Network Foundation**  
\$200,000 – 10 mos.  
*Atlanta, GA*  
Central Eurasia Leadership Academy

**Rural Workshop Foundation**  
\$40,000 – 12 mos.  
*Budapest, Hungary*  
General purposes

**Swedish Federation of Rural Economy and Agricultural Societies**  
\$200,000 – 24 mos.  
*Stockholm, Sweden*  
Pre-accession partnerships for rural Europe

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**Subtotal:**  
**\$2,972,401**  
CEE/Russia Regional

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**Program Area Total:**  
**\$11,534,271**  
Central/Eastern Europe and Russia

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### **South Africa**

#### **Nonprofit Sector and Philanthropy**

**Ashoka Innovators for the Public**  
\$80,000 – 24 mos.  
*Rosebank, South Africa*  
Citizen base initiative

**Common Purpose South Africa**  
\$100,000 – 24 mos.  
*Johannesburg, South Africa*  
Training for leaders of nonprofit organizations

**Community Based Development Programme**  
\$80,000 – 24 mos.  
*Johannesburg, South Africa*  
General purposes

**Community Connections**  
\$80,000 – 24 mos.  
*Philippi, South Africa*  
General purposes

**Eastern Cape NGO Coalition**  
\$150,000 – 24 mos.  
*East London, South Africa*  
General purposes

**Gordon Institute of Business Science**  
\$50,000 – 24 mos.  
*Johannesburg, South Africa*  
Policy, leadership and gender studies

**Human Sciences Research Council**  
\$80,000 – 24 mos.  
*Pretoria, South Africa*  
"State of the Nation" project

**Ikhala Trust**  
\$100,000 – 24 mos.  
*Port Elizabeth, South Africa*  
General purposes

**Kromhoek Development Trust**  
\$70,000 – 24 mos.  
*Durban, South Africa*  
Umzimkulu Professionals Initiative

**Nelson Mandela Children's Fund**  
\$150,000 – 39 mos.  
*Johannesburg, South Africa*  
Afterschool pilot project

**Non Profit Consortium**  
\$150,000 – 24 mos.  
*Cape Town, South Africa*  
General purposes

**Synergos Institute**  
\$100,000 – 12 mos.  
*New York, NY*  
Strengthen philanthropy

**Tides Center**  
\$60,000 – 12 mos.  
*San Francisco, CA*  
Africa Grantmakers affinity group

**Tiyakene Development Fund**  
\$60,000 – 12 mos.  
*Braamfontein, South Africa*  
Nonprofit institution building project

**University of KwaZulu-Natal**  
\$200,000 – 24 mos.  
*Durban, South Africa*  
Centre for Civil Society

\$50,000 – 24 mos.  
*Durban, South Africa*  
Partnership in philanthropy and social entrepreneurship

**Volunteer and Service Enquiry Southern Africa**  
\$30,000 – 12 mos.  
*Emmentia, South Africa*  
Research and capacity building

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**Subtotal:**  
**\$1,590,000**  
Nonprofit Sector and Philanthropy

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#### **Rights, Responsibilities and Participation**

**Black Sash Trust**  
\$150,000 – 24 mos.  
*Cape Town, South Africa*  
Support to the paralegal consultative process

\$150,000 – 24 mos.  
*Cape Town, South Africa*  
General purposes

**Centre for Public Participation**  
-\$75,000  
*Durban, South Africa*  
Adjustment to previous grant

\$75,000 – 18 mos.  
*Durban, South Africa*  
Local government support program

**Community Law and Rural Development Centre**  
\$120,000 – 24 mos.  
*Durban, South Africa*  
General purposes

**Community Organisation Urban Resource Centre**  
\$50,000 – 24 mos.  
*Cape Town, South Africa*  
Building partnerships between organizations of the urban poor and local authorities

**Democracy Development Program**  
\$100,000 – 24 mos.  
*Durban, South Africa*  
Training local government councillors and communities

**Foundation for Contemporary Research**  
\$220,000 – 24 mos.  
*Cape Town, South Africa*  
General purposes

**Gender Advocacy Programme**  
\$70,000 – 18 mos.  
*Cape Town, South Africa*  
Women and local government



**Gender Links**

\$60,000 – 24 mos.  
*Johannesburg, South Africa*  
 Women and local government

**Human Rights Institute of South Africa**

-\$35,000  
*Johannesburg, South Africa*  
 Adjustment to previous grant

**Isandla Institute**

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

**Karoo Centre for Human Rights**

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

**Mvula Trust**

\$80,000 – 24 mos.  
*Johannesburg, South Africa*  
 Community-based organizations, gender and water provision

**Odi Community Law Centre**

-\$30,000  
*GaRankuwa, South Africa*  
 Adjustment to previous grant

**Rhodes University**

\$130,000 – 24 mos.  
*Grahamstown, South Africa*  
 Rhodes University Legal Aid Clinic: Advice Office Project

**Social Change Assistance Trust**

\$150,000 – 24 mos.  
*Cape Town, South Africa*  
 Organizational development and project support

**Trust for Community Outreach and Education**

\$120,000 – 24 mos.  
*Cape Town, South Africa*  
 Community engagement with local government

**University of the Western Cape**

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

**Subtotal:**

**\$1,635,000**  
 Rights, Responsibilities and Participation

**Race and Ethnic Relations****CARAS Trust**

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

**Colonnades Theatre Lab (South Africa)**

\$100,000 – 19 mos.  
*Johannesburg, South Africa*  
 "Truth in Translation" project

**Cradock Masizame Community Development Centre**

\$80,000 – 24 mos.  
*Cradock, South Africa*  
 Community healing and development program

**Diakonia Council of Churches**

\$100,000 – 24 mos.  
*Durban, South Africa*  
 Social justice program

**Institute for Healing of Memories**

\$70,000 – 24 mos.  
*Cape Town, South Africa*  
 General purposes

**Institute for Justice and Reconciliation**

\$150,000 – 24 mos.  
*Cape Town, South Africa*  
 General purposes

**Satyagraha - In Pursuit of Truth**

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

**South African Human Rights Commission**

\$10,750 – 30 mos.  
*Johannesburg, South Africa*  
 Promoting popular understanding of the equality act

**South End Museum Trust**

\$16,143 – 5 mos.  
*Port Elizabeth, South Africa*  
 Capacity building assistance

**Spirals Trust**

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

**Steve Biko Foundation**

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

**Umtapo Centre**

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

**Subtotal:**

**\$986,893**  
 Race and Ethnic Relations

**Special Opportunities****Mpilo Ministries Trust**

\$50,000 – 24 mos.  
*Cape Town, South Africa*  
 General purposes

**Nelson Mandela Children's Fund**

\$50,000 – 6 mos.  
*Johannesburg, South Africa*  
 Feasibility study for a children's hospital in Gauteng

**Subtotal:**

**\$100,000**  
 Special Opportunities

**Program Area Total:**

**\$4,311,893**  
 South Africa

**United States****Nonprofit Sector and Philanthropy****Alliance for Nonprofit Management**

\$75,000 – 12 mos.  
*Washington, DC*  
 General purposes

**Arab Community Center for Economic and Social Services (ACCESS)**

\$135,000 – 24 mos.  
*Dearborn, MI*  
 Supporting Arab-American empowerment through strategic philanthropy

\$15,558 – 9 mos.

*Dearborn, MI*  
 Technical assistance on collaboration for Arab-American philanthropy

**Association of Small Foundations**

\$150,000 – 24 mos.  
*Washington, DC*  
 General purposes

**BBB Wise Giving Alliance**

\$50,000 – 19 mos.  
*Arlington, VA*  
 General purposes

**BoardSource**

\$200,000 – 12 mos.  
*Washington, DC*  
 General purposes

**Center for Effective Philanthropy**

\$100,000 – 20 mos.  
*Cambridge, MA*  
 General purposes

**City University of New York Graduate Center**

\$25,000 – 12 mos.  
*New York, NY*  
 Philanthropy think tank

**Cleveland Foundation**

\$100,000 – 18 mos.  
*Cleveland, OH*  
 Evaluation of Neighborhoods Small Grants Program

**Council of Michigan Foundations**

\$93,000 – 24 mos.  
*Grand Haven, MI*  
 General purposes

**Council on Foundations**

\$50,000 – 16 mos.  
*Washington, DC*  
 Community foundations standards project

\$45,000 – 12 mos.

*Washington, DC*  
 General purposes

\$25,000 – 20 mos.

*Washington, DC*  
 Congressional outreach

**Executive Service Corps of Chicago**

\$36,500 – 12 mos.  
*Chicago, IL*  
 Partnership to build capacity in small nonprofits

**Focus Project, Inc.**

\$50,000 – 12 mos.  
*Washington, DC*  
 Strengthening nonprofit fiscal sustainability, accountability and civic participation

**Forum of Regional Associations of Grantmakers**

\$100,000 – 24 mos.  
*Washington, DC*  
 General purposes

**Foundation Center**  
\$250,000 – 18 mos.  
*New York, NY*  
Analysis of Expenses and Compensation in large and mid-size foundations

\$120,000 – 24 mos.  
*New York, NY*  
General purposes

**Grantmakers for Effective Organizations**  
\$20,000 – 24 mos.  
*Washington, DC*  
General purposes

**Independent Sector**  
\$200,000 – 12 mos.  
*Washington, DC*  
General purposes

**Leadership Conference Education Fund**  
\$230,000 – 19 mos.  
*Washington, DC*  
Philanthropic consulting initiative

**Michigan Nonprofit Association**  
\$215,000 – 24 mos.  
*Lansing, MI*  
General purposes

**Midwest Community Foundations' Ventures**  
\$130,000 – 15 mos.  
*Grand Haven, MI*  
General purposes

\$25,000 – 6 mos.  
*Grand Haven, MI*  
Strategic planning

**National Alliance for Choice in Giving**  
\$50,000 – 48 mos.  
*Portland, ME*  
General purposes

**National Black United Fund, Inc.**  
\$50,000 – 24 mos.  
*Newark, NJ*  
General purposes

**National Center for Black Philanthropy, Inc.**  
\$40,000 – 12 mos.  
*Washington, DC*  
General purposes

**National Center for Family Philanthropy**  
\$100,000 – 24 mos.  
*Washington, DC*  
General purposes

**National Committee for Responsive Philanthropy**  
\$107,000 – 24 mos.  
*Washington, DC*  
General purposes

**National Council of Nonprofit Associations**  
\$125,000 – 12 mos.  
*Washington, DC*  
General purposes

**Native Americans in Philanthropy**  
\$50,000 – 24 mos.  
*Minneapolis, MN*  
General purposes

**New World Foundation**  
\$70,000 – 12 mos.  
*New York, NY*  
Emerging Practitioners in Philanthropy project

**Nonprofit Information Networking Association**  
\$200,000 – 12 mos.  
*Boston, MA*  
"Nonprofit Quarterly"

**Nonprofit Technology Enterprise Network**  
\$25,000 – 24 mos.  
*San Francisco, CA*  
Nonprofit Technology Conference

**NPower**  
\$109,000 – 24 mos.  
*Seattle, WA*  
Field-level evaluation of technology services

**NPower Michigan**  
\$75,000 – 12 mos.  
*Detroit, MI*  
General purposes

**Southern Education Foundation**  
\$70,000 – 12 mos.  
*Atlanta, GA*  
Education Summers Youth Leadership Initiative

**State of Michigan**  
\$101,098 – 12 mos.  
*Lansing, MI*  
Office of Foundation Liaison

**Support Center for Nonprofit Management**  
\$75,000 – 12 mos.  
*New York, NY*  
Coalition for New Philanthropy

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**Subtotal:**  
**\$3,687,156**  
Nonprofit Sector and Philanthropy

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## Race and Ethnic Relations

**Applied Research Center**  
\$50,000 – 9 mos.  
*Oakland, CA*  
Strategic planning

**Asian American Justice Center**  
\$100,000 – 12 mos.  
*Washington, DC*  
Building the donor base

**Claremont Graduate University**  
\$50,000 – 15 mos.  
*Claremont, CA*  
Educational Equity Network

**Leadership Conference Education Fund**  
\$200,000 – 12 mos.  
*Washington, DC*  
Grassroots coordination

**Movement Strategy Center**  
\$43,235 – 12 mos.  
*Oakland, CA*  
Just Consulting Initiative

**National Network for Immigrant and Refugee Rights**  
\$100,000 – 12 mos.  
*Oakland, CA*  
BRIDGE project

**Paul J. Aicher Foundation**  
\$75,000 – 12 mos.  
*Pomfret, CT*  
Addressing race and race relations in a new century

**Public Interest Projects**  
\$200,000 – 12 mos.  
*New York, NY*  
Fulfilling the Dream Fund

**Tides Center**  
\$50,000 – 12 mos.  
*San Francisco, CA*  
Diversity Advancement Project

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**Subtotal:**  
**\$868,235**  
Race and Ethnic Relations

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**Program Area Total:**  
**\$4,555,391**  
United States

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## Special Initiatives - International

### Nonprofit Sector and Philanthropy

**Association of Charitable Foundations**  
\$10,000 – 60 mos.  
*London, England*  
General purposes

**Capital Community Foundation**  
\$200,000 – 24 mos.  
*London, England*  
Enhancing fund development for London communities

**Centro Mexicano para la Filantropia, A.C.**  
\$30,000 – 16 mos.  
*Mexico City, Mexico*  
Coordination of Mexico's community foundations group

**Charities Aid Foundation**  
\$135,000 – 12 mos.  
*Kent, England*  
New philanthropists: development of giving

**City University of New York Graduate Center**  
\$15,000 – 36 mos.  
*New York, NY*  
International Community Foundation Fellows Program

**CIVICUS: World Alliance for Citizen Participation**  
\$100,000 – 12 mos.  
*Washington, DC*  
General purposes

**Community Foundation Network**  
\$260,000 – 24 mos.  
*London, England*  
General purposes

\$160,000 – 48 mos.  
*London, England*  
Worldwide Initiative for Grantmaker Support

**European Foundation Centre**

\$425,000 – 12 mos.  
*Brussels, Belgium*  
 General purposes

\$300,000 – 36 mos.  
*Brussels, Belgium*  
 Global fund for community foundations

\$100,000 – 24 mos.  
*Brussels, Belgium*  
 2006 WINGS Forum

**Foundation-Administered Project**

\$25,976 – 12 mos.  
 Community foundation technical assistance

**German Marshall Fund of the United States**

\$65,000 – 7 mos.  
*Washington, DC*  
 Transatlantic community foundation fellowships

**Independent Sector**

\$25,000 – 18 mos.  
*Washington, DC*  
 International program

**Johns Hopkins University**

\$25,000 – 24 mos.  
*Baltimore, MD*  
 International Society for Third Sector Research

**King Baudouin Foundation United States**

\$10,000 – 60 mos.  
*New York, NY*  
 Barry Gaberman Lecture Fund

**Network of European Foundations for Innovative Cooperation**

\$260,000 – 12 mos.  
*Brussels, Belgium*  
 General purposes

**Synergos Institute**

\$200,000 – 24 mos.  
*New York, NY*  
 Senior Fellows Program

**World Affairs Council of Northern California**

\$25,000 – 12 mos.  
*San Francisco, CA*  
 Global Philanthropy Forum Annual Conference

**Subtotal:**

**\$2,370,976**  
 Nonprofit Sector and Philanthropy

**Special Opportunities****International Center for Transitional Justice**

\$200,000 – 24 mos.  
*New York, NY*  
 General purposes

**Subtotal:**

**\$200,000**  
 Special Opportunities

**Program Area Total:**

**\$2,570,976**  
 Special Initiatives - International

**Program Total:**

**\$22,972,531**  
 Civil Society



# ENVIRONMENT

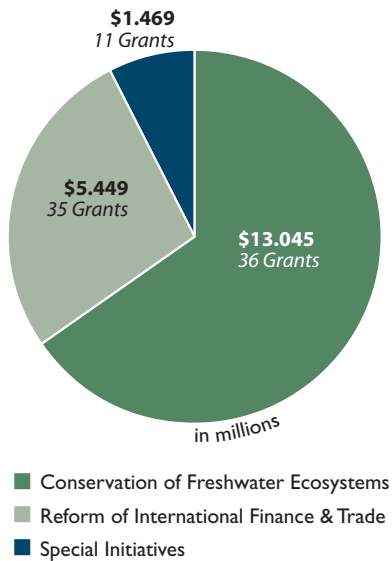
**Mission:** To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

Goal	Objective
<p><b>Conservation of Freshwater Ecosystems in North America.</b> Advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and southeastern U.S.</p>	<p><b>Strengthening the Environmental Community.</b> Establishing a strong, effective and sustainable NGO community dedicated to the long-term conservation of freshwater ecosystems.</p>
	<p><b>Public Policies.</b> Securing well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.</p>
	<p><b>Site-Based Conservation.</b> Protecting and restoring selected freshwater ecosystems through place-based conservation activities.</p>
<p><b>International Finance for Sustainability.</b> Shape international investment and trade to support sustainable development and reduce environmental degradation.</p>	<p><b>Infrastructure and Energy for a Sustainable Future.</b> Promoting infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.</p>
	<p><b>Sustainable Regional Development and Integration.</b> Shaping regional trade and investment strategies so that they contribute to local sustainable development.</p>
	<p><b>Special Opportunities.</b> Responding to unique opportunities to advance sustainable development goals.</p>
<p><b>Special Initiatives.</b> Respond to unique opportunities to advance environmental protection in the U.S. and internationally.</p>	<p><b>Special Opportunities.</b> Supporting efforts that offer a one-time opportunity to contribute to the resolution of a significant domestic, international or global concern.</p>
	<p><b>Growth Management and Urban Revitalization in Michigan.</b> Cultivating informed, committed and effective leaders and organizations at the local, regional and state levels who work for policies and programs that curb sprawl, promote urban reinvestment and improve community quality.</p>



**Note:** This snapshot reflects changes to the program approved by Mott's Board of Trustees in early 2007.

**Grant Activity \$19,963,100** 82 Grants



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>Conservation of Freshwater Ecosystems in North America</b>		
Strengthening the Environmental Community	\$ 2.264	14
Public Policy Work	\$ 2.201	18
Site-Based Conservation Efforts	\$ 8.580	4
<b>Reform of International Finance and Trade</b>		
Policy Reform and Implementation	\$ 2.560	14
Strengthening International Constituencies for Reform	\$ 2.889	21
<b>Special Initiatives</b>		
Growth Management	\$ .459	6
Strengthening the Environmental NGO Community	\$ .150	2
Special Opportunities	\$ .860	3
<b>TOTALS</b>	<b>\$ 19.963</b>	<b>82</b>

The Environment program made 82 grants, totaling \$19.9 million, in 2006 in the areas of Conservation of Freshwater Ecosystems in North America, Reform of International Finance and Trade, and Special Initiatives. Some highlights:

- ▶ A two-year, \$125,500 grant to the Minnesota Environmental Partnership to support statewide efforts to protect the Great Lakes.
- ▶ A two-year, \$130,000 grant to NetCorps to provide technology assessment, planning and implementation services to environmental groups in the southeastern U.S.
- ▶ A two-year, \$100,000 grant to the Center for Socio-Environmental Support (CASA) to provide support to a Brazilian grantmaking and capacity-building organization.
- ▶ A two-year, \$270,000 grant to Mani Tese in Rome, Italy, to support efforts to ensure that global financial flows contribute to internationally adopted principles that support and promote sustainable development.
- ▶ A five-year, \$800,000 grant to the Land Trust Alliance to support development of a national land trust accreditation program in the U.S.



## Conservation of Freshwater Ecosystems in North America

### Strengthening the Environmental Community

#### Alabama Rivers Alliance

\$50,000 – 36 mos.  
Birmingham, AL  
General purposes

#### Alliance for the Great Lakes

\$100,000 – 16 mos.  
Chicago, IL  
General purposes

#### Altamaha Riverkeeper

\$50,000 – 36 mos.  
Darien, GA  
General purposes

#### Cahaba River Society

\$75,000 – 24 mos.  
Birmingham, AL  
General purposes

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

\$105,000 – 36 mos.  
Lansing, MI  
General purposes

#### Institute for Conservation Leadership

\$150,000 – 12 mos.  
Takoma Park, MD  
Freshwater Leadership Initiative

\$100,000 – 36 mos.

Takoma Park, MD  
Environmental Capacity Builders Network

#### Land Trust Alliance

\$517,000 – 36 mos.  
Washington, DC  
Great Lakes land trust capacity-building program

#### Minnesota Environmental Partnership

\$125,500 – 24 mos.  
St. Paul, MN  
Northeast Minnesota program

#### NetCorps

\$130,000 – 24 mos.  
Durham, NC  
Building the capacity of environmental nonprofits in the South.

#### River Alliance of Wisconsin

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

#### River Network

\$506,000 – 24 mos.  
Portland, OR  
Building citizen capacity for freshwater protection

#### Sustainability Network

\$80,000 – 21 mos.  
Toronto, ON  
Ontario freshwater learning network

#### World Wildlife Fund

\$125,000 – 36 mos.  
Washington, DC  
Southeastern rivers and streams support fund

#### Subtotal:

**\$2,263,500**  
Strengthening the Environmental Community

### Public Policy Work

#### American Rivers

\$39,000 – 24 mos.  
Washington, DC  
Running rivers campaign

#### Catawba-Wataree Relicensing Coalition

\$60,000 – 24 mos.  
Charlotte, NC  
General purposes

#### Coastal Conservation League

\$150,000 – 24 mos.  
Charleston, SC  
Protecting freshwater ecosystems

#### Environmental Defence

\$150,000 – 24 mos.  
Toronto, ON  
Protecting the Great Lakes

#### Georgia Center for Law in the Public Interest

\$120,000 – 24 mos.  
Atlanta, GA  
Georgia clean water project

#### Georgia Wildlife Federation

\$152,000 – 24 mos.  
Covington, GA  
Building support for the Georgia water plan

#### Louisiana Environmental Action Network

\$155,000 – 24 mos.  
Baton Rouge, LA  
Water quality project

#### Midwest Environmental Advocates

\$100,000 – 24 mos.  
Madison, WI  
Water quantity protection and conservation project

#### National Wildlife Federation

\$329,000 – 24 mos.  
Reston, VA  
Great Lakes water quality project

\$75,000 – 24 mos.

Reston, VA  
Sustaining the Great Lakes project

#### Nature Conservancy

\$150,000 – 24 mos.  
Arlington, VA  
Sustainable waters program

#### Northeast-Midwest Institute

\$175,000 – 24 mos.  
Washington, DC  
Great Lakes Washington program

#### Sierra Legal Defence Fund Society

\$2,000 – 24 mos.  
Vancouver, BC  
Great Lakes water protection program

#### Southern Environmental Law Center

\$262,000 – 24 mos.  
Charlottesville, VA  
Water quality protection

#### Tip of the Mitt Watershed Council

\$30,000 – 30 mos.  
Petoskey, MI  
Crafting Michigan's water management program

#### Tulane University

\$100,000 – 24 mos.  
New Orleans, LA  
Tulane Environmental Law Clinic water quality and wetlands project

#### Upper Chattahoochee Riverkeeper Fund

\$2,000 – 24 mos.  
Atlanta, GA  
Georgia water policy project

#### World Wildlife Fund

\$150,000 – 36 mos.  
Washington, DC  
FERC relicensing in the Mobile Bay basin

#### Subtotal:

**\$2,201,000**  
Public Policy Work

### Site-Based Conservation Efforts

#### Conservation Fund

\$352,000 – 75 mos.  
Arlington, VA  
Great Lakes Revolving Loan Fund

#### Grand Traverse Regional Land Conservancy

\$6,153,000 – 60 mos.  
Traverse City, MI  
Acquisition of Lake Michigan coastal preserve

#### Nature Conservancy

\$2,000,000 – 72 mos.  
Arlington, VA  
Northern Great Lakes Forest Project

\$75,000 – 33 mos.

Arlington, VA  
Advancing freshwater conservation in the Great Lakes Region

#### Subtotal:

**\$8,580,000**  
Site-Based Conservation Efforts

#### Program Area Total:

**\$13,044,500**  
Conservation of Freshwater Ecosystems in North America

## Reform of International Finance and Trade

### Policy Reform and Implementation

#### Berne Declaration (Erklärung von Bern)

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

#### Both Ends Foundation

\$35,000 – 24 mos.  
Amsterdam, Netherlands  
Multilateral financial institutions program

#### Corner House

\$180,000 – 24 mos.  
Dorset, England  
General purposes

#### Earthjustice

\$200,000 – 24 mos.  
Oakland, CA  
International program

#### FERN

\$100,000 – 24 mos.  
Moreton-in-Marsh, England  
EU campaign to reform export credit agencies

#### Friends of the Earth

\$450,000 – 24 mos.  
Washington, DC  
Reforming the global economy for a sustainable future

**Institute for Agriculture and Trade Policy**

\$300,000 – 24 mos.

*Minneapolis, MN*

Strengthening the voice of civil society in the global arena

**Institute for Policy Studies**

\$300,000 – 24 mos.

*Washington, DC*

Sustainable energy and alternative global economic policies

**International Institute for Sustainable Development**

\$50,000 – 24 mos.

*Winnipeg, MB*

Investment treaty news

**Peregrine Environmental Consulting**

\$105,000 – 12 mos.

*Takoma Park, MD*

Building stronger standards for global finance

**PLATFORM**

\$100,000 – 24 mos.

*London, England*

Reforming energy investment

**Urgewald**

\$160,000 – 24 mos.

*Sassenberg, Germany*

General purposes

**World Economy, Ecology and Development Association**

\$80,000 – 12 mos.

*Berlin, Germany*

Promoting MDB reform from Europe

**World Resources Institute**

\$300,000 – 24 mos.

*Washington, DC*

International Financial Flows and the Environment

**Subtotal:****\$2,560,000**

Policy Reform and Implementation

**Strengthening International Constituencies for Reform****ActionAid**

\$200,000 – 24 mos.

*London, England*

Bretton Woods project

**Bank Information Center**

\$6,000 – 24 mos.

*Washington, DC*

General purposes

**Canadian Environmental Law Association**

\$100,000 – 12 mos.

*Toronto, ON*

Environment, development and trade project

**Center for Socio-Environmental Support**

\$100,000 – 24 mos.

*Cunha, Brazil*

General purposes

**Earth Economics**

\$100,000 – 14 mos.

*Seattle, WA*

Reforming international finance and trade

**Ecoa - Ecology and Action**

\$55,000 – 39 mos.

*Campo Grande, Brazil*

Rios Vivos coalition program

**EURONATURA**

\$100,000 – 24 mos.

*Lisbon, Portugal*

ECA-Iberia campaign

**FERN**

\$45,000 – 8 mos.

*Moreton-in-Marsh, England*

Developing a common NGO vision on bioenergy

**Global Greengrants Fund**

\$170,000 – 24 mos.

*Boulder, CO*

South America small grants program

**Heartland Alliance**

\$8,139 – 28 mos.

*Chicago, IL*

Enlaces America: building constituencies for a sustainable future

**INESC**

\$40,000 – 24 mos.

*Brasilia, Brazil*

Rede Brasil: Brazilian Network on Multilateral Financial Institutions

**Instituto del Tercer Mundo**

\$100,000 – 24 mos.

*Montevideo, Uruguay*

Monitor international financial institutions

**International Rivers Network**

\$300,000 – 24 mos.

*Berkeley, CA*

General purposes

**IPS/Inter Press Service - North America, Inc.**

\$200,000 – 24 mos.

*New York, NY*

Global financial correspondent

**Les Amis de la Terre**

\$225,000 – 24 mos.

*Montreuil, France*

International financial institution reform and capacity building

**Mani Tese**

\$270,000 – 24 mos.

*Milan, Italy*

MDB reform campaign

**NGO Forum on ADB**

\$100,000 – 24 mos.

*Quezon City, Philippines*

General purposes

**Oil Change International**

\$150,000 – 24 mos.

*Washington, DC*

International program

**Pacific Environment**

\$50,000 – 24 mos.

*San Francisco, CA*

International finance institution reform program

**Stichting Forest Peoples Programme**

\$220,000 – 24 mos.

*Moreton-in-Marsh, England*

Promoting forest peoples' interests in international forest policymaking

**Third World Network Berhad**

\$350,000 – 24 mos.

*Penang, Malaysia*

Capacity building in the South on globalization

**Subtotal:****\$2,889,139**

Strengthening International Constituencies for Reform

**Program Area Total:****\$5,449,139**

Reform of International Finance and Trade

**Special Initiatives****Growth Management****Arab Community Center for Economic and Social Services (ACCESS)**

\$60,461 – 15 mos.

*Dearborn, MI*

Building capacity through diversity

**Funders' Network for Smart Growth and Livable Communities**

\$50,000 – 24 mos.

*Coral Gables, FL*

General purposes

**Land Information Access Association**

\$55,000 – 12 mos.

*Traverse City, MI*

Communicating the costs of sprawl

**Michigan Land Use Institute**

\$84,000 – 18 mos.

*Beulah, MI*

Smart growth policy reform in Michigan

**MI\*Voice**

\$110,000 – 24 mos.

*Detroit, MI*

Constituency building and outreach on land use and equitable development

**University of Michigan**

\$100,000 – 16 mos.

*Ann Arbor, MI*

Downtown Detroit planning project

**Subtotal:****\$459,461**

Growth Management

**Strengthening the Environmental NGO Community****Environmental Support Center**

\$75,000 – 30 mos.

*Washington, DC*

General purposes

**State Environmental Leadership Program**

\$75,000 – 36 mos.

*Madison, WI*

General purposes

**Subtotal:****\$150,000**

Strengthening the Environmental NGO Community

**Special Opportunities****Environmental Leadership Program**

\$20,000 – 12 mos.

*Washington, DC*

Fellowship program

**Land Trust Alliance**

\$800,000 – 60 mos.

*Washington, DC*

National land trust training and accreditation program

**Rockefeller Family Fund**

\$40,000 – 12 mos.

*New York, NY*

Environmental Grantmakers Association

**Subtotal:****\$860,000**

Special Opportunities

**Program Area Total:****\$1,469,461**

Special Initiatives

**Program Total:****\$19,963,100**

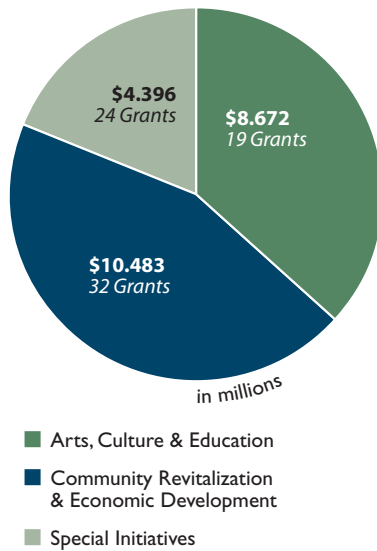
Environment

# FLINT AREA

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

Goal	Objective
<p><b>Arts, Culture and Education.</b> To support education, arts and cultural institutions as critical forces for positive change and key determinants of the community's quality of life and economic well-being.</p>	<p><b>Arts and Culture.</b> Strengthen the capacity and broaden the participation base of Flint area arts and cultural institutions.</p> <p><b>Education.</b> Improve the quality of education for Flint area students; and encourage Flint's development as a regional center of higher education while broadening the user base.</p>
<p><b>Community Revitalization and Economic Development.</b> To support efforts that improve local governance, regional cooperation, community participation and the Flint area's economic vitality.</p>	<p><b>Housing and Neighborhoods.</b> Support community development activities that promote affordable housing and livable neighborhoods.</p> <p><b>Expanding Economic Opportunity.</b> Support innovative strategies that increase the employment of Flint area residents who face multiple barriers to good jobs in the regional labor market; and help Flint build a strong and vibrant regional economy.</p> 
<p><b>Special Initiatives.</b> To respond to critical opportunities and/or issues that have the potential to improve significantly the quality of life in the Flint area.</p>	<p><b>Race Relations.</b> Increase opportunities for dialogue, action and civic engagement around issues of race and ethnicity.</p> <p><b>Children and Families.</b> Respond to critical and timely opportunities to strengthen supports for local families and their children.</p> <p><b>Philanthropy/Nonprofit Sector.</b> Strengthen and support philanthropy and the nonprofit sector in Genesee County.</p> <p><b>Civic Engagement.</b> Support efforts to engage the broader Flint community around critical local issues and solutions.</p> <p><b>Special Opportunities.</b> Identify critical issues, seize special opportunities and incubate new program areas.</p>

**Grant Activity \$23,550,544** 75 Grants



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>Arts, Culture and Education</b>		
Arts and Culture	\$ 3.219	9
Education	\$ 5.453	10
<b>Community Revitalization and Economic Development</b>		
Housing and Neighborhoods	\$ .830	10
Expanding Economic Opportunity	\$ 9.653	22
<b>Special Initiatives</b>		
Race Relations	\$ .080	2
Children and Families	\$ 1.554	7
Philanthropy/Nonprofit Sector	\$ 1.986	8
Civic Engagement	\$ .245	3
Special Opportunities	\$ .531	4
<b>TOTALS</b>	<b>\$ 23.551</b>	<b>75</b>

In 2006, 75 grants, totaling \$23.6 million, were made in the Flint Area in support of Arts, Culture and Education; Community Revitalization and Economic Development; and Special Initiatives. Some highlights:

- ▶ A one-year, \$2.5-million grant to the Bishop International Airport Authority for the development of an intermodal hub to move cargo from one form of transport to another.
- ▶ A multiyear, \$2.9-million grant to the Foundation for the Uptown Reinvestment Corporation for the redevelopment of several properties in the Mott Block in downtown Flint.
- ▶ A one-year, \$2.5-million grant to the United Way of Genesee County for continued support of the Bridges to the Future afterschool programs in all 21 Genesee County school districts, including Flint.
- ▶ A three-year, \$275,000 grant increase to Legal Services of Eastern Michigan for the Genesee Area Investment Network (GAIN\$) to help low-income families gain financial assets through individual development accounts.
- ▶ An eight-month, \$50,000 grant to the Floyd McCree Theatre for the production of *Graffiti Chronicles*, a play created by local artists that addresses the circumstances and behaviors that contribute to neighborhood violence.





## Arts, Culture and Education

### Arts and Culture

#### Flint Cultural Center Corporation

\$1,825,000 – 12 mos.

Flint, MI

Operating support

\$205,000 – 12 mos.

Flint, MI

Flint Youth Theatre operating support

#### Flint Institute of Arts

\$726,000 – 12 mos.

Flint, MI

Operating support

#### Flint Institute of Music

\$169,000 – 12 mos.

Flint, MI

Operating support

\$50,000 – 8 mos.

Flint, MI

Topology Dance Festival

#### Floyd McCree Theatre

\$50,000 – 8 mos.

Flint, MI

"Graffiti Chronicles"

#### Genesee Area Focus Council, Inc.

\$70,000 – 19 mos.

Flint, MI

Red Ink Studios

#### Genesee County Parks & Recreation Commission

-\$5,392

Flint, MI

Adjustment to previous grant

\$3,610 – 12 mos.

Flint, MI

Assistance to Crossroads Village

#### Greater Flint Arts Council

\$126,000 – 12 mos.

Flint, MI

Parade of Festivals

#### Subtotal:

**\$3,219,218**

Arts and Culture

### Education

#### Foundation for Mott Community College

\$75,000 – 6 mos.

Flint, MI

Pappas Scholarship Fund and Endowment Growth Initiative

#### Mott Community College

\$148,528 – 27 mos.

Flint, MI

GAPS: Success Connections

\$101,502 – 12 mos.

Flint, MI

Smart Teachers As Role Models (STAR) planning initiative

#### United Way of Genesee County

\$2,548,000 – 12 mos.

Flint, MI

Bridges to the Future before and afterschool program

#### University of Michigan

\$640,900 – 12 mos.

Ann Arbor, MI

Broadcasting operation project

\$56,160 – 18 mos.

Ann Arbor, MI

Bridges to the Future technical assistance

#### University of Michigan-Flint

\$1,750,000 – 180 mos.

Flint, MI

Student housing operating costs

\$82,414 – 17 mos.

Flint, MI

Future minority teachers initiative

\$50,000 – 17 mos.

Flint, MI

Center for Service Learning and School Partnerships

#### Subtotal:

**\$5,452,504**

Education

#### Program Area Total:

**\$8,671,722**

Arts, Culture and Education

## Community Revitalization and Economic Development

### Housing and Neighborhoods

#### City of Flint

\$25,600 – 17 mos.

Flint, MI

Haskell Community Center

#### Genesee County Habitat for Humanity

\$60,000 – 12 mos.

Flint, MI

Westwood Heights Housing Initiative

#### Genesee County Historical Society

\$16,000 – 9 mos.

Flint, MI

Repairs to Durant-Dort Carriage Company office building

#### Genesee County Land Bank Authority

\$200,000 – 12 mos.

Flint, MI

Durant Hotel project

#### Genesee Institute

\$13,000 – 17 mos.

Flint, MI

Resident research fellow

#### Hurley Foundation

\$232,000 – 12 mos.

Flint, MI

Neighborhood redevelopment and greenbelt project

#### Legal Services of Eastern Michigan

\$125,000 – 18 mos.

Flint, MI

Fair Housing Center

#### Metro Housing Partnership

\$100,000 – 12 mos.

Flint, MI

General purposes

\$100,000 – 60 mos.

Flint, MI

Home retention for seniors program

#### Salem Housing Community Development Corporation

\$100,000 – 12 mos.

Flint, MI

General purposes

#### University of Michigan-Flint

-\$141,800

Flint, MI

Adjustment to previous grant

#### Subtotal:

**\$829,800**

Housing and Neighborhoods

### Expanding Economic Opportunity

#### 4C Child Care Unlimited

\$82,362 – 15 mos.

Flint, MI

Family Child Care Provider Network

#### American Institute for Social Justice

\$50,000 – 12 mos.

Washington, DC

Genesee County Prosperity Campaign

#### Bishop International

\$2,500,000 – 12 mos.

Flint, MI

Intermodal center

#### Center for Automotive Research

\$900,000 – 36 mos.

Ann Arbor, MI

Program for automotive renaissance in Michigan

#### Crim Fitness Foundation

\$285,000 – 12 mos.

Flint, MI

Building acquisition

#### Flint Area Specialized

\$200,000 – 12 mos.

Flint, MI

Flint STRIVE replication program

#### Foundation-Administered Project

\$69,362 – 12 mos.

Technical assistance for downtown Flint revitalization

#### Foundation for the Uptown

\$3,553,000 – 600 mos.

Flint, MI

Redevelopment of the Mott Block

\$21,728 – 16 mos.

Flint, MI

Operating support

#### Genesee Chamber Foundation

\$250,000 – 14 mos.

Flint, MI

Capacity building

\$210,000 – 12 mos.

Flint, MI

Education and economic development initiatives

**Genesee Chamber Foundation**

\$125,000 – 12 mos.

*Flint, MI*

Wireless Genesee

\$43,323 – 13 mos.

*Flint, MI*

Technical assistance for downtown Flint revitalization

\$10,000 – 14 mos.

*Flint, MI*

Foreign trade zone operations

**Genesee Institute**

\$150,000 – 12 mos.

*Flint, MI*

Ecological design principles

**Greater Flint Health Coalition**

\$150,000 – 12 mos.

*Flint, MI*

Flint healthcare employment opportunities project

**International Institute of Flint**

\$75,941 – 42 mos.

*Flint, MI*

Repayable loan for facilities maintenance

**Kettering University**

\$541,966 – 18 mos.

*Flint, MI*

Advanced technology and renewable energy research building

**Local Initiatives Support Corporation**

\$125,000 – 12 mos.

*New York, NY*

Flint and Genesee County community development project

**National Employment Law Project**

\$310,000 – 24 mos.

*New York, NY*

Technical assistance for trade adjustment assistance

**Subtotal:****\$9,652,682**

Expanding Economic Opportunity

**Program Area Total:****\$10,482,482**

Community Revitalization and Economic Development

**Special Initiatives****Race Relations****YWCA of Greater Flint**

\$80,000 – 12 mos.

*Flint, MI*

Leadership Development in Interethnic Relations replication

**Subtotal:****\$80,000**

Race Relations

**Children and Families****Boys & Girls Club of Greater Flint**

\$15,000 – 3 mos.

*Flint, MI*

Summer Fun program

**Flint Area Specialized****Employment Services, Inc.**

\$75,674 – 4 mos.

*Flint, MI*

Flint STRIVE Academy summer youth project

**Food Bank of Eastern Michigan**

\$800,000 – 18 mos.

*Flint, MI*

Building expansion

**Genesee Chamber Foundation**

\$550,000 – 12 mos.

*Flint, MI*

Summer youth program

\$48,200 – 6 mos.

*Flint, MI*

Mott Foundation Leadership Academy

**Resource Center**

\$50,000 – 12 mos.

*Flint, MI*

General purposes

**Special Olympics Michigan**

\$15,000 – 12 mos.

*Mt. Pleasant, MI*

Area 13 Sponsor-A-Champ program

**Subtotal:****\$1,553,874**

Children and Families

**Philanthropy/Nonprofit Sector****Community Foundation****of Greater Flint**

\$1,288,824 – 12 mos.

*Flint, MI*

Operations endowment fund

\$27,000 – 36 mos.

*Flint, MI*

Downtown relocation and expansion

**National Council on Alcoholism and****Addictions, Greater Flint Area, Inc.**

\$25,000 – 8 mos.

*Flint, MI*

Merger technical assistance

**United Way of Genesee County**

\$275,000 – 12 mos.

*Flint, MI*

Building Excellence, Sustainability and Trust (BEST) nonprofit capacity building

\$250,000 – 12 mos.

*Flint, MI*

General purposes

\$82,500 – 12 mos.

*Flint, MI*

Mid-Michigan United Way collaborative

**Visually Impaired Center**

\$30,000 – 10 mos.

*Flint, MI*

Capacity building

**YWCA of Greater Flint**

\$8,000 – 6 mos.

*Flint, MI*

Financial analysis

**Subtotal:****\$1,986,324**

Philanthropy/Nonprofit Sector

**Civic Engagement****Community Foundation****of Greater Flint**

\$100,000 – 19 mos.

*Flint, MI*

Community challenge

**Flint Area Congregations Together**

\$100,000 – 12 mos.

*Flint, MI*

General purposes

**Flint Club**

\$45,000 – 12 mos.

*Flint, MI*

General purposes

**Subtotal:****\$245,000**

Civic Engagement

**Special Opportunities****City of Flint**

\$82,556 – 24 mos.

*Flint, MI*

Beautification of city entrances

**Community Foundation****of Greater Flint**

\$75,000 – 16 mos.

*Flint, MI*

Frank Manley Endowment Fund for Flint Olympian/CANUSA Games

**Flint Downtown****Development Authority**

\$75,000 – 12 mos.

*Flint, MI*

Downtown Development Authority security program

**Foundation-Administered Project**

\$23,586 – 4 mos.

211 Analysis

**Legal Services of Eastern Michigan**

\$275,000 – 36 mos.

*Flint, MI*

Flint IDA collaborative

**Subtotal:****\$531,142**

Special Opportunities

**Program Area Total:****\$4,396,340**

Special Initiatives

**Program Total:****\$23,550,544**

Flint Area

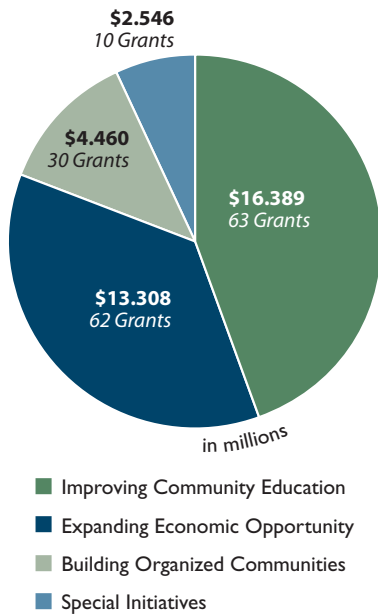


# PATHWAYS OUT OF POVERTY

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

Goal	Objective
<p><b>Improving Community Education.</b> To ensure that community education serves as a pathway out of poverty for children in low-income communities.</p>	<p><b>Community-Driven Reform.</b> Develop effective community-driven reform strategies that increase student achievement across a school district and at the state or regional level.</p>
	<p><b>Vulnerable Youth.</b> Expand effective educational opportunities for vulnerable youth that prepare them for both college and careers.</p>
	<p><b>Learning Beyond the Classroom.</b> Enable the 21st Century Community Learning Centers and other major national, statewide and regional 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.</p>
<p><b>Expanding Economic Opportunity.</b> To 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.</p>	<p><b>Income Security.</b> Improve income security for 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-wage working families.</p>
	<p><b>Reducing Barriers to Employment.</b> Reduce barriers to employment through support for research, dissemination and practice that leads to a greater understanding of the problems faced by low-income people in the labor market.</p>
	<p><b>Retention and Wage Progression.</b> Help low-income workers stay in the labor market and increase their earnings over time.</p>
<p><b>Building Organized Communities.</b> To 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.</p>	<p><b>Building Infrastructure.</b> Improve the quality of community organizing in low-income communities by increasing resources to institutions, organizations, technical assistance providers and networks, which serve to produce, nurture or expand community-based organizations or increase awareness of their effectiveness as an anti-poverty strategy nationally.</p>
<p><b>Special Initiatives.</b> To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.</p>	<p><b>Transitions.</b> Maintain a critical presence in the field of micro-enterprise.</p>
	<p><b>Exploratory and Special Projects.</b> Identify critical issues, seize special opportunities, research issues to determine future program directions and promote cross-cutting projects.</p>

**Grant Activity \$36,703,263** 165 Grants



	GRANT DOLLARS (in millions)	NUMBER OF GRANTS
<b>Improving Community Education</b>		
Community-Driven Reform	\$ 2.550	13
Educational Opportunities for Vulnerable Youth	\$ 2.139	11
Learning Beyond the Classroom	\$ 11.500	38
Special Projects	\$ .200	1
<b>Expanding Economic Opportunity</b>		
Income Security	\$ 3.873	27
Reducing the Impact of Persistent Barriers to Employment	\$ 2.195	15
Retention and Wage Progression	\$ 7.240	20
<b>Building Organized Communities</b>		
Building Infrastructure	\$ 4.460	30
<b>Special Initiatives</b>		
Transitions	\$ 2.546	10
<b>TOTALS</b>	<b>\$ 36.703</b>	<b>165</b>

The Pathways Out of Poverty program made 165 grants, totaling \$36.7 million, during 2006 in the areas of Improving Community Education, Expanding Economic Opportunity, Building Organized Communities and Special Initiatives. Some highlights:



- ▶ A one-year, \$1.5-million grant to Jobs for the Future for the Breaking Through initiative, which seeks to help low-skilled, low-income adults enter and succeed in community college programs and, consequently, the labor market.
- ▶ A two-year, \$350,000 grant to the National League of Cities Institute for activities to engage the country’s mayors and other municipal leaders in expanding educational options for high school dropouts and other disconnected youth.
- ▶ A two-year, \$252,000 grant to the Afterschool Alliance for the Roadmap to Afterschool for All project.
- ▶ A two-year, \$400,000 grant to the New America Foundation for activities to help low- and moderate-income households build assets and economic stability.
- ▶ A one-year, \$50,000 grant to the Center for Community Change for efforts to identify and train a new generation of leaders capable of building and managing effective nonprofit organizations.

## Improving Community Education

### Community-Driven Reform

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#### Appleseed Foundation

\$100,000 – 18 mos.  
Washington, DC  
Research and technical assistance on No Child Left Behind law

#### Austin Interfaith Sponsoring Committee

\$200,000 – 24 mos.  
Austin, TX  
Study on education organizing and academic improvement

#### Brown University

\$600,000 – 24 mos.  
Providence, RI  
Education organizing study

\$80,000 – 10 mos.  
Providence, RI  
Community involvement program

#### Eastern Pennsylvania Organizing Project

\$220,000 – 24 mos.  
Philadelphia, PA  
Study on education organizing and academic improvement

#### Interfaith Education Fund

\$300,000 – 24 mos.  
Austin, TX  
General purposes

#### National Training and Information Center

\$220,000 – 14 mos.  
Chicago, IL  
Supporting emerging education organizing

#### Parents for Public Schools

\$20,000 – 24 mos.  
Jackson, MS  
General purposes

#### People Acting for Community Together

\$200,000 – 24 mos.  
Miami, FL  
Study on education organizing and academic improvement

\$180,000 – 24 mos.  
Miami, FL  
Florida education reform project

#### PICO National Network

\$180,000 – 24 mos.  
Oakland, CA  
Louisiana Interfaith Together

#### Public Interest Projects

\$200,000 – 12 mos.  
New York, NY  
Fund for education organizing

#### Women Make Movies

\$50,000 – 31 mos.  
New York, NY  
Community organizing - education documentary

**Subtotal:**  
**\$2,550,000**

Community-Driven Reform

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## Educational Opportunities for Vulnerable Youth

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#### American Youth Policy Forum

\$30,000 – 24 mos.  
Washington, DC  
Reconnecting dropouts to mainstream activities

#### American Youth Work Center

\$100,000 – 18 mos.  
Washington, DC  
Widening "Youth Today" Web presence

#### Coalition of Community Foundations for Youth

\$500,000 – 12 mos.  
Kansas City, MO  
Addressing the dropout crisis

\$30,000 – 12 mos.  
Kansas City, MO  
Youth Transition Funders Group

#### Editorial Projects in Education

\$124,892 – 18 mos.  
Bethesda, MD  
Flint graduation and dropout research

#### Foundation-Administered Project

\$29,501 – 4 mos.  
Convening vulnerable youth grantees

#### Harvard University

\$200,000 – 24 mos.  
Cambridge, MA  
Civil Rights Project: Education Initiative

#### National League of Cities Institute

\$350,000 – 24 mos.  
Washington, DC  
Municipal leadership for disconnected youth

#### National Youth Employment Coalition

\$350,000 – 24 mos.  
Washington, DC  
Strengthening policies and practices for out-of-school youth

#### Roca

\$25,000 – 18 mos.  
Chelsea, MA  
Workforce development opportunities for vulnerable youth

#### Southern Education Foundation

\$200,000 – 18 mos.  
Atlanta, GA  
Addressing the needs of high school dropouts in the South

#### Voices for Michigan's Children

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

**Subtotal:**  
**\$2,139,393**  
Educational Opportunities for Vulnerable Youth

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## Learning Beyond the Classroom

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#### After-School All-Stars

\$200,000 – 12 mos.  
Los Angeles, CA  
Building a comprehensive national afterschool initiative

#### After-School Corporation

\$225,000 – 36 mos.  
New York, NY  
New York Statewide Afterschool Network

#### Afterschool Alliance

\$1,000,000 – 12 mos.  
Washington, DC  
General purposes  
  
\$252,000 – 24 mos.  
Washington, DC  
Roadmap to afterschool for all

#### American Youth Policy Forum

\$200,000 – 24 mos.  
Washington, DC  
Integrating afterschool and school-community partnerships

#### Arizona School-Age Coalition

\$225,000 – 36 mos.  
Phoenix, AZ  
Arizona Statewide Afterschool Network

#### Child Development for Kids, Inc.

\$225,000 – 36 mos.  
Malden, MA  
Massachusetts Statewide Afterschool Network

#### Children's Initiative

\$100,000 – 36 mos.  
San Diego, CA  
Report card on San Diego children

#### Chrysalis Foundation

\$225,000 – 36 mos.  
Des Moines, IA  
Iowa Statewide Afterschool Network

#### Citizen Schools

\$200,000 – 18 mos.  
Boston, MA  
Masters in education for afterschool leaders

#### Collaborative Communications Group

\$300,000 – 12 mos.  
Washington, DC  
Convening meetings of afterschool grantees and state education agencies

#### Connecticut State Department of Education

\$225,000 – 36 mos.  
Hartford, CT  
Connecticut Statewide Afterschool Network

#### Council of Chief State School Officers

\$440,000 – 24 mos.  
Washington, DC  
Supporting statewide afterschool networks

#### DC Children and Youth Investment Trust Corporation

\$200,000 – 19 mos.  
Washington, DC  
City intermediaries: a systems theory of change

#### Family & Workplace Connection

\$195,000 – 36 mos.  
Wilmington, DE  
Delaware Statewide Afterschool Network

#### Fight Crime: Invest in Kids

\$200,000 – 24 mos.  
Washington, DC  
Increase afterschool awareness among state legislatures, law enforcement and business

**Finance Project**

\$575,000 – 24 mos.  
 Washington, DC  
 Funding strategies for statewide  
 afterschool networks

**George Lucas Educational Foundation**

\$215,000 – 12 mos.  
 San Rafael, CA  
 Rethinking time and learning

**Harvard University**

\$550,000 – 24 mos.  
 Cambridge, MA  
 Supporting afterschool evaluation and  
 research

**Institute for Educational Leadership**

\$200,000 – 12 mos.  
 Washington, DC  
 Coalition for community schools

**Johns Hopkins University**

\$300,000 – 36 mos.  
 Baltimore, MD  
 Building support for summer learning

**MENTOR/National Mentoring Partnership**

\$150,000 – 13 mos.  
 Alexandria, VA  
 Afterschool mentoring resources

**National AfterSchool Association**

\$450,000 – 36 mos.  
 Charlestown, MA  
 Afterschool trainer approval project

**National Community Education Association**

\$150,000 – 16 mos.  
 Fairfax, VA  
 Future of community education

**National Conference of State Legislatures**

\$500,000 – 24 mos.  
 Denver, CO  
 Informing state legislatures on statewide  
 afterschool policy

**National Council of La Raza**

\$200,000 – 12 mos.  
 Washington, DC  
 Latino family engagement and best  
 practices in afterschool

**National Governors Association Center for Best Practices**

\$350,000 – 24 mos.  
 Washington, DC  
 Maximizing gubernatorial support for  
 extra learning opportunities

**National League of Cities Institute**

\$450,000 – 24 mos.  
 Washington, DC  
 Making afterschool a city priority

**New Mexico Community Foundation**

\$225,000 – 36 mos.  
 Santa Fe, NM  
 New Mexico Statewide Afterschool  
 Network

**Ohio Child Care Resource & Referral Association**

\$225,000 – 36 mos.  
 Columbus, OH  
 Ohio Statewide Afterschool Network

**Policy Studies Associates, Inc.**

\$100,000 – 19 mos.  
 Washington, DC  
 Study of afterschool participants

**Synergy Enterprises, Inc.**

\$250,000 – 12 mos.  
 Silver Spring, MD  
 21st Century Community Learning  
 Centers Summer Institute

**Tiger Woods Foundation**

\$500,000 – 25 mos.  
 Irvine, CA  
 Tiger Woods Learning Center evaluation

**University of California - Davis**

\$280,000 – 6 mos.  
 Davis, CA  
 Proposition 49 regional orientations

**University of California - Irvine**

\$800,000 – 36 mos.  
 Irvine, CA  
 Impact of afterschool programs on  
 participants

**Voices for Utah Children**

\$189,000 – 36 mos.  
 Salt Lake City, UT  
 Utah Statewide Afterschool Network

**West Virginia University Research Corporation**

\$204,000 – 36 mos.  
 Morgantown, WV  
 West Virginia Statewide Afterschool  
 Network

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

\$225,000 – 36 mos.  
 Seattle, WA  
 Washington Statewide Afterschool  
 Network

**Subtotal:**

**\$11,500,000**  
 Learning Beyond the Classroom

**Special Projects****State Educational Technology Directors Association**

\$200,000 – 12 mos.  
 Glen Burnie, MD  
 Mobile classrooms after Hurricane Katrina

**Subtotal:**

**\$200,000**

**Special Projects****Program Area Total:**

**\$16,389,393**  
 Improving Community Education

**Expanding Economic Opportunity****Income Security****Arise Citizens' Policy Project**

\$100,000 – 24 mos.  
 Montgomery, AL  
 State Fiscal Analysis Initiative

**Brookings Institution**

\$200,000 – 24 mos.  
 Washington, DC  
 Policy Evaluation Project

**California Budget Project**

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

**Center for Law and Social Policy**

\$70,000 – 24 mos.  
 Washington, DC  
 Leading edge states project

**Center on Budget and Policy Priorities**

\$200,000 – 12 mos.  
 Washington, DC  
 Federal budget advocacy

\$100,000 – 24 mos.

Washington, DC  
 State Fiscal Analysis Initiative - D.C.

**Colorado Center on Law and Policy**

\$100,000 – 24 mos.  
 Denver, CO  
 State Fiscal Analysis Initiative

**Communications Consortium Media Center**

\$225,000 – 12 mos.  
 Washington, DC  
 Effective messages for fiscal and tax policy

**Demos: A Network for Ideas and Action**

\$100,000 – 12 mos.  
 New York, NY  
 Public works program

**Earned Assets Resource Network**

\$110,000 – 24 mos.  
 San Francisco, CA  
 Asset Policy Initiative of California

**Economic Policy Institute**

\$450,000 – 36 mos.  
 Washington, DC  
 Living standards of Americans

**Enterprise Corporation of the Delta**

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

**Finance Project**

\$100,325 – 12 mos.  
 Washington, DC  
 Grantmakers Income Security Taskforce

**Fiscal Policy Institute**

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

**Foundation-Administered Project**

\$48,516 – 12 mos.  
 Asset-building capacity-building meeting

\$24,467 – 12 mos.

Fiscal opportunity project

**Good Jobs First**

\$85,000 – 24 mos.  
 Washington, DC  
 General purposes

**Hatcher Group**

\$165,000 – 24 mos.  
 Bethesda, MD  
 State Earned Income Tax Credit Initiative

**Maine Center for Economic Policy**

\$100,000 – 24 mos.  
 Augusta, ME  
 State Fiscal Analysis Initiative

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

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

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

**New York Regional Association of Grantmakers**  
\$30,000 – 24 mos.  
New York, NY  
Asset Funders Network

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

**University of Michigan**  
\$8,675 – 31 mos.  
Ann Arbor, MI  
Detroit area study on financial services

**Urban Institute**  
\$135,000 – 10 mos.  
Washington, DC  
New safety net directions

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

**Washington University**  
\$300,000 – 15 mos.  
St. Louis, MO  
Children's savings accounts initiative

**Workforce Alliance**  
\$121,000 – 12 mos.  
Washington, DC  
Federal budget advocacy

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**Subtotal:**  
**\$3,872,983**  
Income Security

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### **Reducing the Impact of Persistent Barriers to Employment**

**Career Alliance, Inc.**  
\$125,000 – 13 mos.  
Flint, MI  
YouthBuild Flint/Genesee

**Center for Family Policy and Practice**  
\$75,000 – 12 mos.  
Madison, WI  
Economic development project for low-income men

**Chrysalis**  
\$265,000 – 24 mos.  
Los Angeles, CA  
Expansion of transitional jobs program

**Easter Seals-Goodwill Northern Rocky Mountain**  
\$75,000 – 12 mos.  
Great Falls, MT  
Alternative staffing demonstration

**Faith Access to Community Economic Development**  
\$25,000 – 11 mos.  
Flint, MI  
Construction trades employment project

**Fifth Avenue Committee**  
\$75,000 – 12 mos.  
Brooklyn, NY  
Alternative staffing demonstration

**Goodwill Temporary Services**  
\$75,000 – 12 mos.  
Austin, TX  
Alternative staffing demonstration

**ICA Group**  
\$250,000 – 15 mos.  
Brookline, MA  
Alternative Staffing Association

**Legal Action Center**  
\$54,228 – 12 mos.  
New York, NY  
H.I.R.E. Network study

**National Association of Workforce Boards**  
\$75,000 – 12 mos.  
Arlington, VA  
Institute for Innovation in Workforce Policy and Practice

**National Economic Development and Law Center**  
\$180,000 – 16 mos.  
Oakland, CA  
From unemployment to work project

**Pillsbury United Communities**  
\$75,000 – 12 mos.  
Minneapolis, MN  
Alternative staffing demonstration

**Public/Private Ventures**  
\$300,000 – 12 mos.  
Philadelphia, PA  
Alternative staffing technical assistance and evaluation

**Springboard Forward**  
\$300,000 – 36 mos.  
Mountain View, CA  
Creating career development through temporary employment

**University of Massachusetts - Boston**  
\$245,772 – 12 mos.  
Boston, MA  
Alternative staffing field study

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**Subtotal:**  
**\$2,195,000**  
Reducing the Impact of Persistent Barriers to Employment

---

### **Retention and Wage Progression**

**American Association of Community Colleges**  
\$200,000 – 18 mos.  
Washington, DC  
Center for Workforce and Economic Development

**Aspen Institute**  
\$275,000 – 15 mos.  
Washington, DC  
Sector Skills Academy

\$116,000 – 10 mos.  
Washington, DC  
Update of "Jobs and the Urban Poor"

\$100,000 – 11 mos.  
Washington, DC  
Building career ladders for low-income people

**Brandon Roberts + Associates**  
\$200,000 – 12 mos.  
Chevy Chase, MD  
Working Poor Families Project

**Corporation for a Skilled Workforce**  
\$280,000 – 12 mos.  
Ann Arbor, MI  
Building the capacity of Michigan's workforce system

**Focus: HOPE**  
\$1,000,000 – 12 mos.  
Detroit, MI  
General purposes

**Independence Care System**  
\$450,000 – 12 mos.  
New York, NY  
Brooklyn expansion

**Jobs for the Future**  
\$1,500,000 – 12 mos.  
Boston, MA  
Study to increase success for low-income adults in community college

**MDC**  
\$50,000 – 24 mos.  
Chapel Hill, NC  
Latino pathways initiative

**Michigan Future, Inc.**  
\$20,000 – 60 mos.  
Ann Arbor, MI  
Auto career project

**Michigan State University**  
\$50,000 – 3 mos.  
East Lansing, MI  
Prima Civitas

**National Economic Development and Law Center**  
\$600,000 – 26 mos.  
Oakland, CA  
Workforce training and technical assistance

**National Governors Association Center for Best Practices**  
\$450,000 – 24 mos.  
Washington, DC  
Accelerating state adoption of sectoral strategies

**Paraprofessional Healthcare Institute**  
\$1,000,000 – 12 mos.  
Bronx, NY  
General purposes

**Project QUEST, Inc.**  
\$200,000 – 12 mos.  
San Antonio, TX  
General purposes

**Public/Private Ventures**  
\$300,000 – 24 mos.  
Philadelphia, PA  
Project QUEST evaluation

**Urban Institute**  
\$198,526 – 36 mos.  
Washington, DC  
Evaluation of Workforce Investment Act

**Vera Institute of Justice**  
\$250,000 – 12 mos.  
New York, NY  
Center for Economic Mobility



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**Subtotal:**  
**\$7,239,526**  
Retention and Wage Progression

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**Program Area Total:**  
**\$13,307,509**  
Expanding Economic Opportunity

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## Building Organized Communities

### Building Infrastructure

**ACORN Institute**  
\$80,000 – 12 mos.  
*Washington, DC*  
Build PICO-ACORN communications

**ActionAid International USA**  
\$100,000 – 12 mos.  
*Washington, DC*  
Organizing after natural disasters

**Center for Community Change**  
\$370,000 – 24 mos.  
*Washington, DC*  
Building the field of community organizing

\$251,000 – 12 mos.  
*Washington, DC*  
Intermediary Support for Organizing Communities

\$50,000 – 12 mos.  
*Washington, DC*  
Developing a new generation of nonprofit leaders

**Communications Leadership Institute**  
\$80,000 – 24 mos.  
*San Francisco, CA*  
Increasing media capacity of community organizing groups

**Community Media Workshop**  
\$125,000 – 19 mos.  
*Chicago, IL*  
Michigan Communications Project

**Community Training and Assistance Center**  
\$271,000 – 13 mos.  
*Boston, MA*  
Intermediary Support for Organizing Communities

**Community Voices Heard**  
\$160,000 – 24 mos.  
*New York, NY*  
New York statewide organizing

**Direct Action and Research Training Center (DART)**  
\$350,000 – 24 mos.  
*Miami, FL*  
General purposes

**Foundation-Administered Project**  
\$29,978 – 12 mos.  
ISO annual meeting

**Good Jobs First**  
\$10,000 – 26 mos.  
*Washington, DC*  
Examining sprawl in Michigan

**Interfaith Action**  
\$100,000 – 24 mos.  
*Rochester, NY*  
New York Thruway Alliance

**Interfaith Funders**  
\$30,000 – 12 mos.  
*Longmont, CO*  
General purposes

**InterValley Project**  
\$301,000 – 24 mos.  
*West Newton, MA*  
Capacity building for the InterValley Network

**Iowa Citizens for Community Improvement**  
\$200,000 – 24 mos.  
*Des Moines, IA*  
Capacity building and expansion

**Justice Alliance Education Fund**  
\$250,000 – 24 mos.  
*Spokane, WA*  
General purposes

**Louisiana Disaster Recovery Foundation**  
\$12,000 – 7 mos.  
*Baton Rouge, LA*  
Organizers renewal fund

**Midwest Academy**  
\$100,000 – 24 mos.  
*Chicago, IL*  
Capacity building support

**National Council of La Raza**  
\$251,000 – 12 mos.  
*Washington, DC*  
Intermediary Support for Organizing Communities

**National Housing Institute**  
\$106,900 – 24 mos.  
*Montclair, NJ*  
Community organizing book

\$30,000 – 12 mos.  
*Montclair, NJ*  
General purposes

**National Training and Information Center**  
\$251,000 – 14 mos.  
*Chicago, IL*  
Intermediary Support for Organizing Communities

**New World Foundation**  
\$10,000 – 12 mos.  
*New York, NY*  
Social Justice Infrastructure Funders

**PICO National Network**  
\$385,000 – 24 mos.  
*Oakland, CA*  
General purposes

**Public Interest Projects**  
\$50,000 – 12 mos.  
*New York, NY*  
Research on immigration issues

**Seventh Generation Fund**  
\$225,000 – 15 mos.  
*Arcata, CA*  
General purposes

**Southern Echo, Inc.**  
\$251,000 – 12 mos.  
*Jackson, MS*  
Intermediary Support for Organizing Communities

**Washington Interfaith Network**  
\$30,000 – 22 mos.  
*Washington, DC*  
General purposes

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**Subtotal:**  
**\$4,459,878**  
Building Infrastructure

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**Program Area Total:**  
**\$4,459,878**  
Building Organized Communities

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## Special Initiatives

### Transitions

**Abilities Fund**  
\$50,000 – 12 mos.  
*Centerville, IA*  
Micro-enterprise and disability

**ACCIÓN USA**  
\$350,000 – 12 mos.  
*Boston, MA*  
Increasing self-sufficiency in micro-enterprise programs

**Aspen Institute**  
\$300,000 – 12 mos.  
*Washington, DC*  
Advancing sustainability in micro-enterprise

\$250,000 – 12 mos.  
*Washington, DC*  
MicroTest

\$177,483 – 12 mos.  
*Washington, DC*  
Technical communication assistance for the micro-enterprise field

**Association for Enterprise Opportunity**  
\$300,000 – 12 mos.  
*Arlington, VA*  
General purposes

**Corporation for a Skilled Workforce**  
\$75,000 – 12 mos.  
*Ann Arbor, MI*  
Developing a state micro-enterprise delivery system

**Corporation for Enterprise Development**  
\$244,000 – 12 mos.  
*Washington, DC*  
Federal micro-enterprise policy project

**Detroit Entrepreneurship Institute, Inc.**  
\$100,000 – 5 mos.  
*Detroit, MI*  
General purposes

**Enterprise Corporation of the Delta**  
\$500,000 – 12 mos.  
*Jackson, MS*  
Micro-enterprise finance in areas affected by hurricanes Katrina and Rita

**Southwest Creations Collaborative**  
\$200,000 – 12 mos.  
*Albuquerque, NM*  
General purposes

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**Subtotal:**  
**\$2,546,483**  
Transitions

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**Program Area Total:**  
**\$2,546,483**  
Special Initiatives

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**Program Total:**  
**\$36,703,263**  
Pathways Out of Poverty

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# EXPLORATORY & SPECIAL PROJECTS

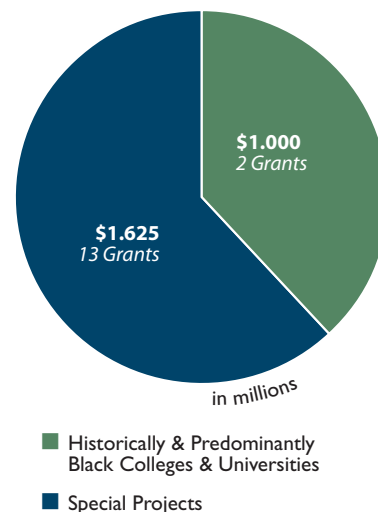
**Mission:** To support unusual or unique opportunities addressing significant national and international problems. (Proposals are by invitation only; unsolicited proposals are discouraged.)

In 2006, the Exploratory and Special Projects program made 15 grants totaling \$2.6 million. A large portion went to assist Louisiana's ongoing efforts to recover from Hurricane Katrina. Some highlights:

- ▶ Dillard University and Xavier University of Louisiana, historically black universities, each received \$500,000 for scholarship assistance and campus reconstruction.
- ▶ The Michigan AIDS Fund received \$150,000 in three-year support for HIV/AIDS prevention activities targeted at the state's most vulnerable populations. Mott has been the leading foundation donor to the fund since it began in 1989, providing almost \$3 million in ongoing support.
- ▶ A one-year, \$150,000 grant in ongoing support for 3iG International Interfaith Investment Group, a nonprofit, multifaith philanthropic foundation headquartered in the Netherlands, to promote and facilitate socially responsible investing by faith groups.
- ▶ A three-year, \$300,000 grant to Vital Voices Global Partnership, created in 2001 to empower women by providing them with leadership skills, networks and resources to improve their societies.



**Grant Activity \$2,625,000** 15 Grants



## Historically and Predominantly Black Colleges and Universities

### Dillard University

\$500,000 – 12 mos.

*New Orleans, LA*

Scholarship program for Hurricane Katrina recovery

### Xavier University of Louisiana

\$500,000 – 12 mos.

*New Orleans, LA*

Campus reconstruction and student assistance for Hurricane Katrina recovery

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#### Program Area Total:

**\$1,000,000**

Historically and Predominantly Black Colleges and Universities

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## Special Projects

### 3iG International Interfaith Investment Group

\$150,000 – 12 mos.

*Amsterdam, Netherlands*

Development of products and services

### Aga Khan Foundation U.S.A.

\$100,000 – 12 mos.

*Washington, DC*

Pakistan earthquake reconstruction operation

### Aspen Institute

\$100,000 – 12 mos.

*Washington, DC*

Congressional program

### Committee for Economic Development

\$50,000 – 12 mos.

*Washington, DC*

Making Washington Work

### Community Foundation for the National Capital Region

\$50,000 – 12 mos.

*Washington, DC*

Laura Bush Foundation's Gulf Coast School Library Recovery Initiative

### CompuMentor

\$100,000 – 12 mos.

*San Francisco, CA*

PATRIOT Act compliance project for Mott grantees

### Fundação Oriente

\$25,000 – 12 mos.

*Lisbon, Portugal*

Arrábida meetings

### Louisiana Disaster Recovery Foundation

\$100,000 – 18 mos.

*Baton Rouge, LA*

Operating support

### Michigan AIDS Fund

\$150,000 – 36 mos.

*Southfield, MI*

General purposes

### National Organization on Disability

\$150,000 – 36 mos.

*Washington, DC*

CEO Council

### National Public Radio

\$150,000 – 36 mos.

*Washington, DC*

News and information programs

### Phelps-Stokes Fund

\$200,000 – 12 mos.

*Washington, DC*

Smart Teachers As Role Models (STAR) initiative

### Vital Voices Global Partnership

\$300,000 – 36 mos.

*Washington, DC*

General purposes

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#### Program Area Total:

**\$1,625,000**

Special Projects

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#### Program Total:

**\$2,625,000**

Exploratory and Special Projects

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## EMPLOYEE & TRUSTEE GRANTS

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

### Employee/Trustee Matching & Trustee-Initiated

**Subtotal:**

**\$988,149**

Employee and Trustee Matching Grants

**Subtotal:**

**\$520,000**

Trustee-Initiated Grants

**Program Total:**

**\$1,508,149**

Employee/Trustee Matching & Trustee-Initiated Grants

**TOTAL ALL GRANTS:**

**\$107,322,587**

A large, stylized graphic of the number '100' is the central focus. The '1' is a solid teal shape. The '0's are formed by teal outlines with olive green fill. The background is a light teal gradient.

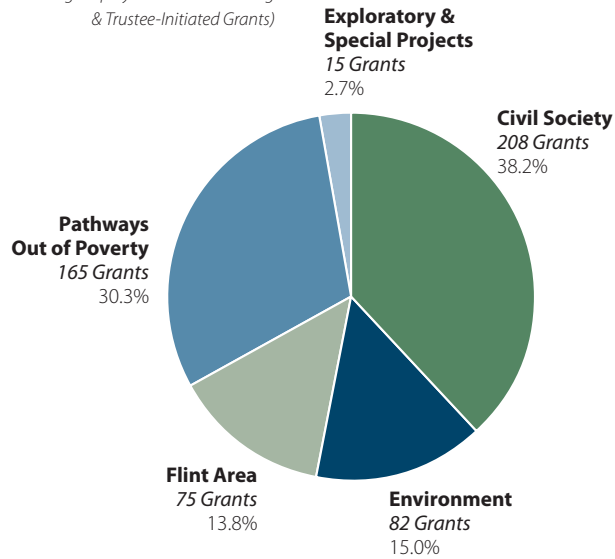
FINANCE

# PROFILE: 2006

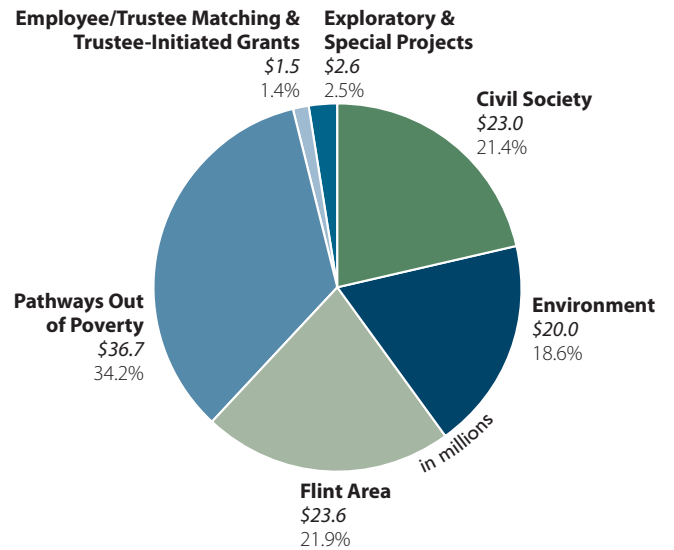
## GRANTMAKING ACTIVITIES

Total: **545 Grants**

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

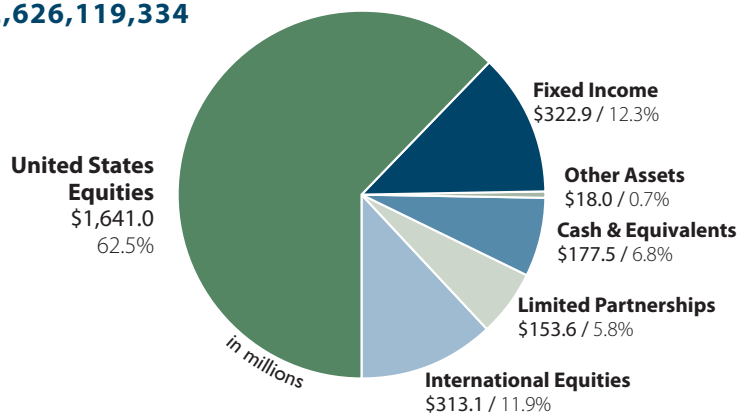


Total: **\$107,322,587**



## ASSET ALLOCATION 12.31.06

Total: **\$2,626,119,334**



## PROFILE: 10-YEAR STATISTICS

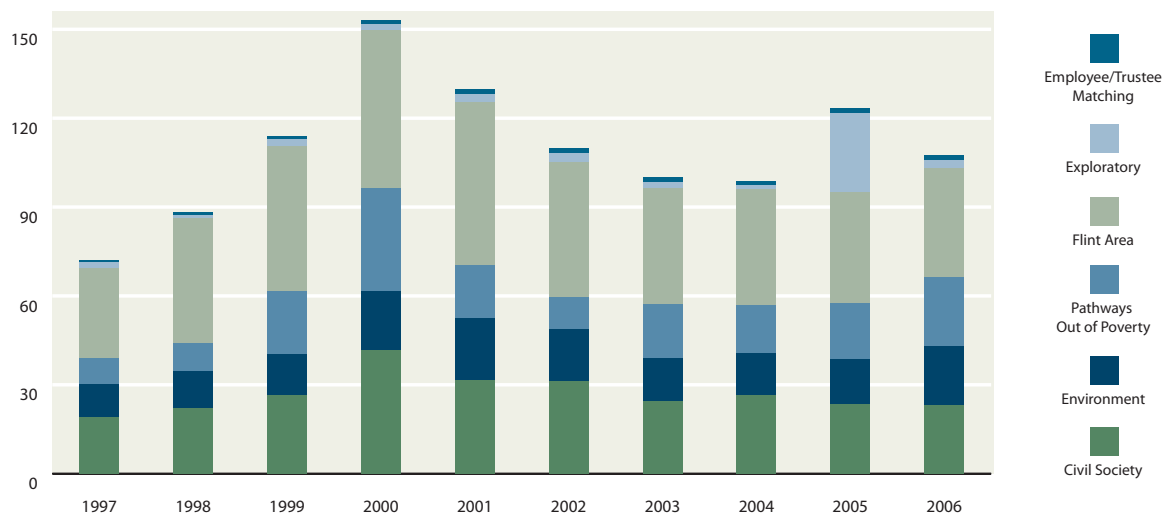
### 1997-2006 Selected Financial Information (in millions)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Total Assets - Market Value	\$1,962.4	\$2,346.5	\$3,227.7	\$2,880.3	\$2,458.0	\$2,011.4	\$2,373.2	\$2,524.7	\$2,477.3	\$2,626.1
Total Assets - 2006 Dollars	2,455.1	2,889.1	3,870.1	3,340.5	2,807.2	2,243.8	2,598.6	2,677.3	2,540.3	2,626.1
12-Month Rolling Average Assets	1,823.3	2,104.5	2,649.5	3,243.5	2,542.3	2,153.0	2,133.6	2,361.9	2,407.0	2,507.0
Total Dividends & Interest	54.2	56.1	63.7	72.5	69.3	64.0	56.8	58.4	53.2	64.6
Dividends & Interest - 2006 Dollars	67.8	69.1	76.4	84.0	79.1	71.3	62.2	61.9	54.5	64.6
Total Grants Awarded	72.0	88.2	113.9	153.0	129.7	109.8	100.0	98.7	123.2	107.3
Total Expenditures*	91.2	102.5	137.0	162.9	131.1	128.0	124.8	136.3	132.1	142.7

**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.

### 1997-2006 Grants Awarded by Program (in millions)



# INDEPENDENT AUDITORS' REPORT

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To the Board of Trustees  
of the Charles Stewart Mott Foundation  
Flint, Michigan

We have audited the accompanying statement of position of the Charles Stewart Mott Foundation (the "Foundation") as of December 31, 2006, and the related statements of activity and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Foundation for the year ended December 31, 2005, were audited by other auditors whose report, dated May 15, 2006, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, such 2006 financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2006, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As discussed in Note B, the financial statements include investments and limited partnerships valued at \$212,386,174 (approximately 8% of net assets) whose fair values have been estimated by management in the absence of readily determinable fair values. Management estimates are based on the information provided by the fund managers of the general partners.

*Deloitte & Touche LLP*

May 23, 2007

# STATEMENTS OF FINANCIAL POSITION

Charles Stewart Mott Foundation

Years Ended December 31,

	2006	2005
<b>Assets</b>		
Investments, at market value:		
Equities	\$ 1,954,146,583	\$ 1,880,639,499
U.S. Government obligations	312,133,517	240,488,975
Corporate bonds	10,803,866	27,314,908
Cash equivalents	<u>174,431,527</u>	<u>180,531,006</u>
	2,451,515,493	2,328,974,388
Limited partnerships	153,619,865	120,690,114
Cash	3,019,517	1,884,139
Accrued interest and dividends	6,627,094	6,697,864
Land, building and improvements, net	4,139,206	4,062,215
Other assets	<u>7,198,159</u>	<u>14,999,311</u>
	<u>\$ 2,626,119,334</u>	<u>\$ 2,477,308,031</u>
<b>Liabilities and Unrestricted Net Assets</b>		
Grants payable, net	\$ 46,181,467	\$ 58,540,975
Accounts payable and other liabilities	11,339,876	12,999,109
Deferred excise tax	<u>13,112,986</u>	<u>13,322,633</u>
	70,634,329	84,862,717
<b>Unrestricted Net Assets</b>	<u>2,555,485,005</u>	<u>2,392,445,314</u>
	<u>\$ 2,626,119,334</u>	<u>\$ 2,477,308,031</u>

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

# STATEMENTS OF ACTIVITY

Charles Stewart Mott Foundation

	Years Ended December 31,	
	2006	2005
<b>Income:</b>		
Dividends	\$ 39,296,698	\$ 28,267,167
Interest	25,317,792	24,887,745
Partnerships	8,002,509	3,492,572
	<u>72,616,999</u>	<u>56,647,484</u>
Less:		
Investment expenses	2,880,418	2,984,745
Provision for excise tax	689,831	523,975
	<u>3,570,249</u>	<u>3,508,720</u>
Other expense	(369,117)	(35,150)
<b>Net investment income</b>	<u>68,677,633</u>	<u>53,103,614</u>
<b>Grants and expenses:</b>		
Grants, net	108,502,128	117,874,580
Foundation-administered projects	586,178	626,258
Administration expenses	14,784,229	14,382,174
	<u>123,872,535</u>	<u>132,883,012</u>
Grants and expenses in excess of income	(55,194,902)	(79,779,398)
<b>Realized gain on sale of assets</b> , net of excise tax of \$2,295,955 in 2006, and \$860,088 in 2005	228,560,202	85,148,731
<b>Change in market value of investments</b> , net of change in deferred excise tax (credit) of (\$712,960) in 2006, and (\$1,180,017) in 2005	(35,098,450)	(63,649,164)
<b>Change in market value of limited partnerships</b> , net of change in deferred excise tax of \$503,313 in 2006, and \$47,712 in 2005	24,417,434	6,252,098
<b>Other changes</b> - change in minimum pension liability	355,407	(356,535)
Change in net assets	<u>163,039,691</u>	<u>(52,384,268)</u>
<b>Unrestricted net assets:</b>		
Beginning of year	2,392,445,314	2,444,829,582
End of year	<u>\$ 2,555,485,005</u>	<u>\$ 2,392,445,314</u>

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

# STATEMENTS OF CASH FLOWS

Charles Stewart Mott Foundation

	Years Ended December 31,	
	2006	2005
<b>Cash flows from operating activities:</b>		
Change in net assets	\$ 163,039,691	\$ (52,384,268)
Adjustments to reconcile grants and expenses in excess of income to net cash used by operating activities:		
Net realized gain on investments	(230,856,157)	(86,008,819)
(Income) loss on limited partnerships	(8,002,509)	(3,492,572)
(Increase) decrease in market value of investments	10,890,663	58,529,371
Excess value of donated securities included with grants	1,260,627	0
Loss on asset retirement	15,888	0
Depreciation expense	363,698	369,531
Decrease in accrued interest and dividends	70,770	772,981
(Increase) decrease in other assets	7,801,152	(109,857)
Increase (decrease) in grants payable, net	(12,359,508)	5,944,697
Increase (decrease) in accounts payable and other liabilities	(1,659,233)	140,418
Increase (decrease) in deferred excise taxes	(209,647)	(1,132,305)
Total adjustments	<u>(232,684,256)</u>	<u>(24,986,555)</u>
Net cash used by operating activities	<u>(69,644,565)</u>	<u>(77,370,823)</u>
<b>Cash flows from investing activities:</b>		
Proceeds from sales or redemptions of investments	5,139,985,670	2,474,368,462
Purchases of investments	(5,068,749,150)	(2,396,393,654)
Acquisition of building improvements	(456,577)	(272,518)
Net cash provided by investing activities	<u>70,779,943</u>	<u>77,702,290</u>
<b>Net increase (decrease) in cash</b>	1,135,378	331,467
Cash, beginning of year	1,884,139	1,552,672
Cash, end of year	<u>\$ 3,019,517</u>	<u>\$ 1,884,139</u>
<b>Supplemental schedule of noncash investing activities:</b>		
Investment trades payable	<u>\$ 214,826</u>	<u>\$ 0</u>

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



## NOTES TO FINANCIAL STATEMENTS

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### A. Mission and Grant Programs

The Charles Stewart Mott Foundation (the "Foundation") is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation's mission is "to support efforts that promote a just, equitable and sustainable society." The Foundation's grantmaking activity is organized into four major programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation's Exploratory and Special Projects program.

### B. Accounting Policies

The following is a summary of significant accounting policies followed in the preparation of these financial statements.

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

#### Method of Accounting

The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, and other income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized as expense on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized as expense on the date the authority is exercised. Grant expense is net of grant refunds.

#### Investments

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

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

#### Limited Partnerships

The Foundation invests in limited partnerships that have no readily determinable fair value. Amounts recorded in the Foundation's financial statements represent the Foundation's pro rata share in the net assets of each limited partnership as of December 31, 2006 and 2005, as provided by the fund managers based on audited information as available. The Foundation believes the amounts recorded related to the partnerships approximate fair value.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2006, the Foundation has \$147.3 million in outstanding limited partnership commitments, including both domestic and international partnerships.

## Other Assets

Included in other assets are land and buildings that were purchased by the Foundation and are recorded at cost.

## Land, Building and Improvements

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated 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, ranging from 6 to 50 years. Assets with a cost basis of \$409,966 and \$45,627, along with the related accumulated depreciation, were retired during 2006 and 2005, respectively.

	2006	2005
Land	\$ 397,852	\$ 397,852
Building and improvements	8,329,157	8,282,546
Less accumulated depreciation	(4,587,803)	(4,618,183)
	<u>\$ 4,139,206</u>	<u>\$ 4,062,215</u>

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.

## Operating Leases

The Foundation has non-cancelable operating leases for certain office equipment. These leases are for terms of one to five years. Aggregate minimum future rental payments under non-cancelable operating leases having remaining terms in excess of one year as of December 31, 2006, total \$82,078. Lease expense for the years 2006 and 2005 amounted to \$50,537 and \$56,921, respectively.

## 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.

## Recent Accounting Pronouncements

**Statement No. 157, Fair Value Measurements** — In September 2006, the Financial Accounting Standards Board ("FASB") issued Statement No. 157. In order to address the diversity in practice that exists due to the different definitions of fair value and the limited guidance for applying those definitions, this statement defines fair value, establishes a framework for measuring fair value and expands disclosures about fair value measurements. SFAS 157 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. SFAS 157 is effective for years beginning after November 15, 2007, although early adoption is permitted. The Foundation is assessing the impact the application of SFAS 157 will have on its financial statements, although, since most assets are already stated at fair value, it is not expected to have a significant impact.

**Statement No. 159, The Fair Value Option for Financial Assets and Financial Liabilities — Including an amendment of FASB Statement No. 115** — In February 2007, the FASB issued Statement No. 159. SFAS 159 permits entities that elect the fair value provisions of SFAS 157 to choose to measure many financial instruments and certain other items at fair value. It also provides the opportunity to mitigate volatility, in reported earnings caused by measuring related assets and liabilities differently, without having to apply complex hedge accounting provisions. Accordingly, unrealized gains and losses on items for which the fair

value option has been elected will be reported in earnings. SFAS 159 is effective for years beginning after November 15, 2007. However, for the Foundation, early adoption is permitted as of January 1, 2007, provided the Foundation also elects to apply the provisions of SFAS 157. The Foundation is assessing the impact the application of SFAS 159 will have on its financial statements, although, since most assets are already stated at fair value, it is not expected to have a significant impact.

**Statement No. 158, *Employer's Accounting for Defined Benefit Pension and Other Postretirement Plans*** — In September 2006, the FASB issued Statement No. 158. SFAS 158 requires an employer to fully recognize the over- or under-funded status of a defined benefit postretirement plan as an asset or liability in its statements of financial position and to recognize changes in that funded status in the year in which the changes occur through changes in unrestricted net assets. This statement also improves financial reporting by requiring an employer to measure the funded status of a plan as of the date of its year-end statements of financial position. For the Foundation, SFAS 158 will require the funded status of the defined benefit and other postretirement plans in the statements of financial position for the year ending December 31, 2007.

Based on the funded status of the Foundation's defined benefit and other postretirement plans as of December 31, 2006, the Foundation would be required to increase its net liabilities for pension and postretirement healthcare plans, which would result in a decrease in unrestricted net assets of approximately \$7.0 million. The actual impact of implementing this standard will vary from the estimated impact, as the ultimate amounts recorded will depend on a number of assumptions, including, but not limited to, the discount rates in effect at the measurement date, the actual rate of return on plan assets for the year then ended, and the impact of expected pension contributions during the year. Changes in these assumptions would increase or decrease the impact of adopting SFAS 158.

**FASB Interpretation No. 48, *Accounting for Uncertainty in Income Taxes — An interpretation of FASB Statement No. 109*** — In June 2006, the FASB issued Interpretation No. 48. This interpretation clarifies the accounting for uncertainty in income taxes recognized in an organization's financial statements in accordance with FASB Statement 109, *Accounting for Income Taxes*. This interpretation prescribes a recognition threshold and measurement attributes for the financial statement recognition and measurement of a tax position taken or expected to be taken in an income tax return. FIN 48 is effective for the Foundation's year ending December 31, 2007. The Foundation does not expect this impact to be significant.

### Reclassifications

Certain amounts in the 2005 statements have been reclassified to conform to the 2006 statements. Investment holdings in the amount of \$17.8 million have been reclassified from investments in equities to investments in partnerships, consistent with their classification in 2006 on the statements of financial position. Further, on the statements of activity, the change in market value of investments has decreased by \$4.8 million, with a corresponding increase to the change in market value of limited partnerships in the amount of \$4.0 million and in partnership income of \$0.8 million for 2005 in regards to this same investment reclassification. The statements of cash flows and investment-related footnote were also reclassified as applicable. Total investments, total assets, unrestricted net assets and the change in net assets for 2005 remained the same as originally reported.

## C. Investments

Investments held at December 31, 2006 and 2005, were as follows (in thousands):

	2006		2005	
	Market Value	Cost Basis	Market Value	Cost Basis
Equities	\$ 1,954,146	\$ 1,305,558	\$ 1,880,639	\$ 1,195,338
U.S. Government obligations	312,133	321,545	240,489	250,942
Corporate bonds	10,804	10,615	27,315	26,986
Cash equivalents	174,432	174,432	180,531	180,531
	<u>\$ 2,451,515</u>	<u>\$ 1,812,150</u>	<u>\$ 2,328,974</u>	<u>\$ 1,653,797</u>

## D. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code ("IRC"), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2006 and 2005. The deferred excise tax provision is calculated assuming a 2% rate and is based on the projected gains that assume complete liquidation of all assets.

The liability for excise tax is comprised of the following:

	2006	2005
Excise tax receivable	\$ (441,038)	\$ (179,260)
Deferred excise tax	13,112,986	13,322,633
	<u>\$ 12,671,948</u>	<u>\$ 13,143,373</u>

The deferred excise tax represents the tax on unrealized marketable security and partnership gains and losses. Excise tax payments of \$3,420,000 and \$1,557,000 were paid in 2006 and 2005, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non-charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2006, the Foundation made qualifying distributions in excess of the required minimum distribution of approximately \$17 million. Combined with the accumulated under-distribution of \$2.4 million as of December 31, 2005, the Foundation will have approximately \$14.6 million that can be carried forward and applied to the minimum distribution requirement over the next five years.

## E. Grants Payable

Grants payable at December 31, 2006, are expected to be paid as follows:

Programs	Payable in Year Ending December 31,				
	2007	2008	2009	2010-12	Total
Civil Society	\$ 8,422,443	\$ 2,231,729	\$ 182,000	\$ 2,000	\$10,838,172
Environment	4,090,507	661,200	209,600	160,000	5,121,307
Flint Area	1,213,828	208,507	49,795	0	1,472,130
Pathways Out of Poverty	12,558,859	2,379,498	0	0	14,938,357
Other*	250,000	2,200,000	3,000,000	13,000,000	18,450,000
Grants payable	<u>26,535,637</u>	<u>7,680,934</u>	<u>3,441,395</u>	<u>13,162,000</u>	<u>50,819,966</u>
Less: Unamortized discount	0	585,383	504,566	3,548,550	4,638,499
	<u>\$26,535,637</u>	<u>\$ 7,095,551</u>	<u>\$ 2,936,829</u>	<u>\$ 9,613,450</u>	<u>\$46,181,467</u>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation's financial statements totaled \$1,787,000 and \$2,884,738 as of December 31, 2006 and 2005, respectively.

\*Includes Exploratory and Special Projects.

Grant activity, including the Matching Gift Program, for the years ended December 31, 2006 and 2005, was as follows:

	2006	2005
Grants payable, January 1	\$ 64,460,218	\$ 53,163,021
Grants approved	<u>108,420,325</u>	<u>124,631,578</u>
	<u>172,880,543</u>	<u>177,794,599</u>
Less grants paid by program:		
Civil Society	26,950,762	27,737,877
Environment	21,175,856	16,815,680
Flint Area	24,331,887	23,327,247
Pathways Out of Poverty	39,088,821	41,460,571
Other*	<u>10,513,251</u>	<u>3,993,006</u>
	<u>122,060,577</u>	<u>113,334,381</u>
Undiscounted Grants payable, December 31	<u>\$ 50,819,966</u>	<u>\$ 64,460,218</u>

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

## F. Pension and Other Postretirement Benefits

The Foundation sponsors a qualified, defined benefit plan covering substantially all employees along with an unfunded, nonqualified plan for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans. In addition, the Foundation sponsors an unfunded postretirement medical plan for all eligible employees. The qualified defined benefit pension plan is funded in accordance with the minimum funding requirements of the Employee Retirement Income Security Act. Plan assets are invested in diversified cash, bond, real estate and equity pooled funds.

Amounts in (\$000)	Pension Benefits		Other Benefits	
	2006	2005	2006	2005
Benefit obligation at December 31	\$ 27,829	\$ 25,215	\$ 8,442	\$ 8,415
Fair value of plan assets at December 31	<u>23,079</u>	<u>16,022</u>	<u>0</u>	<u>0</u>
Funded status at December 31	<u>\$ (4,750)</u>	<u>\$ (9,193)</u>	<u>\$ (8,442)</u>	<u>\$ (8,415)</u>
Amounts recognized in the statements of financial position:				
Prepaid benefit included with other assets	\$ 1,930	\$ 0	\$ 0	\$ 0
Intangible asset included with other assets	0	1,183	0	0
Accrued benefit liability included with accounts payable and other liabilities	<u>(2,347)</u>	<u>(4,996)</u>	<u>(5,765)</u>	<u>(4,816)</u>
Net amount recognized	<u>\$ (417)</u>	<u>\$ (3,813)</u>	<u>\$ (5,765)</u>	<u>\$ (4,816)</u>
Net periodic benefit cost	\$ 1,760	\$ 1,651	\$ 1,189	\$ 1,243
Employer contributions	4,799	3,318	239	210
Benefit payments	(280)	(169)	(239)	(210)

### Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was \$1,864,373 and \$1,725,728 as of December 31, 2006 and 2005, respectively. The accumulated benefit obligation of the qualified plan was \$21,511,298 and \$18,782,692 as of December 31, 2006 and 2005, respectively.

## Asset Holdings

A summary of asset holdings in the pension plan as of December 31, 2006, is as follows:

Asset Class	Percentage of Assets
Domestic stock	55.1%
International stock	14.1%
Real estate	9.0%
Bonds	21.8%
Total	100.0%

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

	Pension Benefits		Other Benefits	
	2006	2005	2006	2005
Discount rate	5.90%	5.50%	6.00%	5.50%
Expected return on plan assets	8.00%	8.50%	N/A	N/A
Rate of compensation increase	5.00%	5.00%	N/A	N/A

For measurement purposes, an initial annual rate of 9% in the per capita cost of healthcare was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5.00% by year 2014.

### Expected Contributions

The Foundation expects to contribute \$4,403,440 to its pension plans and \$244,581 to its postretirement medical plan in 2007. For the unfunded plans, contributions are deemed equal to expected benefit payments.

### Expected Benefit Payments

The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits, before deducting the Medicare Part D subsidy:

Year	Pension Plans	Postretirement Healthcare	Postretirement Medicare Part D Subsidy
2007	\$ 1,223,440	\$ 244,581	\$ 22,221
2008	1,033,440	263,846	23,305
2009	1,033,440	303,363	26,429
2010	1,073,440	325,768	28,179
2011	1,263,440	368,248	30,638
2012-2016	10,497,200	2,562,566	232,956

### Defined Contribution 401(k) Plan

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to \$3,000 per year. For the years ending December 31, 2006 and 2005, the Foundation contributed \$231,355 and \$240,875 to the plan, respectively.

## Administration & Investment Expenses

	Administration Total		Investment Total	
	2006	2005	2006	2005
Salaries	\$ 7,119,007	\$ 7,048,711	\$ 1,209,522	\$ 1,827,395
Other personnel costs	4,170,753	4,120,912	639,354	626,003
Operations	1,444,467	1,148,803	545,264	302,983
Professional fees	921,359	872,490	462,648	217,769
Travel and business expense	811,288	840,457	23,630	10,595
Publications and contract services	317,355	350,801	0	0
	<u>\$ 14,784,229</u>	<u>\$ 14,382,174</u>	<u>\$ 2,880,418</u>	<u>\$ 2,984,745</u>



A large, stylized graphic of the number '42' is the central focus. The number is rendered in a bold, sans-serif font. The '4' is primarily teal with olive green accents, while the '2' is primarily olive green with teal accents. The background is a light teal gradient.

TRUSTEES & STAFF

## BOARD AND COMMITTEES

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### BOARD OF TRUSTEES<sup>+</sup>

**William S. White**  
*Chairman*

**William H. Piper**  
*Vice Chairman*

**A. Marshall Acuff Jr.**  
**Rushworth M. Kidder**

**Tiffany W. Lovett**

**Webb F. Martin**

**Olivia P. Maynard**

**John Morning**

**Maryanne Mott**

**Douglas X. Patiño**

**John W. Porter**

**Marise M.M. Stewart**

**Claire M. White**

### AUDIT COMMITTEE

**John W. Porter**  
*Chairman*

**Rushworth M. Kidder**

**John Morning**

**Douglas X. Patiño**

### EXECUTIVE COMMITTEE

**William S. White**  
*Chairman*

**Webb F. Martin**

**Maryanne Mott**

**William H. Piper**

**John W. Porter**

### INVESTMENT COMMITTEE

**William S. White**  
*Chairman*

**A. Marshall Acuff Jr.**

**Webb F. Martin**

**Maryanne Mott**

**William H. Piper**

+ 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.

*Board list as of September 30, 2007*

# OFFICERS AND STAFF

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## EXECUTIVE OFFICE

**William S. White**  
*President and  
Chief Executive Officer*

**Jean Simi**  
*Executive Assistant and  
Corporate Assistant Secretary*

**George A. Trone<sup>1</sup>**  
*Assistant to the President,  
Grants Database Manager and  
Program Officer*

**Lisa R. Maxwell**  
*Senior Administrative Secretary*

## ADMINISTRATIVE GROUP

**Phillip H. Peters**  
*Group Vice President - Administration  
and Secretary/Treasurer*

### Administrative Services

---

**Gregory S. Hopton**  
*Accounting Manager*

**Lesle Berent**  
*Senior Accountant*

**Rebecca Burns**  
*Administrative Accountant*

**Debra L. Cormier**  
*Payroll Administrator*

**Annette M.M. Chamberlain**  
*Administrative Secretary*

**Debra E. Bullen**  
*Building Manager*

**Billy M. Powell**  
*Building Operations Supervisor*

**Gilbert Medrano**

**Larry M. Stein**  
*Building Operations Assistants*

### Grants Administration

---

**Jimmy L. Krause**  
*Director, Grants Administration  
and Assistant Treasurer*

**Mary A. Gailbreath**  
*Manager, Grants Administration*

**Cindy S. Compeau**

**S. Renee Jackson**  
*Grants Accountants*

**Mary Beth Smith**  
*Administrative Secretary,  
Program Review Committee*

**Jean M. Bamberg**  
*Administrative Assistant*

**Deborah K. Reid**  
*Secretary*

## Human Resources

---

**Julie M. Flynn**  
*Human Resources Manager*

**Ona Kay Goza**  
*Administrative Secretary*

**Jill A. Powell**  
*Word Processing Supervisor*

**Kim R. McDonald**  
*Word Processor*

**Teresa A. Littlejohn**  
*Receptionist*

## Information Services

---

**Gavin T. Clabaugh**  
*Vice President - Information Services*

**Ryburn L. (John) Brown**  
*Manager, Information Services*

**Michael L. Wright**  
*Senior Systems Engineer*

**Linda L. Davidson**  
*User Coordinator*

**Eve C. Brown**  
*Librarian*

**Glen A. Birdsall**  
*Associate Librarian*

**Julie A. Scapelliti**  
*Secretary/Help Desk Coordinator*

## INVESTMENTS

**Michael J. Smith**  
*Vice President - Investments  
and Chief Investment Officer*

**Jay C. Flaherty**

**Stephen A. McGratty**

**Paul H. McVey**

**Stephen W. Vessells**  
*Investment Managers*

**Laura R. Bechard**  
*Investment Office Administrator  
and IS Coordinator*

**Margaret H. Hubble**  
*Senior Administrative Assistant*

**Alicia Aguilar**  
*Assistant Investment Administrator*

**Monica R. Smartt**  
*Administrative Secretary*

**Laura Franco**  
*Administrative Assistant*

## PROGRAMS AND COMMUNICATIONS

**Maureen H. Smyth**  
*Senior Vice President - Programs and  
Communications*

**Ruth M. Woodruff<sup>2</sup>**  
*Administrative Secretary*

### Programs

---

**Lois R. DeBacker**  
*Associate Vice President - Programs  
(Civil Society and Environment)*

## CIVIL SOCIETY

*Central/Eastern Europe and  
Special Initiatives-International*

**Shannon L. Lawder**  
*Regional Director*

**Vera Dakova**

**Ross Maclaren**

**J. Walter Veirs**  
*Program Officers*

**Michele H. Neumann**  
*Secretary*

### South Africa

**Russell T. Ally**  
*Office Director*

**Vuyiswa Sidzumo**  
*Program Officer*

**Lydia Molapo**  
*Administrative Secretary*

**Sharifa Bala**  
*Support Office Administrator*

### United States

**Nicholas S. Deychakiwsky**

**Kimberly S. Roberson<sup>3</sup>**  
*Program Officers*

**Diane M. Gildner<sup>4</sup>**  
*Secretary*

## ENVIRONMENT

**Samuel B. Passmore**

**Sandra N. Smithey**  
*Program Officers*

**Rebecca S. Fedewa\***  
*Associate Program Officer*

**Sandra J. Smith**

**Judy L. Wallace**  
*Secretaries*

c o n t i n u e d

## Programs (continued)

### Kevin F. Walker

Associate Vice President - Programs  
(Flint Area and Pathways  
Out of Poverty)

## FLINT AREA

### Jack A. Litzenberg<sup>5</sup>

Senior Program Officer

### Neal R. Hegarty<sup>5</sup>

### Patrick N. Naswell\*

### Kimberly S. Roberson<sup>3</sup>

Program Officers

### Frederick L. Kump<sup>6</sup>

Program Officer and  
Financial Analyst

### Shannon E. Polk

### Ridgway H. White

Associate Program Officers

### Christine L. Anderson<sup>7</sup>

Secretary

## PATHWAYS

## OUT OF POVERTY

### Jack A. Litzenberg<sup>5</sup>

Senior Program Officer

### An-Me Chung

### Christine A.W. Doby

### Neal R. Hegarty<sup>5</sup>

### Benita D. Melton

Program Officers

### Eugene A. Hillsman

### Yazeed Moore

### Sue A. Peters\*

Associate Program Officers

### Judith M. Wright\*

Administrative Secretary

### Wynette L. Adamson<sup>5</sup>

### Delia Cappel

Secretaries

## Communications

### Marilyn Stein LeFeber

Vice President - Communications

### Donald F. Dahlstrom

Senior Communications Officer

### Duane M. Eling

### Mitchell W. Hurst

### Maggie I. Jaruzel

### Ann F. Richards

Communications Officers

### Peggy A. Harrington

Associate Communications Officer

### Teri L. Chambry

Administrative Secretary

### J. Gay McArthur

Secretary

## LOANED STAFF

### Karen B. Aldridge-Eason

Foundation Liaison, Office of  
Gov. Jennifer M. Granholm,  
State of Michigan (formerly Program  
Director, Flint Area program)

### Carol D. Rugg

Director of Communications,  
Fund for Innovation, Effectiveness,  
Learning and Dissemination, part of  
The Aspen Institute (formerly Senior  
Communications Officer)

## CONTRACT EMPLOYEES/ CONSULTANTS

### Vyacheslav Bakhmin

Civil Society program (Russia)

### Linda Helstowski

Environment program

### Martha A. Howlett

Communications

### Joumana M. Klanseck

Information Services

### Jeanette R. Mansour

Programs

### Dorothy Reynolds

Civil Society program

### Amy Shannon

Environment program

### Svitlana Suprun

Civil Society program (Belarus,  
Moldova, Ukraine)

### Darlene F. Wood

Administration

\* No longer with the Foundation

<sup>1</sup> Shared with Programs

<sup>2</sup> Shared with Pathways Out  
of Poverty program

<sup>3</sup> Shared with Civil Society and  
Flint Area programs

<sup>4</sup> Shared with South Africa office

<sup>5</sup> Shared with Flint Area and Pathways  
Out of Poverty programs

<sup>6</sup> Shared with Grants Administration

<sup>7</sup> Shared with Civil Society, Flint Area and  
Pathways Out of Poverty programs

Staff list as of September 30, 2007

## PROGRAM SNAPSHOT

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

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

Goal	Objective	
<b>CIVIL SOCIETY</b>	<b>Mission:</b> To support efforts to assist in democratic institution building, strengthen communities, promote equitable access to resources, and ensure respect of rights and diversity.	<ul style="list-style-type: none"> <li>• Central/Eastern Europe and Russia</li> <li>• South Africa</li> <li>• United States</li> <li>• Special Initiatives — International</li> </ul>
<b>ENVIRONMENT</b>	<b>Mission:</b> 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.	<ul style="list-style-type: none"> <li>• Conservation of Freshwater Ecosystems in North America</li> <li>• International Finance for Sustainability</li> <li>• Special Initiatives</li> </ul>
<b>FLINT AREA</b>	<b>Mission:</b> To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.	<ul style="list-style-type: none"> <li>• Arts, Culture and Education</li> <li>• Community Revitalization and Economic Development</li> <li>• Special Initiatives</li> </ul>
<b>PATHWAYS OUT OF POVERTY</b>	<b>Mission:</b> To identify, test and help sustain pathways out of poverty for low-income people and communities.	<ul style="list-style-type: none"> <li>• Improving Community Education</li> <li>• Expanding Economic Opportunity</li> <li>• Building Organized Communities</li> <li>• Special Initiatives</li> </ul>
<b>EXPLORATORY &amp; SPECIAL PROJECTS</b>	<b>Mission:</b> To support unusual or unique opportunities addressing significant national and international problems. (Proposals are by invitation only; unsolicited proposals are discouraged.)	<ul style="list-style-type: none"> <li>• Historically and Predominantly Black Colleges and Universities</li> <li>• Special Projects</li> </ul>

## PRODUCTION CREDITS

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## Charles Stewart Mott Foundation

Mott Foundation Building  
503 S. Saginaw St., Ste. 1200  
Flint, MI 48502-1851

Web site: [Mott.org](http://Mott.org)

e-mail: [info@mott.org](mailto:info@mott.org)

Phone: 810.238.5651

Fax: 810.766.1753

e-mail for publications: [publications@mott.org](mailto:publications@mott.org)