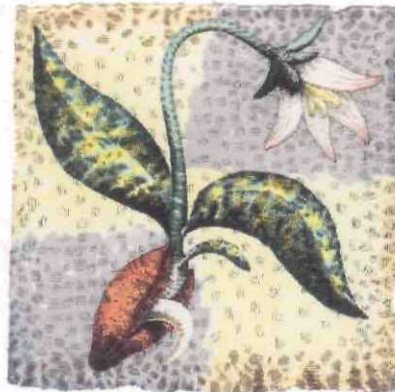


1990 ANNUAL REPORT

R E P L I C A T I O N :



SOWING SEEDS OF HOPE



CHARLES STEWART
MOTT FOUNDATION



REPLICATION:
SOWING SEEDS OF HOPE

SOWING SEEDS



"Autotroph"

PEN AND WATERCOLOR

DAVID BIGELOW

Bigelow was born in Ann Arbor, Mich. He holds bachelor's and master's degrees in fine arts from the University of Michigan. He describes his work as "serious art with humorous content." He lives in Flint.



"A Sceptre in the Making Still"

OIL ON CANVAS

MANO BRECKENRIDGE

Breckenridge was born in the island nation of Sri Lanka. Prior to coming to the United States in 1983, he taught architectural graphics and directed the Actors Guild at the Booker Washington Institute in the western Africa nation of Liberia. He lives in Flint.



"Seedling"

WATERCOLOR

DEE KNOTT

Knott, a Michigan native, studied at Michigan State University and Kendall School of Design in Grand Rapids. She is a member of the American Watercolor Society, or AWS. Her paintings have been exhibited internationally. She lives in Flushing, Mich., a suburb of Flint.



"Monsoon for Monet"

MULTIMEDIA

THOMAS NUZUM

Nuzum holds bachelor's and master's degrees in fine arts from the California College of Arts and Crafts in Oakland. He wants his paintings "to have a strong, clear presence while evoking the sense of mystery essential to all serious art." He teaches at Mott Community College in Flint.

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OUR FOUNDER, OUR PHILOSOPHY

OUR FOUNDER

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

Soon after he had become one of the city's leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served two years as mayor (1912-13) during a period when the swiftly growing city was beset with municipal problems, with 40,000 people sharing facilities adequate for 10,000.

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

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

From this start, the Foundation's major concern has been the well-being of the

community: the individual, the family, the neighborhood, the systems of government. This interest has continued to find expression in Flint and also has taken us far beyond our home city.

This report deals with the avenues that we explored in 1990 while mindful of the founder's motto: "Let us be known by our deeds, and not by our money."



"Let us be known by our deeds, and not by our money."

OUR PHILOSOPHY

The Charles Stewart Mott Foundation is a private foundation supporting programs across the United States and, on a limited basis, internationally. Its purpose is to identify, demonstrate, support, test and disseminate principles that, in application, strengthen and enrich the

quality of life of individuals and their communities.

Learning how people can most effectively live together, making the concept of community a practical reality, is one of the fundamental needs of humanity — particularly in a world marked by social and political conflict, rapidly changing technology, disproportionate allocation of resources, and a growing realization of the limits of a

sustainable environment.

The Foundation has long been interested and involved in improving the quality of life at the local level, using the processes of education, social welfare, economic development and environmental management. From its beginnings in Flint, the Foundation has extended this concern with local problems to cities and towns in other parts of the country.

The neighborhood or local community level is still a major concern. However, given the complexity of the world and the interrelatedness of its problems, the Foundation has broadened its concept of community to encompass the state, regional, national and, where appropriate, international levels.

The purpose and values of the Foundation are embodied in four philosophical principles, which together provide an appropriate framework for the direction of our resources and grantmaking:

- Opportunity for the Individual
- Partnership with the Community
- Effective Functioning of Community Systems



Learning how people can most effectively live together, making the concept of community a practical reality, is one of the fundamental needs of humanity.

- Leadership as the Mobilizer

Specifically, Foundation grantmaking is organized under six Trustee-approved program missions:

- Education: Developing Human Potential
- Environment
 - Flint Area
 - Neighborhoods and Economic Development
 - Philanthropy and Volunteerism
 - Special and Exploratory Projects

The missions, in turn, are divided into program areas approved by the Board of Trustees. (A breakdown of the missions and program areas can be found on page 36. Descriptions of each are included in the grants listing.) The program areas

are the primary arenas for planning and carrying out the Foundation's grantmaking. While all of the program areas are important, at any given time some may have higher priority than others. These relative priorities are reassessed by the Trustees at least twice a year through annual mission reviews and the regular budget process.

Never can I remember an Annual Report topic's causing so much frustration as this year's report on replication — the process of reproducing programs and projects that make a difference.

This sense of frustration is not limited to the Mott Foundation. The question of replication is coming up with increasing frequency in my conversations with fellow funders, practitioners and public policymakers at home and abroad. They all share our discomfort.

This is hardly surprising given the number of initiatives of demonstrated effectiveness around the country and yet the continuing intractability of the social problems they address. The paradox is inescapable.

Further, this inconsistency challenges a basic assumption on which we and so many other foundations operate — namely, if a pilot or demonstration project achieves some degree of success, it will be picked up by others. Where does this process break down? Why aren't *they* banging down our doors?

In the interests of stimulating further discussion, I suggested that our staff look into the topic for our Annual Report special section. Doing a special report in our Annual Report is not new. But tackling a subject for which we have no particular stated mission, grantmaking plan or program objectives is quite unusual.

In short order, staff research brought

several things to light: Few of us agree on how to replicate; fewer still on its very definition. In fact, many are going as far as to distance themselves from replication by coining new names for their activities — for instance, adaptation, duplication, networking, franchising, even dissemination.

And while no one suggested what is to be done about replication, everyone

agreed that it makes sense to stop reinventing the wheel. Moreover, everyone was enthusiastic in support of a document that pulls together the state of replication and the conventional wisdom that exists on the subject. That is what we have tried to do in this report.

As we began to look at the Mott Foundation's own experience in replication, we found a similar diversity of approach and rationale for replicating, ranging from best practice to plain common sense. In essence, we follow a number of different

strategies, each with unique characteristics worth considering.

At the same time, the subject of replication brought up a host of similarly complicated and interconnected issues — evaluation, long-term funding, sustainability and collaboration, to name a few — that beg for further consideration.

As we learned in our research for this report, perhaps the most troubling of the many issues is that of evaluation. Just what makes a program worth replicating in the first place?

Perhaps this is problematic because



ANNUAL MESSAGE

evaluation, for all that has been said or done about it, still raises more questions than answers.

Just as most of us struggle with how and when to use replication, we also struggle with how and when to use evaluation. A common concern is how to get an honest, objective evaluation. Another has to do with what type of evaluation works best with a particular program. More important, though, is how to apply the results in order to make programs more effectual.

While we stress evaluation at the Mott Foundation, I don't know that I can honestly say we do it enough, or that it is done well enough to assure me about the effectiveness of our \$40 million a year in grants.

And yet, there is no denying that this is a core grantmaking issue. Without evaluation, can we really know what kind of impact we're having or what needs to be fine-tuned to make a good project better?

Admittedly, evaluation takes time. A project or program must have been in place for a reasonable length of time before evaluation even makes sense. Unfortunately, most foundations decry long-term funding for projects even though they may work in a particular program area for a lengthy period.

But there is another compelling argument for sticking with projects that goes to the heart of replication, evaluation and sustainability. That argument comes from Dorothy Stoneman, founder of the

Youth Action Project (YAP) and creator of YouthBuild U.S.A., a spinoff of YAP being replicated all over the country.

Dorothy stresses that short-term interventions can't possibly make up for the cumulative effects of poverty. Her point is well taken. Can we possibly hope to stimulate real change without long-term intervention? And if we aren't working toward fundamental change,

aren't we really relegating ourselves to dealing with symptoms instead of causes?

A respected CEO and chairman of one of the nation's largest foundations was ruminating recently about his grant portfolio. By his own assessment, very few of his foundation's grants will make any real difference over the long haul.

I sympathize. I too have spent considerable time wondering what we are accomplishing. More and more, I believe our first priority should be to fund projects and programs that

will stand the test of time. Furthermore, I am coming to the conclusion that, in fact, there may be great value in funding fewer things more intensively.

We know there never will be enough dollars to solve all of society's ills. But surely we can agree that working toward some solutions is not only a worthwhile but also a logical pursuit. That will require us to take a hard look at our resources collectively and individually. Replication may be a vital key to that pursuit.

Just as there aren't enough dollars to



Without evaluation, can we really know what kind of impact we're having or what needs to be fine-tuned to make a good project better?

make problems go away, there aren't enough resources in the world to justify the continued reinvention of the wheel. As this report details, a recent study points out that 80 percent of funding worldwide for at-risk youth programs is directed at innovation rather than replication.

Some argue that it is the job of foundations to shoulder the risk and burden of creating programs that work, and that it is the job of government to take the replication ball and run with it. After all, they point out, government has far more resources than do foundations. More importantly, government has the power to redirect the policies that guide the use of those resources.

Indeed, we all should be encouraging policy changes that make better use of public funds. But the truth is that foundations and government don't work closely enough. We may share a common vision, but rarely do we collaborate to make it come to pass.

Foundations must put more emphasis upon raising the consciousness of public policymakers to what works. In turn, government must see the value in leveraging that knowledge. It does us little good to be innovators if we don't apply the knowledge.

Raising the consciousness of public policymakers is not the only collaboration that comes to mind in this quest to make better use of resources through replication. There is much foundations can

share with each other. Furthermore, there is still much more room for us to work together on programs where we have common concerns and desired outcomes.

Granted, most of us would much rather be innovators than go along for the ride. But surely we can put that aside in order to ensure that the greater good is served. As grantmakers, we share a unique opportunity and responsibility not only to contribute to the fabric of society, but also to examine how to do a better job of it. Replication can and should play a major role in this process.

While there is value in taking a thoughtful look at the issue of replication, I suspect we will learn ultimately that, as this Foundation's experience suggests, there is no single process or right way to do it. But we must not let the inexact nature of replication keep us from trying it. We don't have that much money and we don't have

that much time.

For the Mott Foundation's part, we will be giving a second look at issues of evaluation, sustainability and collaboration over the near term. Clearly, these should be fundamental principles of good grantmaking. We also will be focusing on a couple of replication projects we believe will make real contributions in their fields. We will report on these efforts as they come together.

As always, we welcome further discussion on these subjects.



Foundations must put more emphasis upon raising the consciousness of public policymakers to what works.

ADMINISTRATION/FINANCE

The Foundation ended 1990 with assets of almost \$930 million. Grants totaled 450 at almost \$39.4 million, a slight increase from 1988.

The Foundation's Board of Trustees reorganized at year's end with the election of former Christian Science Monitor Editor Katherine W. Fanning, and the retirement of two long-standing trustees, Charles B. Cumings and George L. Whyel.

Kay Fanning is well-known for her outstanding career in journalism. She was elected the first woman president of the American Society of Newspaper Editors in 1987 and was a Pulitzer Prize-winning editor of the Anchorage Daily News for 12 years.

She is also well-known for her work with the Institute for Global Ethics along with her extensive knowledge of Eastern Europe and the Soviet Union. Among her many activities, she serves as a trustee of the Kettering Foundation. We believe her insight and experience will provide the Foundation with a wealth of valuable counsel.

Although neither Chuck Cumings nor George Whyel sought re-election, each was elected Trustee Emeritus in recognition of his many years of service. Both were elected to the board in 1971. We consider ourselves fortunate to have had their counsel in guiding the Foundation through two decades of profound change and growth.

That change and growth has resulted in a recent management reorganization of the Foundation as well. In June of this year, the Foundation's Board approved the appointments of Maureen H. Smyth to Vice President-

Programs and Judy Y. Samelson to Vice President-Communications. The Board also named Willard J. Hertz to Vice President and Senior Adviser. Will was formerly Vice President for Program Planning and Dissemination.

These changes will position the Foundation for continued growth and program development. Foundation assets have nearly tripled in the past decade. Likewise, our grantmaking has grown significantly, from 324 in 1988 to an anticipated 475 this year.

At the same time, the Foundation has stepped up its work in the international arena, and, as this report discusses, we're all facing increasing challenges at home. All told, it was time to strengthen the team in place to work through these and other issues to enhance the Foundation's growth.

Maureen, formerly a program officer in our Environment mission, will be in charge of the coordination of development of the Foundation's program staff. She also will have oversight for program development. Judy, formerly Assistant Vice President-Communications, will expand the Foundation's dissemination and communications effort, with particular emphasis on reaching public policymakers. Will, who joined the Mott Foundation in 1981 after 24 years at the Ford Foundation, will continue his program work in South Africa and will serve as special counsel to the President, other executive officers and program staff on programs and policy issues.



William S. White, Chairman

It sounds like such a simple, unarguable concept:

Identify a sound program, determine whether it is having the desired impact on clients and, if it passes muster, implement it broadly so that as many people as possible can reap the benefits.

But that simple notion isn't necessarily embraced warmly or universally. In fact, the mere mention of "replication" is likely to be greeted with a chorus of questions: How will "sound programs" be identified and by whom? Who will determine whether the programs have "impact" and what measurement will be used? Who will be responsible for broadly replicating the programs and how?

Despite numerous questions and inherent complications, interest in "replication" — spreading a good idea or program far and wide — is attracting increasing attention today as the impact of shrinking resources and dollars ripples across the nation and for that matter other countries.

Devising ways to do more with less, particularly in such fields as social and human services, has taken on new importance among policymakers, politicians, program practitioners and funders.

From everywhere comes a common refrain: Through the years a substantial body of knowledge has been developed about programs that offer promising — and in some cases proven — results. Perhaps it is time to encourage broader use of those successful models so that the

widest possible audience can benefit.

From the Mott Foundation's perspective, careful replication of worthwhile programs seems a reasonable, cost-effective way to avoid wasteful duplication while stretching resources and expanding impact.

As one authority in the social research field so succinctly put it:

"I think there's this great American myth that every local program and every local teacher knows what's best. But if you've spent a lot of time in the field, you discover that people generally are reinventing the wheel over and over again. ". . . We have limited dollars. And for every dollar we spend, we want to get the maximum impact. I just don't think we can afford to go through another decade where we're spending lots of money on the unknown when we're beginning to accumulate a small but an important and valuable number of things that are proven."



Perhaps it is time to encourage broader use of those successful models so that the widest possible audience can benefit.

Some statistical evidence to help substantiate the current emphasis on innovation over replication was revealed recently in a survey of 300 foundation, business and education leaders in 30 countries conducted by the International Youth Foundation, funded initially by the W.K. Kellogg Foundation. Of the dollars allocated for youth initiatives (including health, education and at-risk youth), the two-year survey found, 80 percent is spent on new ideas and innovations. Only 20 percent is spent identifying best practices and replicating them.

DEFINING REPLICATION

If the notion of replication hasn't exactly taken the social and human services fields by storm, one reason well may be that the term itself is problematic — starting with the fact that there is no single, widely accepted definition.

The use of the term “replication” to mean the reproduction of a model or procedure began in the natural sciences, more particularly in biology, where it refers to the process of copying an existing biological unit (e.g., a molecule, cell or organism) and creating another such unit with the same capabilities as the model. The term then was extended to other natural sciences — in agriculture, for example, it refers to the repetition of test rows or plots to take into account variations in soil, weather conditions, etc.

Only recently has it been extended to the social sciences and human relations. It has been an awkward fit, however, because the number of uncontrollable

variables in these new applications is much greater than in the natural sciences.

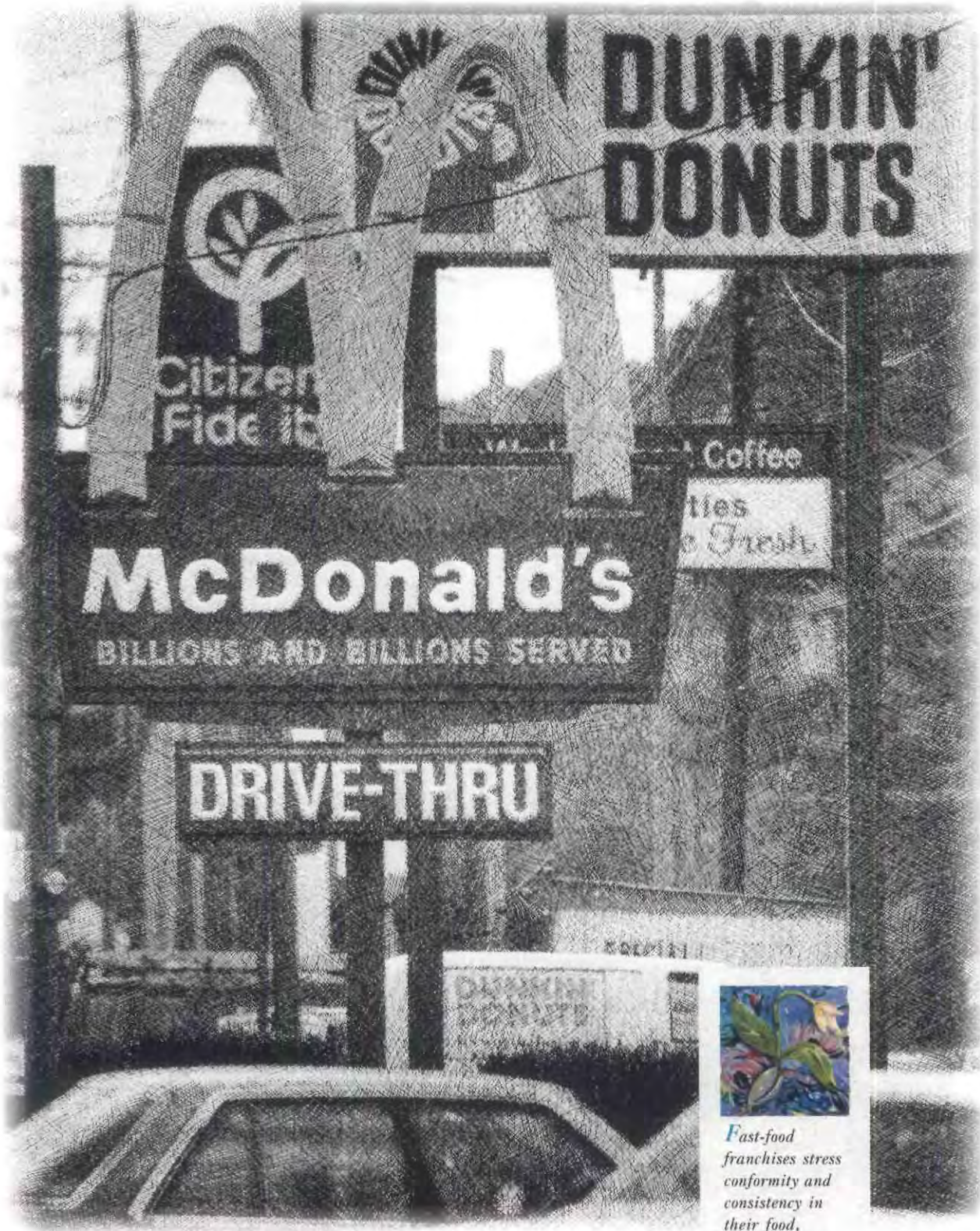
To some in the field, a project is a replication only if it is an exact copy of a model or demonstration project. Often referred to as the “franchise” or “cookie cutter” replication, this approach requires strict adherence to what sometimes is an elaborate set of policies, practices and standards.

Examples of these franchise replications abound in the business sector, most notably among fast-food industry giants such as McDonald's and Burger King. In his book, *McDonald's: Behind the Arches*, John L. Love stresses that from the earliest days of the McDonald's Corp., conformity to operating standards, consistency of food and service, and attention to even inconsequential details were the precepts underlying all franchisees.

Describing the early philosophy of founder Ray Kroc, for instance, Love



Children working on the same computers in the same classroom can come up with different results.



Fast-food franchises stress conformity and consistency in their food, service and attention to detail.

writes: "Above all else, he wanted uniformity at McDonald's — a brand name that would stand for the same fast service and quality product throughout the country. . . . While other chains started out permitting franchisees to deviate, conformity to operating standards was bedrock principle to Kroc from the beginning."

Although careful analysis of franchising methods in the service industry is the stuff of business school courses today, few researchers have examined the nature of replication so thoroughly in the nonprofit sector. Nevertheless, there are ample examples, chief among them the Scouting movement and the proliferation of YMCAs and YWCAs in the early 1900s. These and many similar organizations developed a clearly articulated set of principles to which all new "chapters" were required to adhere in order to ensure uniformity.

Perhaps more typical among nonprofits, however, is a somewhat less rigid version of this cookie cutter style — an approach that allows for some, generally minor, adaptations among the sites participating in the replication.

As Richard H. de Lone points out in a publication prepared for the Philadelphia-based research and demonstration firm Public/Private Ventures, *Replication: A Strategy to Improve the Delivery of Education and Job Training Programs*: "Clearly, cloning, slavish imitation or other forms of 'exact' reproduction are neither feasible nor desirable for most social programs."

But how true to the original must any program remain? De Lone offers one answer: Close enough to achieve or surpass the results of the original.

Dorothy Stoneman is founder of the Youth Action Project, a youth empowerment program based in New York City, and creator of YouthBuild U.S.A., a youth employment program being replicated in several cities

nationwide. She addresses the issue of fidelity to the original model in a slightly different way: "The key to whether a program is a replication is whether the philosophy (of the model) is implemented."

While that might seem hard to judge, Stoneman says that in the case of YouthBuild, each replication site must show clearly that it has incorporated into its programming a carefully developed and delineated set of components and qualities.

Interestingly, Stoneman expects — even hopes — that sites will embellish the basic precepts in YouthBuild replication materials. In fact,

she describes her approach to replication as "helping groups set up programs which are as close as possible to the exemplary model, but aim to improve upon it."

Both Stoneman's approach to replication (which clearly encourages adaptation) and the cookie cutter/franchise style (which allows virtually none) represent legitimate ways to expand the number of sites offering a service or program. But those certainly are not the only methods.

At the opposite end of the spectrum is a replication strategy that allows so much freedom and flexibility that the resulting



"Clearly, cloning, slavish imitation or other forms of 'exact' reproduction are neither feasible nor desirable for most social programs."

replicas may not look anything alike. Essentially, this method broadly disseminates an idea or a concept, as well as an underlying philosophy or goal, but allows each replicating site considerable latitude to develop the mix of services required to achieve the desired ends.

One such example is community education — a concept replicated widely both nationally and internationally during the past 60 years. Although this replication will be described in detail later, it is worth noting here that community education was premised on the idea that each community should identify local needs and develop specific programs to meet those needs. Given that, it is hardly surprising that community education programs often look quite different from community to community, even though they share the fundamental philosophy of encouraging the creation of partnerships to meet local needs.

Nevertheless, one can learn much about the dynamics of replication by dissecting the elements common to successful replications: evidence that the initial program is having the desired impact, i.e., evaluation; careful planning; ability to leverage community support, resources and dollars; committed leadership; effective technical assistance; and sharing and communicating.

WHEN TO REPLICATE?

Clearly, before replication is undertaken, there must be at least *some* evidence that the original program works. But what kind of evidence is credible? And how much is enough?

Such questions are hotly debated among researchers and practitioners in the social sciences. And while specific arguments vary, generally the experts are split between those who believe in rigorous,

long-term evaluations and those who would apply more subjective measurements.

Gordon L. Berlin, a former Ford Foundation program officer and now a vice president at Manpower Demonstration Research Corp. (MDRC), is a staunch proponent of rigorous evaluation. Citing programs aimed at at-risk youth as an example, he said:

“There’s a difference between outcomes and impacts. I have seen a lot of programs I was sure worked. And when we did a rigorous evaluation, I found out I was wrong. It could be that some programs are serving kids who would have made it on their own.”

On the surface, Berlin says, a program may look exceptional — with enthusiastic clients and staff, and high completion and placement rates.

“And any program person will tell you that’s a terrific program. But if all those kids would have made it on their own anyway, you can have great outcome — even a 70 percent placement rate — but your impact, if you’d had a control group, might only be two or three percent.”

Still, rigorous evaluations aren’t without limitations, according to Robert Ivry, an MDRC senior vice president. Because they involve control groups and the withholding of services from a particular segment of the population, “You can’t do them everywhere,” he said. “You can’t do them, for instance, with entitlement programs, because you can’t deny people what they are entitled to.”

Indeed, the issue of withholding services from control groups has prompted sharp criticism of rigorous evaluation on moral and ethical grounds. That aside, there also is the danger of misinterpreting the results of such an evaluation.

Ivry points out, for instance, that while a rigorous design may substantiate that a program made a difference, “you don’t know which components within a program made the most difference.”

Referring to New Chance, a current MDRC demonstration project that involves teen mothers and their children and contains a rigorous evaluation component, Ivry said:

“It’s very difficult to know whether the program effects are being driven by individual components, the ‘gestalt’ of New Chance where all of these components come together, or the case-management structure. . . . One of the biggest challenges that we as researchers face in this field is that we haven’t done a very good job of trying to disaggregate results to a particular component.”

Taking a much different view of evaluation is Dorothy Stoneman.

“I find the evaluation process makes me a little nervous. I don’t believe that short-term interventions can make up for the cumulative effects of poverty. . . . I view a lot of what we do as one piece of a puzzle. And you can’t evaluate that one piece — as if it’s supposed to compensate for all the other missing pieces.

“. . . I don’t like to reinforce the view that a six-month intervention (program) or a one-year intervention is supposed to permanently transform the lives of three-quarters of the participants if, when they graduate from the program, there’s nothing there for them because nobody has dealt with the issues of poverty, job

loss and higher education in the community.”

Of particular concern to Stoneman is how evaluation will be used, particularly by funders.

“I get afraid that evaluations can be used against low-income communities and that they tend to reinforce the attitude that nothing works. But ‘working’ is defined as succeeding in the mainstream

for people who have been conditioned *not* to succeed in the mainstream, instead of defining ‘working’ as a 20-year process of rebuilding a community.”

Moreover, Stoneman is skeptical of claims that a careful evaluation can be used to help promote replication or to identify ineffective programs.

“The argument, of course, is that the evaluations will help us mobilize public policy toward replicating. But ultimately, public policy isn’t too much influenced by facts — it’s politics, as far as I can tell.”

What’s more, even a “glowing” evaluation does not guarantee that the quality and content of a program is sound, Stoneman says.

“You’re not much protected from schlocky programs by having an evaluation of demonstration sites.”

Rather than rely on rigorous evaluations, Stoneman prefers more subjective measurements to determine whether a program is effective and ready for replication.

“I’m not saying there shouldn’t be some objective standards. . . . Ideally you’ve got long-term studies and you have real evidence of the difference a program has



“I don’t believe that short-term interventions can make up for the cumulative effects of poverty. . . .”

REPLICATION: SOWING SEEDS OF HOPE





The impact on the young of many programs cannot be measured for many, many years.

made over the long term. But you can't get that on all things, and you can't necessarily wait that long. You need to be able to just take some risks.

"You need to be able say: 'From everything I can tell, this program design and the people doing it are on target and they're having a good effect. I have looked at it as closely as I can. Let's go for it.'"

Skepticism about evaluation results sometimes centers on two other issues.

First, some researchers caution that results can be skewed by the "Hawthorne effect" — the degree to which the outcome of a project or program may be influenced by unanticipated psychological factors such as participants' response to being the subjects of attention.

Second, the impact of many programs cannot be measured effectively for many, many years. Sometimes early childhood interventions, for instance, may appear to have no dramatic impact on participants until they reach adolescence or even adulthood.

KEYS TO REPLICATION

According to authorities in the field of replication, the effectiveness of a program model (whether determined by subjective measurement or rigorous evaluation) isn't the only element essential to sound, successful replication. Typically, a number of other key "ingredients" are evident in the structure and system of those programs that have been successfully replicated.

Behind most effective replications, for example, is substantial evidence of *careful planning*. Spreading and implementing a program is unlikely to succeed without carefully drawn and organized plans. Perhaps not surprisingly, then, most model programs undergo

considerable fine-tuning before they reach the replication stage.

What's more, the sites included in a replication strategy usually are carefully selected to reflect certain characteristics important to the integrity of the model.

Often one of those characteristics is the local site's *ability to leverage* — not only dollars, which sometimes are needed to fund the project, but also peer and *community support, when appropriate*. The success of a replication is contingent upon the formation of a workable collaboration involving multiple players in the community.

Moreover, local sites often are called upon to “leverage” public policy, particularly if the replication is designed to attract broad attention and change political priorities.

Given such responsibilities, *dedicated leadership* ranks high on the list of essential components of successful replication.

Although MDRC's Berlin and Ivry acknowledge that committed, passionate leadership is an invaluable asset to any program, both caution against overemphasizing the importance of finding extraordinary leaders before pushing ahead with the replication process.

After all, Ivry points out, exceptional leadership is the exception, and it is unlikely there will be an outstanding leader in all replication settings.

Indeed, while many replication advocates half-jokingly talk about “cloning” extraordinary leaders, Berlin maintains that to make a replication work, “you need a structure and a system — something the average person can take hold of.”

“I remember a lot of people in the foundation world who said they funded people, not programs. I think (our

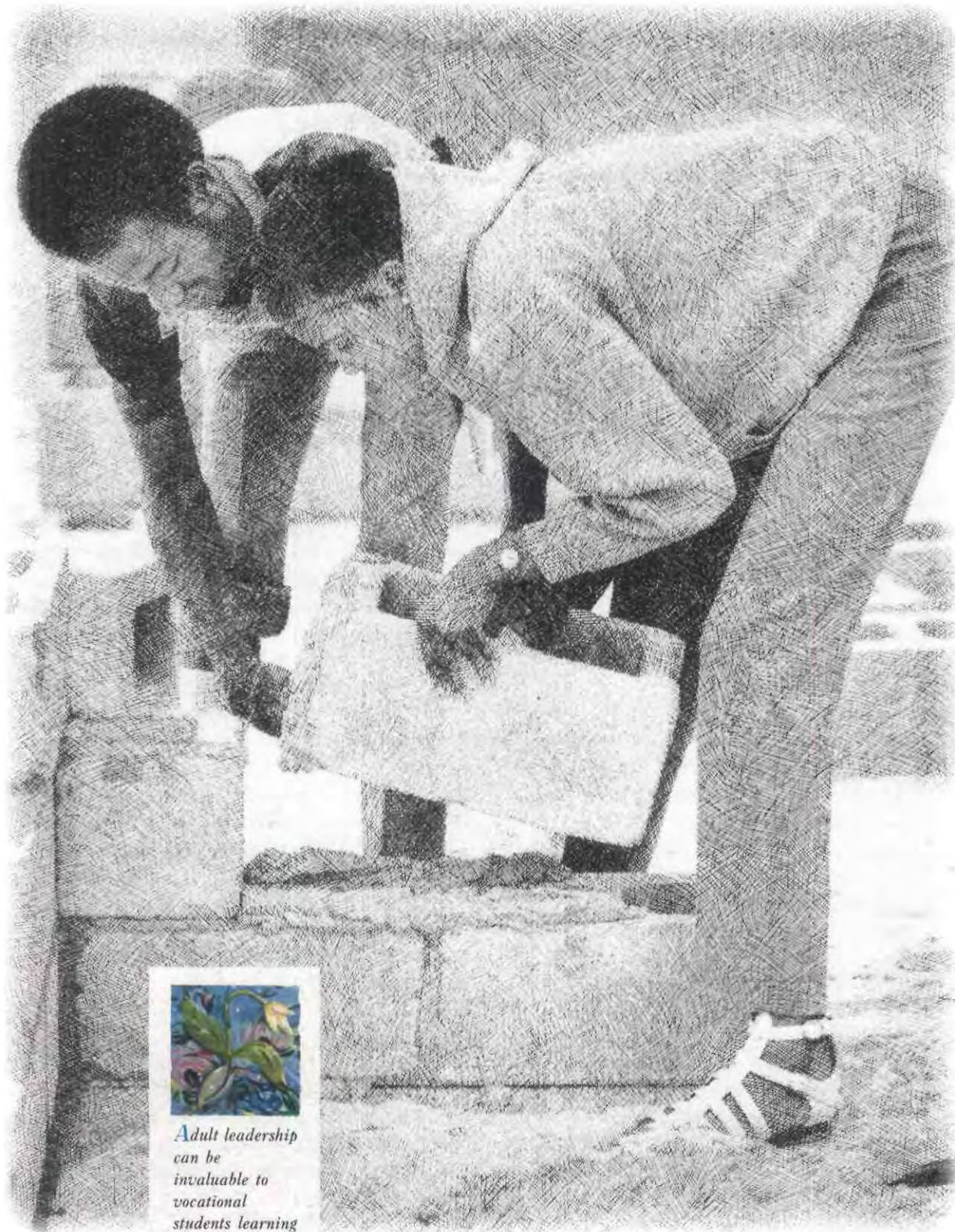
nation's) poverty problem is a big-scale problem, and we have got to develop programs that work with average leadership in mediocre settings. We are not going to be able to solve our problems with one percent of the leadership being terrific,” he said.

Ivry adds: “A charismatic, strong, visionary leader can make a difference, depending on the program. But on the other hand, the line staff that have the day-to-day contact with the clients may matter more in some respects, because they are the people the clients interact with on a day-to-day basis. The leader can set the tone and create the right environment, but the quality of the staff at the line level is as important — and oftentimes gets understated — in terms of the role they have in changing behavior.”

Underlying both men's views on leadership is the critical need for *technical assistance*, including some specifically geared to leadership and staff development.

“A very important dimension of replication is not just getting or creating a clearinghouse that says, ‘These programs work,’” Ivry said. “There has to be a proactive approach. Technical assistance and an organization with the technical know-how have to be part of any process that replicates things on a grand scale. It's not just a matter of getting the information out.”

More specifically, many replication authorities suggest that such technical assistance includes comprehensive training manuals, clearly delineated operating guidelines and standardized procedures, all of which will help ensure quality and uniformity among sites. At the same time, it is imperative that those providing the technical assistance teach without usurping local control of the program.



*Adult leadership
can be
invaluable to
vocational
students learning
about
construction.*

It is imperative, too, that technical-assistance providers have the resources and procedures necessary for troubleshooting — for quickly and effectively helping the replicators when they run into unanticipated problems of adaptation.

In addition to offering comprehensive technical assistance, many experts also maintain that successful replications typically provide opportunities for *sharing and communicating* among sites.

Creating a network among replicated programs not only allows the staff at the various sites to share their concerns and problems while renewing their energy and enthusiasm, but also can help build important continuity among all participating sites.

SOME CONCERNS

Despite some clear benefits that can result from a well-executed replication, clearly there are pitfalls to wholesale use of replication. The experts cite a few:

- The effect on creativity. Some experts fear that if replication of effective models becomes the dominant method of providing programs and services, creativity and experimentation with new ideas could be curtailed.
- The effect on funding priorities. Equally troubling is the possibility that an emphasis on replication strategies could drastically shift funding away from new methods.
- Combating local resistance. Replication models, when imposed from outside on local communities, sometimes are not met with immediate acceptance. The

installation of a new program can prompt turf battles, staff conflicts and other disputes.

Dorothy Stoneman explains why some groups resist replication: “You don’t want to lose your unique identity — especially if you are actually doing something on the cutting edge. You don’t want to become (absorbed by) someone else’s program.

And you don’t want to take on someone else’s name, because then you suddenly get viewed as derivative. And if your ability to raise funds has depended on your uniqueness and on your putting forth new ideas, you don’t want to cloud that up.”

Perhaps what all of these drawbacks ultimately highlight is the need for a balanced approach to providing services and programs that encourages the use of replication while still allowing for new and innovative approaches.

As MDRC’s Rob Ivry points out, choosing to replicate doesn’t have to be “an either/or proposition.” Funders need to be mindful that “not every new idea is

reinventing the wheel.”

“I think you want to continue to encourage experimentation of bold new ideas at the same time that you’re encouraging replication.”



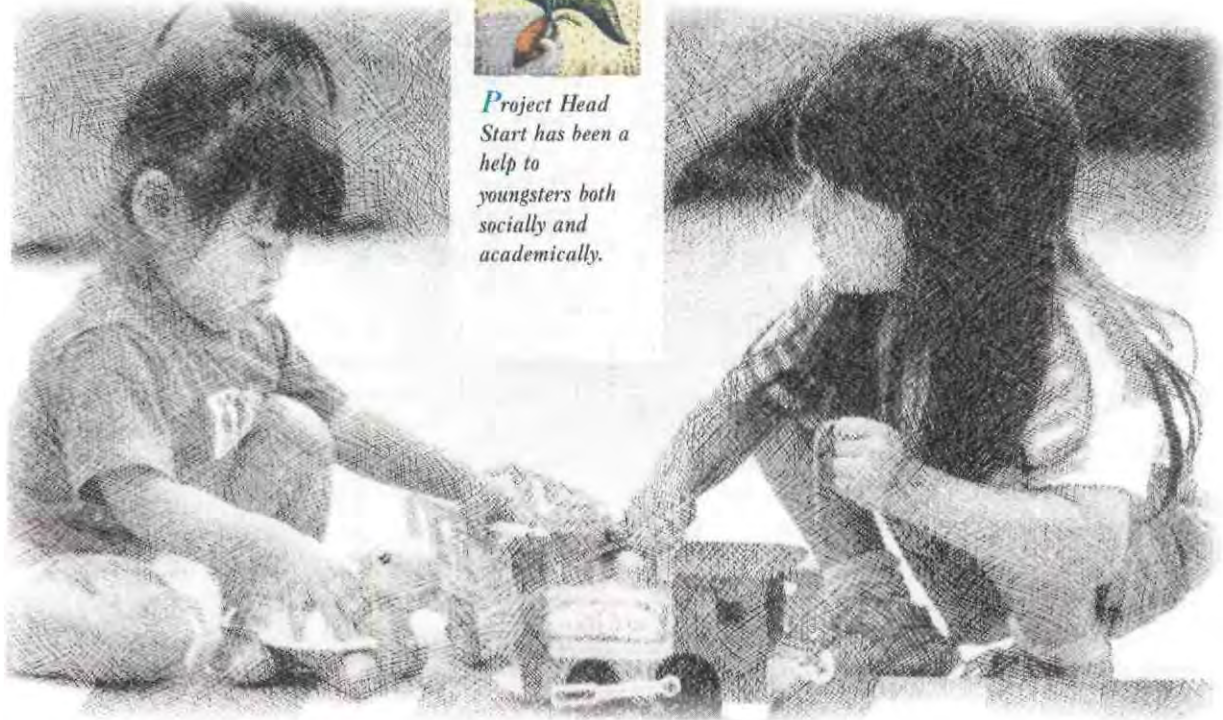
Creating a network among replicated programs . . . can help build important continuity among all participating sites.

A NATIONAL MODEL

Interest in replicating effective programs has never been confined exclusively to philanthropic circles. In fact, the federal government has supported a number of replications through the years, one of the best known being Project Head Start.



Project Head Start has been a help to youngsters both socially and academically.



Developed and implemented by the Lyndon B. Johnson administration in early 1965, Head Start grew dramatically during the next 25 years and is on the verge of another major expansion — a result of increased federal funding approved in 1990.

Head Start was developed around a simple premise: Providing low-income preschoolers and their families with quality education, health and social services would help ameliorate the negative effects of living in poverty; enhance the youngsters' social, emotional and mental development; and translate into increased success — both socially and academically.

Over time, a number of studies — including some long-term evaluations — have shown that Head Start participants do, indeed, fare better in school and beyond.

Nonetheless, federal funding has never

been adequate to ensure that Head Start programs are universally accessible. In fact, of the 2.5 million preschool children eligible for Head Start today, only 1 in 5 currently is enrolled. That, however, is expected to change under the new funding provisions. Over the next five years, the federal government will spend almost \$20 billion on Head Start programs, with a goal of reaching *all* eligible preschoolers by 1994.

The expansion of Head Start in no way implies a rigid, across-the-board sameness in the way programs are designed and implemented. In fact, although Head Start programs always have been required to meet a minimum set of operating standards set in Washington, individual programs have had considerable latitude in incorporating variations into the basic program design. As a result, programs in two cities — even within the same state or region — might not look alike.

All Head Start programs are required to accommodate six components: early childhood education, parent involvement, health services, mental health services, nutrition and family social services. But as the book *Project Head Start: A Legacy of the War on Poverty*, edited by Edward Zigler and Jeanette Valentine, points out, there is wide variation in the degree to which Head Start programs have incorporated those components.

There is no “single, standardized educational curriculum for every Head Start program throughout the country,” according to the book. “From the beginning, local programs have been allowed a great deal of flexibility in planning educational curricula that meet the needs of their own children and communities.”

In addition, there is no one standard approach to the delivery of Head Start services. Instead, various communities have experimented with programs based in centers, private homes, schools, etc. Far from cookie cutter replication, the book states, “Head Start is not one program, but many.”

Head Start has survived several administrations (both Democratic and Republican), periods of national recession and budget cutting, and considerable scrutiny of its impact on children and families. That the project has met those challenges is evidence of its widespread support.

THE MOTT APPROACH

The Mott Foundation views replication essentially as the logical last step in the five phases in a program’s life span. Although not every program necessarily moves through all phases, the other four in the natural progression can be thought of as: planning and related research;

development of one or more demonstration models; evaluation; and dissemination — including, where appropriate, efforts to impact public policy.

While the Mott Foundation has never adhered to a rigid application of replication, funding has been provided through the years for dozens of programs that have spread beyond a single site. Some of those projects were originally designed with widescale replication in mind; others attracted broader interest as evidence of their effectiveness surfaced and the desire and capacity to serve a wider audience grew. By and large, four of the most common replication strategies found among Foundation grantees are: the cookie cutter or franchise, the adaptive approach, dissemination of a concept, and networking.

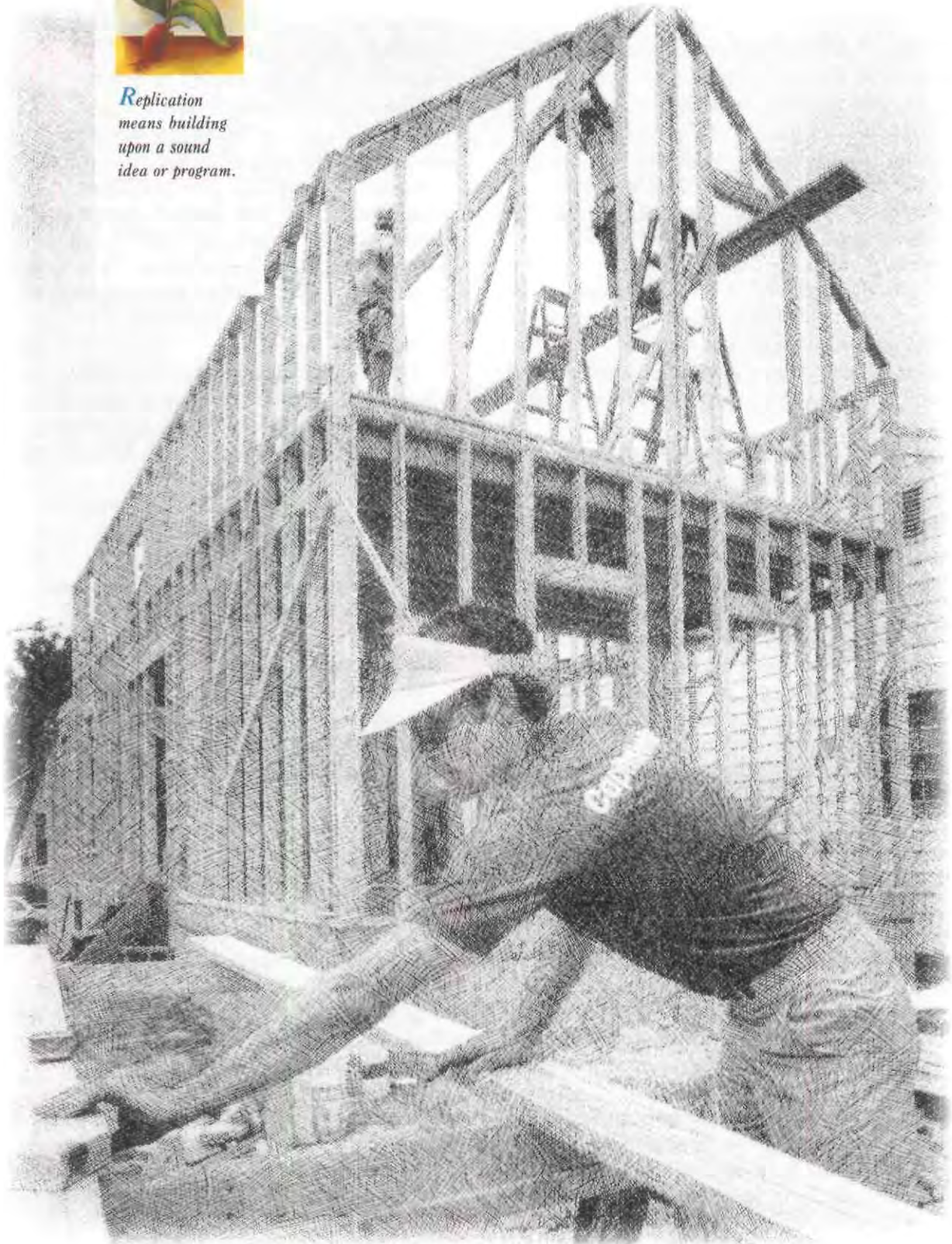
The cookie cutter/franchise

As previously noted, the cookie cutter or franchise approach to replication is designed to establish identical programs in many locales. Typically, cookie cutter replications are coordinated by a central organization that keeps tight rein on individual sites to ensure uniformity in both delivery of services and outcomes. Perhaps one of the best examples in the Foundation’s portfolio is the Comprehensive Competency Program (CCP), a competency-based, self-paced instructional system developed by the Remediation and Training Institute (RTI) in 1984.

CCP uses computers first to determine a student’s level of competency in various subjects and second to provide instruction in areas where the student is deficient. The CCP approach is highly individualized, allowing for self-paced advancement to progressively more difficult subject matter until mastery is achieved.



*Replication
means building
upon a sound
idea or program.*



CCP was the brainchild of Robert Taggart, who served as administrator of youth programs in the Department of Labor under President Jimmy Carter. After leaving that post, Taggart conducted extensive research on federal, state and local youth employment and training programs, ultimately creating CCP using major grant support from the Mott and Ford foundations.

CCP was tested in a small number of settings, including job-training centers and alternative schools. Careful monitoring led to some modifications, and by 1985 nationwide replication was under way.

Under RTI's direction, sites were required to meet strict operating standards. For instance, they were expected to "apply" for use of CCP materials, develop an annual planning document, maintain a rigorous tracking system for students, file quarterly reports, and participate in technical assistance sessions. Sites were allowed some flexibility, however, particularly in terms of selecting learning materials and determining the sequence in which those materials were presented to students.

By the late 1980s, the number of sites using that standardized model had grown to more than 500, and RTI recognized the need for a separate, nonprofit entity to handle the expansion, support and training of new sites. Thus U.S. Basic Skills Investment Collaboration (U.S. BASICS) was created with funding from various sources, including the Mott Foundation and IBM Corp. (Recently the Ford and UPS foundations have become funders.)

As of January 1990, all new and existing sites were offered the option of becoming a U.S. Basic Skills Investment Center, thereby agreeing to operate the program in a strictly prescribed manner, or they

could elect to obtain CCP instructional materials without committing to participation in the model program.

Currently, 191 sites have opted to participate in U.S. BASICS, while an additional 300 sites continue to use CCP materials. Overall, CCP is the most widely used program today for teaching disadvantaged youth and adults with major educational deficiencies. Over time, more than 125,000 people have received nearly 10 million hours of CCP instruction.

The average participant reportedly achieves a 1.3 grade-level gain after 33 hours of reading instruction, and a 1.6 grade-level gain in math after 36 hours of instruction.

Through the years the Mott Foundation has provided support totaling \$2 million not only for the research leading to CCP, but also for CCP replication efforts and the implementation of U.S. BASICS.

Adaptive approach

While the cookie cutter approach allows for little — if any — modification, that's not the case with the adaptive approach. In this case, the intent and integrity of the original program must be maintained, but some latitude is permitted to adapt the program to different needs, constituencies or other elements on site.

A good example is the Teen Outreach Program, a school-based, pregnancy prevention program developed in St. Louis in 1978. Begun as a collaborative effort by the Danforth Foundation and the St. Louis Public Schools, the St. Louis chapter of the national Association of Junior Leagues, Inc. became a third partner in 1981 with specific interest in promoting and expanding the program to other league affiliates. By 1983, plans were under way for a national replication and the Mott Foundation began what

eventually became an eight-year, \$370,000 commitment to increase and evaluate TOP sites. Today TOP operates in more than 100 sites.

The goal of TOP is to prevent at-risk high school girls and boys from becoming teen parents and/or school dropouts by providing opportunities for regular peer support. A key component of TOP is mandatory participation in community service work to build self-esteem and teach basic pre-employment skills.

Using a specially developed curriculum called Life Options, trained facilitators help adolescents develop life-planning skills and future goals through small, peer-group meetings. The curriculum emphasizes the development of positive decisionmaking skills and covers such issues as relationships, peer pressure, family, life planning, etc.

While certain aspects of TOP are standard at each site (the Life Options curriculum and the volunteer component, for instance), other features are flexible. At some sites, for example, TOP groups meet during regular schools hours; at others, they meet after school. Some — but not all — schools grant academic credit for participation in TOP, and volunteer placements provided vary substantially from community to community.

For a number of years, TOP has undergone extensive evaluation and has maintained a database on both participants and comparison students. Results have been impressive. According to a recent five-year evaluation comparing

TOP participants to a comparison group: school dropout, suspension and pregnancy rates have been significantly lower for TOP students as have rates for arrest, course failures and sexual intercourse.

In 1990, the national Association of Junior Leagues began seeking a systematic way of expanding and institutionalizing TOP and of continuing TOP independent of the association. To that end, both the Mott and the Smith Richardson foundations recently provided grants to work intensely with one or two states interested in institutionalizing TOP as a statewide program.

In addition, in communities where TOP already exists in a few schools, the association will provide technical assistance and support to institutionalize TOP at schools throughout entire districts.

These new replication efforts are expected to increase significantly the number of teens exposed to the benefits of TOP, while ensuring continuity and consistency in the quality of the programming they receive.



Certainly the replication approach allowing the greatest flexibility is simply to disseminate a concept and exert little, if any, control ...

Concept dissemination

Certainly the replication approach allowing the greatest flexibility is simply to disseminate a concept and exert little, if any, control over how specific programs are developed at specific sites. The Mott Foundation has gained considerable experience with this approach during the many years it has supported efforts to nurture the use of community education as a means of strengthening and

REPLICATION: SOWING SEEDS OF HOPE





The early goal of community education was to use school buildings after school for children and their families.

improving the quality of life in communities.

The Foundation's roots in community education date back to 1935 when funding was provided to the Flint (Michigan) Board of Education for a pilot program to open five schools for off-hours recreational programming. The early goal of the program was to help reduce juvenile delinquency and increase public safety by using school buildings for recreational purposes after school, on weekends and during summers. The concept proved so popular that in 1936, 15 schools offered programming and before long every school in the district was participating.

Gradually, interest in community education began to spread nationally and the Foundation helped make the Flint program a "laboratory" that attracted thousands of educators from across the country. These visitors came with the intention of examining Flint's programs, extracting the best practices, and learning enough about the community education process to establish workable programs in their home communities.

To assist with those efforts, the Foundation beginning in 1963 funded the Mott Inter-University Clinical Preparation Program, which offered internships to more than 850 master's and doctoral students from seven Michigan universities. About the same time, the National Center for Community Education was established in Flint to train community school directors.

To encourage further replication, the Foundation also made grants to a network of community education centers that would provide information and technical assistance to local communities. Today that network consists of 66 centers in the United States and 18 in foreign countries.

In effect, by supporting training,

technical assistance and networking opportunities, the Foundation encouraged educators to experiment with community education precepts and adapt them to their local needs. As a result, the specific programming labeled "community education" varies widely by community.

For example, some communities have used community education as the vehicle to create partnerships to tackle such pressing local issues as: child care, substance abuse, senior citizen services, school effectiveness (particularly improving K-12 education), literacy, unemployment and economic development.

From 1935 to 1990, the Foundation made grants in the community education field totaling about \$150 million. Reflected in those grants are expenditures for extensive projects conducted in Flint, national demonstration projects, training programs and internships, dissemination efforts, the community education centers network and special-issue centers, as well as international community education initiatives.

Networking

Occasionally the Mott Foundation has taken a far more proactive role in ensuring replication of worthy programs. In 1984, for instance, Mott developed a special grants program that built on our history of involvement with community foundations and our interest in strengthening neighborhoods.

Called the Community Foundations and Neighborhoods Small Grants Program, this effort provided a small group of community foundations with financial and other assistance so that they, in turn, could provide minigrants and technical assistance to low-income, citizen-based organizations.

From the Mott Foundation's

perspective, linking community foundations more directly with the neighborhoods in their own backyards seemed an ideal way to broaden the grantmaking scope of community foundations while improving the quality of life for low-income residents. Mott's years of experience making grants to neighborhood-based organizations had shown that small, self-help groups often can make significant improvements in neighborhood life. Yet often these groups lack the finances and skills necessary to support and sustain improvements.

Given that, and the fact that community foundations often are in a unique position to meet local needs, the small grants program seemed an ideal vehicle for Mott to assist more grassroots groups nationwide. Thus the Foundation set out to create a highly structured, carefully nurtured program involving a select number of community foundations.

To explain the new program and to ensure that the participating community foundations were prepared to work with emerging neighborhood groups, all prospective grantees were asked to attend a Foundation-sponsored workshop prior to submitting a proposal to Mott. Eight foundations were selected to participate in the first phase of the program, which ran from 1984 to 1990. During that period, 214 low-income neighborhood groups received grant support.

Key to the success of the program was the creation of well-defined parameters that clearly articulated the goals and expectations for the program. These guidelines were based on Mott's experience with intermediary support organizations. Participating community foundations were expected, for instance, to ferret out low-income groups deserving of support, assist them with grant applications, establish a proposal review



Community education also has been used to provide senior-citizen services.



mechanism, locate technical assistance providers, and monitor the grantees' progress.

Mott's guidelines also capped the size of the grants the community foundations could make. Initially the maximum grant was set at \$7,500; later it was increased to \$10,000. Many grants, however, were in the \$1,000 to \$2,500 range, with the average being \$3,500.

Restrictions and guidelines aside, the program nonetheless allowed community foundations some flexibility, particularly in determining which groups to fund and how best to provide technical assistance and other support.

Further, because Mott recognized that working with small neighborhood groups was a new venture for the participating community foundations, a carefully developed system for providing technical assistance and ensuring quality was included in the program from the outset.

The eight community foundations were linked, for instance, in a national network that provided a common evaluation plan, technical assistance, regular meetings on neighborhood issues and a newsletter. To organize and coordinate those activities, the Mott Foundation made separate, additional grants to Rainbow Research, Inc., a Minneapolis-based evaluation and consulting firm.

In all, the Mott Foundation made grants during the first phase of the program totaling about \$1.5 million, including support for evaluation and networking activities. Recently the Foundation modified the program and approved a second round of funding, which is expected to reach about \$4.2 million over the next four years and include direct grants, as well as national evaluation, technical assistance and networking activities.

The Mott Foundation's flexible definition of replication encompassing a wide range of strategies has netted a portfolio rich in diversity and lessons learned. Here are some brief descriptions of those programs:

70001 Training & Employment Institute (recently renamed **WAVE Inc. for Work, Achievement, Values and Education**). Geared to out-of-school youth between the ages of 16 and 21, the 70001 model was created to offer pre-employment training, education classes, tutoring, counseling and job placement services. Today there are about 59 sites in 18 states using the model. All are administered from a national office in Washington, D.C. While sites are allowed some flexibility in determining how much emphasis to place on various program components, all are expected to follow a well-developed set of operating procedures and standards. It is estimated that the program has served 100,000 young people.

Jobs for America's Graduates, Inc. (JAG). This school-based program to help at-risk high school students complete their education and make the transition from school to work was developed and implemented in Delaware in 1979. Success there led to JAG's spread nationally and, in 1990, internationally. The program now serves two different age groups, offering participants an array of services that can include: basic employment and personal skills, an orientation to the world of work and placement in private-sector jobs. Today the program operates in 325 schools in 19 states, as well as in 17 high schools in seven cities in the United Kingdom. More than 80,000 youngsters have participated in JAG since its inception.

Twelve Together. Launched in 1982 in several Detroit public schools, this peer support program molds 12 freshmen and

two adult advisers into a close-knit group that encourages the youngsters to improve their academic performance and increase the likelihood of graduation. The program emphasizes self-esteem and confidence-building, sharing and problem-solving. Because of improvements in the promotion rates of participants, replication of the program within and beyond Detroit schools, as well as to other age groups, began in 1987. Today there are 96 Twelve Together groups meeting in 15 school systems in nine states.

YouthBuild U.S.A. An outgrowth of the Youth Action Project in New York City, YouthBuild prepares young high school dropouts for careers in construction by employing them as trainees to rehabilitate housing for low-income and homeless people. YouthBuild enrollees participate in supervised construction work, counseling, educational classes and job-skills training. Because the program was designed for national replication, all YouthBuild sites are expected to incorporate 13 well-delineated components into their program and to reflect specific "qualities" selected by YouthBuild's founder. Each site is allowed some flexibility, however, to decide which components to emphasize and to make modifications that address local concerns. Since January 1989, efforts have been under way to begin replicating YouthBuild at five sites across the nation.

National Toxic Technical Assistance Network. Reflecting the need of grassroots environmental groups for sound scientific and organizational information, a loose network of technical assistance centers has sprouted at universities and within other regional and national environmental organizations. Although these centers vary in character, all share the common objective of providing scientific and other assistance to citizens and communities facing toxic risks. Assistance typically

includes educating the community, leadership training, scientific information, laboratory services and consulting services on a wide range of issues. The network currently is comprised of 20 such centers.

Older Worker Regional Coordinating Councils. This nationwide network of eight councils, all of which strive to link and coordinate agencies that serve older workers in their community, grew out of a successful model program begun in Chicago in 1977, known as Operation ABLE, Inc. Drawing on the best elements of the Chicago program, each council organizes a range of services that reflects local needs and resources. All share one fundamental goal — increasing quality job opportunities for older workers — and a series of objectives, including promoting the advantages of older workers.

Linking Lifetimes. Although some variation exists among programs in the Linking Lifetimes network, all are rooted in the belief that older adults serving as mentors can make a *difference in the lives of at-risk youth*. Currently there are 11 projects across the nation in the network. Perhaps the most striking difference among those projects is the youthful population served. In some communities, older mentors are linked to juvenile offenders; in others, they work with teenage mothers; in still others, they work with poor academic achievers. One of the overarching goals of the network is to promote the replication of successful programs.

Enterprise Development Programs for the Disadvantaged. During the past several years, a number of projects have received Mott support to use diverse strategies to achieve a common goal: economic empowerment of the poor. All projects — *regardless of strategy* — are designed to build institutions within the low-income community that can serve as “change agents” to create jobs and increase residents’ incomes.



. . . many of these replications have incorporated as an overarching goal the empowerment of the program’s participants.

New Chance. MDRC is equally rigorous in its implementation and evaluation of New Chance, a project aimed at teenage mothers and their infants developed and tested at five pilot sites beginning in 1987. The goal is to help disadvantaged young mothers avoid welfare dependency by offering them education in academics, parenting and health; skills training; child care; and counseling. Promising results from that pilot prompted expansion to 16 demonstration sites, involving approximately 1,420 mothers and 1,336 children as of January 1991. MDRC plans not only a rigorous evaluation but also a *long-term follow-up*

with participants.

It is worth noting that many of these replications have incorporated as an overarching goal the empowerment of the program’s participants. Moreover, our experiences have shown that programs designed to help individuals take control of their lives and participate in the decisionmaking process tend to have the greatest potential to produce important, long-lasting social change.

SOME FINAL THOUGHTS

Clearly there are benefits to replicating sound ideas and programs — not the least of which is that a well-run replication can stretch tight resources to broaden impact. And yet foundations and other funders have not always rushed to provide support for replication.

Some speculate that such reluctance may stem in part from a tendency by foundations to overemphasize innovation for its own sake.

Rick R. Little, who heads the International Youth Foundation, a major initiative to identify and replicate successfully operating youth programs, says many foundations “pride themselves on being on the cutting edge of innovation. Even their mission statements use terms like ‘fostering innovation.’”

Indeed, just as some program operators may find “a certain mundaneness to the tried and true,” so do some foundations, says Little. “There is some ego involved in trying to develop new programs.”

Gordon Berlin agrees: “There is a tendency for foundations not to stick with anything. There is a bit of fadism there. Foundations will start to develop something and say, ‘Well, we showed this worked, and now we’re moving on to the next thing.’”

Many members of the philanthropic sector argue that funding experimental, high-risk ventures is, in fact, the most appropriate use of foundation dollars. That approach becomes problematic, however, when a program is found to be effective but there is no mechanism to ensure ongoing funding — much less to embark on wide-scale replication.

Indeed, all too often the need to press for public support for effective programs gets short shrift in the grantmaking process. Yet simply leaving it to chance that successful programs will attract the





*Replicating
sound programs
can help stretch
tight resources to
broaden impact.*

WORK
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ongoing support — financial and otherwise — needed to spread them is narrow-sighted at best. Clearly, those who wish to see broad implementation of credible ideas and programs must begin to underscore the connection between programs, politics and policies.

Ultimately, what is needed is a comprehensive strategy for ensuring program expansion that encompasses identifying interesting but untried ideas, funding implementation, conducting evaluations, and influencing others to undertake replication when warranted.

Admittedly, this may seem a daunting task. But it becomes less so when there are multiple players willing to work together toward a common goal. Certainly there are many entities and institutions — including foundations, corporations and government at all levels — that could tackle one or more components of this ambitious agenda.

Collaboration already is quite common today among large foundations, many of which regularly seek partners to fund major projects. Such collaborations, however, need not remain strictly in the hands of large funders.

Community foundations may well have a special role to play. After all, one of the missions of a community foundation is to

serve as a catalyst within the local community — convening various players, stimulating partnerships and leveraging funds. By their nature, community foundations are in good position to pinpoint local needs, identify programs that could be applied at home, and then marshal the resources required for local implementation. Beyond that, often the programs developed and implemented by community foundations could be positioned for replication on a much broader scale.

Moreover, community foundations may not be alone in their ability to achieve such ends; small, private foundations would seem to share some of those same important characteristics and hold the same promise.

For all its potential, replication clearly is not a panacea. But just as clearly, it defies common sense to invest continually in the development of new programs when ones with proven effectiveness already have been developed and could be implemented more easily and economically.

Perhaps the time is right to consider more fully the role that replication can play in addressing many of the critical social issues facing our nation. Tight resources at the federal and, in many cases, the state and local levels would seem to demand at least that much.



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GRANTS

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The following pages contain a list of all grants made in 1990.
Grants are organized in program areas within missions:

EDUCATION: DEVELOPING HUMAN POTENTIAL

- At-Risk Youth
- Community Education
- Intergenerational and Mentoring Programs
- Minority Education
- Early Childhood and Parenting Education
- Employment Training and Counseling
- Redesigning Education
- Special Initiatives

ENVIRONMENT

- Global Sustainability
- Great Lakes Land and Water Resources
- Toxic Substances
- Special Initiatives

FLINT AREA

- Flint Arts and Recreation
- Flint Economic Revitalization*
- Flint Education
- Flint Institutional Capacity Building
- Flint Special Initiatives

NEIGHBORHOODS AND ECONOMIC DEVELOPMENT

- Community Development
- Economic Development

PHILANTHROPY AND VOLUNTEERISM

- Community Foundations
- Philanthropic Membership Organizations
- Strengthening the Nonprofit Sector

SPECIAL AND EXPLORATORY PROJECTS

- South Africa
- Pursuit of Peace
- Other

For detailed information on each grant, see Facts on Grants 1990,
a supplement to the Annual Report.

EDUCATION: DEVELOPING HUMAN POTENTIAL

AT-RISK YOUTH

Developing and disseminating long-term solutions to problems of high unemployment among severely disadvantaged, especially minority youth; and

Preventing teenage pregnancy, expanding life options for teen parents, and enhancing conditions of life for their children.

COMMUNITY EDUCATION

Promoting community education at all levels — local through international — as an integral part of the solutions to problems and issues facing education and communities.

INTERGENERATIONAL AND MENTORING PROGRAMS

Supporting intergenerational and mentoring programs that enhance the lives of children, youth, and older persons.

MINORITY EDUCATION

Strengthening the nation's historically and predominantly black colleges and universities through improving the long-term financial condition of selected private black colleges by increasing their endowment base.

EARLY CHILDHOOD AND PARENTING EDUCATION

Enhancing the development of the child socially, emotionally and cognitively so that all children, but especially children from persistently poor families, have a fair start in life with potential for successful school achievement. (Currently under development.)

EMPLOYMENT TRAINING AND COUNSELING

Assisting unemployed and under-employed adults, including welfare recipients, through training, retraining, and counseling. (Currently under development.)

REDESIGNING EDUCATION

Investigating new learning environments so that students will be more effective in meeting the demands of our changing global society. (Currently under development.)

SPECIAL INITIATIVES

Furthering development and investigation of educational issues.

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
EDUCATION: DEVELOPING HUMAN POTENTIAL				
AT-RISK YOUTH				
AMERICAN ASSOCIATION FOR MARRIAGE & FAMILY THERAPY RESEARCH & EDUCATION FOUNDATION—Washington, DC				
To support one federal and 4-10 state seminars on specific aspects of teenage pregnancy for an audience of legislative and executive branch staff.	\$ 41,944	\$ 40,459	\$ 82,403	—
AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS—Arlington, Virginia				
To provide continued support in reducing negative behaviors among the preteen children of persistently poor urban families.	99,823	100,000	199,823	—
AMERICAN PUBLIC WELFARE ASSOCIATION—Washington, DC				
To establish a Center for State Action on Adolescent Pregnancy to provide the means for coordinating state legislation and administrative actions to produce comprehensive and coordinated services to reduce teenage pregnancy at the local level.	81,500	—	—	\$ 81,500
BRANDEIS UNIVERSITY—Waltham, Massachusetts				
To promote the self-sufficiency of teenage parents.	—	100,000	100,000	—
CENTER FOR LAW AND EDUCATION—Washington, DC				
To aid low-income students and communities in redirecting vocational education programs to better meet their own long-term needs for education, employment and community development.	—	75,000	—	75,000
CENTER FOR LAW AND SOCIAL POLICY—Washington, DC				
To sponsor a one-day training conference featuring the impact of the Family Support Act of 1988 on programs and services related to the prevention of teenage parenthood.	—	20,968	20,968	—
CHILD TRENDS, INC.—Washington, DC				
To produce a seventh, updated fact sheet of national and state statistics that will increase awareness of teenage pregnancy as a categorical problem.	—	28,018	28,018	—
To conduct basic research to determine the actual consequences to the individual and costs to society of births to teenagers.	—	34,952	34,952	—
CHILDREN'S DEFENSE FUND—Washington, DC				
To achieve unified action by the nation's education and youth-serving agencies on federal and state public policy to reduce teenage pregnancy.	—	100,000	100,000	—
To provide partial support for the update of a 1988 report entitled "Vanishing Dreams: The Growing Economic Plight of America's Young Families," which documents the increasing poverty facing young families and their children.	—	35,000	35,000	—
COMMITTEE FOR ECONOMIC DEVELOPMENT—New York, New York				
To marshal support for meeting the educational and developmental needs of the nation's most disadvantaged children and young people.	—	100,000	100,000	—
COOPER HOSPITAL/UNIVERSITY MEDICAL CENTER—Camden, New Jersey				
To conduct a national conference on the issue of teenage pregnancy and what can be done to stimulate programs at the state level on prevention and parenting in sensible and caring ways.	—	20,000	20,000	—
COUNCIL ON FOUNDATIONS, INC.—Washington, DC				
To continue support for a special affinity group of grantmakers who fund grants related to young people ages newborn through 21.	—	2,500	2,500	—
EAST BAY CONSERVATION CORPS—Oakland, California				
To continue support for the development of a competency-based education program as part of a conservation corps initiative for young people in Oakland, California.	—	50,000	50,000	—
EAST HARLEM BLOCK NURSERY, INC.—New York, New York				
To continue general support for the Youth Action Program, a community-based, youth leadership development program.	—	75,000	75,000	—
To continue support for the replication of the Youth Action Program to other sites across the nation.	—	100,000	100,000	—

<i>Grantee/Program</i>	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
EDUCATION COMMISSION OF THE STATES—Denver, Colorado To support outreach efforts to individual states to ensure the success of a national state legislators' teleconference on at-risk youth, hosted by Bill Moyers, and complementing the Mott-funded PBS documentary, "All Our Children with Bill Moyers."	—	\$ 25,000	\$ 25,000	—
To provide assistance to state legislators and other policymakers for meeting the special needs of at-risk young people.	\$ 18,750	—	18,750	—
ETV ENDOWMENT OF SOUTH CAROLINA, INC.—Spartanburg, South Carolina To provide partial support for outreach programs and activities related to the Mott-funded PBS documentary on at-risk youth produced by Bill Moyers.	—	300,000	300,000	—
FORMATIVE EVALUATION RESEARCH ASSOCIATES—Ann Arbor, Michigan To continue evaluation of the Michigan Civilian Conservation Corps, a program linking the improvement and protection of the state's natural resources with training and work experience for low-income young men and women.	—	61,000	61,000	—
HIGHLANDER RESEARCH AND EDUCATION CENTER—New Market, Tennessee To provide partial support for the Youth Empowerment Program at the Highlander Research and Education Center.	—	40,000	40,000	—
INTERNATIONAL CENTER FOR INTEGRATIVE STUDIES—New York, New York To provide challenge funds to help establish an alternative diploma-granting high school supported by an innovative public-private collaboration and designed as a model of comprehensive quality education for at-risk youth.	—	100,000	—	\$100,000
To assist The Door in making a transition to an independent organization and in overcoming a major financial deficit.	—	400,000	400,000	—
To help the International Center for Integrative Studies in meeting unanticipated expenses encountered in relocating The Door, a community-based, multiservice center for young people.	100,000	—	100,000	—
JOBS FOR YOUTH-CHICAGO, INC.—Chicago, Illinois To expand an educational remediation program for dropout youth in Chicago.	—	60,000	60,000	—
KEYS TO CAREERS—San Francisco, California To strengthen Keys to Careers as a continuing, urban model of a nonprofit organization with community and business interests committed to helping high-risk teenagers obtain job skills, career role models, work experience and counseling.	—	25,000	25,000	—
MANPOWER DEMONSTRATION RESEARCH CORPORATION—New York, New York To demonstrate, evaluate and disseminate the experiences of JOBSTART, a national network of 13 exemplary projects for assisting unemployed dropout youth.	—	75,000	75,000	—
To help replicate a comprehensive program for teen mothers and their babies leading to economic independence and healthy development.	—	100,000	100,000	—
MDC, INC.—Chapel Hill, North Carolina To support outreach activities related to the Mott-funded PBS documentary on at-risk youth produced by Bill Moyers.	—	99,221	99,221	—
MEMPHIS PARTNERS, INC.—Memphis, Tennessee To provide partial support for a collaborative project targeting severely at-risk 10th-graders in danger of dropping out of the Memphis school system.	—	25,000	25,000	—
METROPOLITAN DETROIT YOUTH FOUNDATION, INC.—Detroit, Michigan To support efforts to disseminate and replicate a successful Detroit program designed to reduce high school dropout rates - and consequently, youth unemployment.	—	50,000	50,000	—
NATIONAL ACADEMY OF SCIENCES—Washington, DC To analyze the interrelationship of negative teen behaviors, and review multiple behaviors simultaneously in search of a common process to resolve the problems.	—	100,000	100,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NATIONAL ASSOCIATION OF SERVICE AND CONSERVATION CORPS —Washington, DC To provide support for leadership training and technical assistance for local and regional youth corps with special attention to newly established urban corps.	—	\$ 50,000	\$ 50,000	—
NATIONAL CHILD LABOR COMMITTEE —New York, New York To provide partial support for the revitalized National Farmworker Health and Education Coalition as an advocacy resource for migrant children and youth.	—	30,000	30,000	—
NATIONAL ORGANIZATION ON ADOLESCENT PREGNANCY AND PARENTING, INC. —Bethesda, Maryland To strengthen state and local programs to prevent and treat teenage pregnancy and its related problems.	—	50,000	50,000	—
NATIONAL YOUTH EMPLOYMENT COALITION, INC. —New York, New York To provide partial support for the National Youth Employment Coalition, Inc. to establish a systematized database and clearinghouse on youth employment and training reports, publications, programs, organizations and individuals.	—	40,000	20,000	\$ 20,000
PARTNERSHIP FOR DEMOCRACY —Washington, DC To provide partial support for YouthAction, a special project of the Partnership for Democracy, which was designed to assist community-based organizations to develop or strengthen their youth components.	—	50,000	50,000	—
POPULATION RESOURCE CENTER —Washington, DC To provide support for state briefing meetings for policymakers to organize efforts to reduce teenage pregnancy in Louisiana and Mississippi, the states with the highest rates of teenage pregnancy.	—	20,000	20,000	—
PUBLIC/PRIVATE VENTURES —Philadelphia, Pennsylvania To support a new national demonstration aimed at establishing 15 urban youth corps with an emphasis on evaluation, dissemination and policy impact.	—	350,000	350,000	—
To support the development, operation and evaluation of six demonstration projects for helping young unwed fathers in need of education, parenting and employment assistance.	—	811,771	811,771	—
RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK —New York, New York To provide partial support for the Youth Environmental Action Program at Hunter College's Community Environmental Health Center.	—	35,000	35,000	—
SOCIAL RESEARCH APPLICATIONS —Los Altos, California To establish a network of program practitioners and research specialists trained in the standardized methodology developed by the Mott Foundation as one of the results of the original Too-Early Childbearing Network.	—	40,000	40,000	—
SOUTHWEST DISTRICT HEALTH DEPARTMENT —Caldwell, Idaho To provide partial support for comprehensive services to pregnant and parenting teens in an underpopulated area of Idaho.	—	28,000	28,000	—
SOUTHWEST REGIONAL LABORATORY —Los Alamitos, California To continue publication of TEC Networks, a quarterly newsletter devoted to research findings and program practices related to teenage pregnancy.	—	49,400	49,400	—
TALLADEGA COLLEGE —Talladega, Alabama To enable 10 Talladega college students, five women and five men, to organize 10 groups of local high-risk, high school female and male students as a means of preventing school dropout and teenage pregnancy.	—	17,875	17,875	—
TEXAS BASICS —Austin, Texas To assist TEXAS BASICS in increasing the access to and resources for basic skills education in Texas as well as providing a model for other states.	—	35,000	—	35,000

<i>Grantee/Program</i>	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
UNITED STATES BASIC SKILLS INVESTMENT CORPORATION — Alexandria, Virginia To establish 10 prototype Basic Skills Investment Centers in secondary schools across the country through a collaboration with IBM Corp.	—	\$ 120,000	\$ 120,000	—
UNIVERSITY OF MICHIGAN — Ann Arbor, Michigan To implement and test an experimental curriculum designed to strengthen the parenting skills of teenage mothers to encourage better early childhood development outcomes of their children. The program will involve 60 adolescent mothers and their children, 30 randomly assigned to an experimental group and the remaining 30 to serve as a control group.	—	10,000	10,000	—
UNIVERSITY OF PENNSYLVANIA — Philadelphia, Pennsylvania To continue support for a school-based neighborhood and school improvement program, the West Philadelphia Improvement Corps, established by students and faculty from the University of Pennsylvania and the public schools.	—	50,000	50,000	—
WOMEN AND FOUNDATIONS/CORPORATE PHILANTHROPY — New York, New York To maintain and expand a network of foundations interested in the issues relating to adolescent pregnancy.	—	2,500	2,500	—
YOUTH POLICY INSTITUTE — Washington, DC To provide support for ongoing analysis of national policies and programs affecting children, youth and families.	—	50,000	50,000	—
YOUTH SERVICE AMERICA — Washington, DC To support and expand the Working Group on Youth Service Policy, a forum for leaders of youth service organizations that identifies and disseminates principles of successful programming and fosters collaboration on public policy issues.	—	75,000	75,000	—
PROGRAM TOTAL: At-Risk-Youth	\$ 342,017	\$ 4,256,664	\$ 4,287,181	\$ 311,500

COMMUNITY EDUCATION

AFRICAN ASSOCIATION FOR LITERACY AND ADULT EDUCATION — Nairobi, Kenya To enable the African Association for Literacy and Adult Education to promote and support the development of community education throughout the African nations.	—	\$ 25,000	\$ 25,000	—
BERMUDA MINISTRY OF COMMUNITY AFFAIRS — Hamilton, Bermuda To continue support for the implementation of the Bermuda and Caribbean regional community education center and regional International Community Education Association office.	\$ 25,000	20,000	25,000	\$ 20,000
CANADIAN ASSOCIATION FOR COMMUNITY EDUCATION — Vancouver, British Columbia To provide the Canadian Association for Community Education with the opportunity to have representation from all provinces and territories at their Board meetings held every six months at different locations throughout Canada.	—	5,000	5,000	0
COMED — Essen, Germany To establish community education centers throughout unified Germany to provide consultation, in-service training and materials for local German community education projects.	—	120,000	—	120,000
To continue support for the development and operation of an International Community Education Association European Regional Office within COMED, the West German community education organization.	—	20,000	20,000	—
COMMUNITY EDUCATION DEVELOPMENT CENTRE — Coventry, England To continue to provide support for an Enterprise Development Unit within the Community Education Development Centre to provide advice, expertise, information and linkage with community education for those involved in economic development.	—	70,000	70,000	—
To continue support for administration and services of the International Community Education Association and to support regional development in the seven regional office/centers.	150,000	—	150,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
COUNCIL OF CHIEF STATE SCHOOL OFFICERS—Washington, DC				
To enhance community education by providing networking, technical assistance and exemplary programming to state departments of education through the chief state school officer in each state.	—	\$ 136,542	\$ 136,542	—
INDIAN SOCIETY FOR COMMUNITY EDUCATION—Ahmedabad, India				
To provide seed grant support to continue the implementation of the International Community Education Association's Asian regional center within the Indian Society for Community Education.	\$ 37,300	—	37,300	—
INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC.—Washington, DC				
To help recruit and train minorities for leadership roles within the field of community education.	—	100,000	100,000	—
INTERNATIONAL COMMUNITY EDUCATION ASSOCIATION—Coventry, England				
To continue support for the administration and services of the International Community Education Association and to support regional development in its seven regional offices.	—	150,000	150,000	—
To provide partial support that will allow approximately 50 resource persons or participants, primarily from Third World countries, to attend the Sixth World Conference of the International Community Education Association.	—	100,000	100,000	—
To establish, administer and implement a Small Grants program in which 20 to 25 grants, not exceeding \$5,000 each, will be provided to encourage and support community education projects in local communities around the world.	—	200,000	200,000	—
To develop a South/Central American presence for the International Community Education Association.	—	75,000	75,000	—
LAS PALOMAS DE TAOS—Taos, New Mexico				
To enable Las Palomas de Taos, a multicultural learning center specializing on global issues, to establish a special issue center on global issues for community educators.	—	35,000	—	\$ 35,000
MONASH UNIVERSITY—Victoria, Australia				
To provide partial support to continue the implementation of the South Pacific Centre for School and Community Development to promote community education in Australia, New Zealand, and the 22 island nations of the South Pacific.	—	20,000	—	20,000
NATIONAL CENTER FOR COMMUNITY EDUCATION—Flint, Michigan				
To plan, coordinate and conduct a comprehensive national community education leadership training program for all persons interested or working in community education.	—	500,000	500,000	—
To provide support for the continued community education efforts of the North American ICEA Regional Council in the United States and Canada.	—	20,000	20,000	—
NATIONAL COMMITTEE FOR CITIZENS IN EDUCATION—Columbia, Maryland				
To continue support for the implementation of a special issue center to link community education and school-based improvement efforts with a specific emphasis on community involvement.	—	20,000	20,000	—
NATIONAL COMMUNITY EDUCATION ASSOCIATION—Alexandria, Virginia				
To help the National Community Education Association become fiscally independent by establishing a \$1.5-million endowment fund, the income from which would be used for general operations.	—	500,000	—	500,000
To continue general support for the National Community Education Association, a national membership and advocacy organization.	—	75,000	75,000	—
To continue support for the development and operation of a Minority Leadership Development Program, a joint effort between the National Community Education Association and the National Center for Community Education.	—	50,000	50,000	—
To provide support for relocation costs for the headquarters of the National Community Education Association.	—	7,000	7,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NATIONAL YOUTH LEADERSHIP COUNCIL — St. Paul, Minnesota To provide support for the continued operation of a special issue center that links community education and community-service learning, focusing specifically on opportunities for community educators to promote community youth service in community schools.	\$ 27,000	\$ 30,000	\$ 57,000	—
ST. PATRICK'S COLLEGE — Kildare, Ireland To provide support for the Community Education Centre at St. Patrick's College and to link this with a similar center in Northern Ireland at the University of Ulster.	—	9,000	9,000	—
TEXAS A&M UNIVERSITY — College Station, Texas To publish 7,000 copies of "Community Education: Building Learning Communities" (5,000 in Spanish and 2,000 in English) for distribution at the International Community Education Association World Conference in Trinidad.	—	7,000	7,000	—
UNIVERSITY OF FLORIDA — Gainesville, Florida To support a continuous assessment of the impact of the State Community Education Planning and Development project operated by the University of Virginia.	—	25,000	25,000	—
UNIVERSITY OF ULSTER AT JORDANSTOWN — County of Antrim, Northern Ireland To continue support for the Community Education Centre at the University of Ulster at Jordanstown.	—	10,000	10,000	—
UNIVERSITY OF VIRGINIA — Charlottesville, Virginia To continue strengthening and maintaining a community education presence at the state level throughout the United States.	—	100,000	100,000	—
WASHINGTON STATE UNIVERSITY — Pullman, Washington To continue support for the development of a special issue center linking the areas of community education and community economic development.	—	20,000	20,000	—
WAYNE STATE UNIVERSITY — Detroit, Michigan To support the full implementation of a computerized communication system, known as CENET, among international, national and state community education network agencies.	—	100,000	100,000	—
WESTERN MICHIGAN UNIVERSITY — Kalamazoo, Michigan To maintain a communication network among the former Mott Foundation-trained leaders in community education. To continue a focus group for community education known as the National Coalition for Community Education.	— —	20,000 50,000	20,000 50,000	— —
PROGRAM TOTAL: Community Education	\$ 239,300	\$ 2,619,542	\$ 2,163,842	\$ 695,000

INTERGENERATIONAL AND MENTORING PROGRAMS

ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC. — Washington, DC To continue the evaluation of the national Linking Lifetimes network of 10 programs and to collect, analyze and disseminate findings from the evaluation.	—	\$ 85,000	\$ 85,000	—
AMERICAN ASSOCIATION FOR INTERNATIONAL AGING — Washington, DC To continue general support for the American Association for International Aging, a private sector initiative founded to promote cross-national exchange and action in aging in the United States and abroad.	\$ 20,000	—	20,000	—
CHILD WELFARE LEAGUE OF AMERICA, INC. — Washington, DC To support the Generations United program, a coalition of more than 100 national organizations devoted to promoting programs that increase intergenerational cooperation and exchange.	—	25,000	—	\$ 25,000
FUND FOR AGING SERVICES — New York, New York To assist other communities who are interested in replicating the Intergenerational Work-Study Program, based on its success in preparing high school students to qualify for higher education or successfully compete in the job market.	—	50,000	50,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
GREATER HARTFORD CHAMBER OF COMMERCE FOUNDATION —Hartford, Connecticut				
To provide at-risk middle-school students with senior citizen mentors.	\$ 35,000	—	\$ 35,000	—
JUVENILE WELFARE BOARD OF PINELLAS COUNTY —St. Petersburg, Florida				
To bring caring, older adults into the lives of at-risk, middle-school-age boys who are in need of nurturing and positive role models.	35,000	\$ 35,000	70,000	—
MAINSTREAM, INC. —Topeka, Kansas				
To plan and conduct a national conference for representatives of state intergenerational networks and agencies for the purpose of exchanging ideas and identifying the range of issues that can be addressed by intergenerational coalitions.	—	10,000	10,000	—
METRO-DADE DEPARTMENT OF YOUTH AND FAMILY DEVELOPMENT —Miami, Florida				
To establish a model program that will recruit, train and supervise senior mentors to provide one-to-one supportive relationships for at-risk youth.	35,000	35,000	70,000	—
MICHIGAN OFFICE OF SERVICES TO THE AGING —Lansing, Michigan				
To recruit and train older volunteers to provide counseling to Medicare beneficiaries and their families throughout the State of Michigan on a variety of health insurance matters.	—	10,000	10,000	—
NATIONAL CENTER ON INSTITUTIONS AND ALTERNATIVES —Alexandria, Virginia				
To develop a mentoring component of the youth advocacy project linking young offenders with older volunteers.	35,000	35,000	70,000	—
NATIONAL RETIREE VOLUNTEER CENTER —Minneapolis, Minnesota				
To continue providing partial support for the National Retiree Volunteer Center, which assists corporations in setting up retiree volunteer programs.	—	40,000	40,000	—
NEIGHBORHOOD YOUTH ASSOCIATION, INC. —Los Angeles, California				
To improve the quality of life for older persons serving as mentors and for at-risk youth through meaningful relationships with each other.	—	35,000	35,000	—
NORTH AMERICAN INDIAN ASSOCIATION OF DETROIT, INC. —Detroit, Michigan				
To develop and implement an intergenerational mentoring program that will give low-income Indian senior citizens opportunities to work with seventh- and eighth-grade students who are at risk of dropping out of school.	—	35,000	35,000	—
OPERATION ABLE —Chicago, Illinois				
To reconvene the Mott-supported Older Worker Employment Regional Coordinating Councils Network at an annual meeting to develop strategies for addressing public policy issues pertaining to older workers.	—	15,000	15,000	—
OPERATION ABLE OF MICHIGAN —Southfield, Michigan				
To continue partial support for the ABLE Institute, a job referral agency for elderly workers in southeastern Michigan.	—	25,000	25,000	—
PHELPS-STOKES FUND —New York, New York				
To conduct a study that examines the productivity of persons after the age of 65 and to write a book based on interviews with 100 active, involved older people.	—	10,000	10,000	—
PORTER-LEATH CHILDREN'S CENTER —Memphis, Tennessee				
To join low-income senior citizens and pregnant teens together to help seniors remain physically active and mentally alert while helping pregnant teenagers prepare for parenthood.	—	35,000	35,000	—
PORTLAND PUBLIC SCHOOLS —Portland, Oregon				
To develop, implement, evaluate and promote a model intergenerational mentoring program.	—	35,000	35,000	—
RESOURCE CENTER FOR THE ELDERLY —Arlington Heights, Illinois				
To continue funding for the Serve Our Seniors Project, which provides home repairs and fire and safety inspections for frail, elderly home owners using teams of volunteer high school students.	—	50,092	50,092	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
RYERSON POLYTECHNICAL INSTITUTE —Toronto, Ontario To plan and conduct a conference to explore the possibilities of building in Ontario a coalition network of agencies interested in intergenerational programs.	—	\$ 6,850	\$ 6,850	—
TEMPLE UNIVERSITY —Philadelphia, Pennsylvania To provide technical assistance and training to a network of intergenerational programs involving at-risk youth and older citizens.	—	75,000	75,000	—
WASHINGTON URBAN LEAGUE, INC. —Washington, DC To match older persons with middle school at-risk youth who are particularly vulnerable to school failure, drug abuse, early pregnancy, delinquency and the lure of the illegal economy that surrounds them.	—	35,000	—	\$ 35,000
WESTERN CAROLINA UNIVERSITY —Cullowhee, North Carolina To provide technical assistance for the development of five rural intergenerational model programs using older people as mentors for at-risk adolescents.	—	25,000	25,000	—
PROGRAM TOTAL: Intergenerational and Mentoring Programs	\$ 160,000	\$ 706,942	\$ 806,942	\$ 60,000

MINORITY EDUCATION

BENEDICT COLLEGE —Columbia, South Carolina To provide a \$500,000, one-for-one endowment-challenge grant to Benedict College.	\$ 500,000	—	—	\$ 500,000
BENNETT COLLEGE —Greensboro, North Carolina To provide a \$500,000, one-for-one endowment-challenge grant to Bennett College to assist the institution in increasing its endowment base.	500,000	—	—	500,000
BETHUNE-COOKMAN COLLEGE —Daytona Beach, Florida To provide endowment challenge funding to Bethune-Cookman College to strengthen the long-term financial stability of the institution.	—	\$ 500,000	—	500,000
COUNCIL OF INDEPENDENT COLLEGES —Washington, DC To provide partial support to Council of Independent Colleges for a black college leadership development program.	—	100,000	\$ 100,000	—
DILLARD UNIVERSITY —New Orleans, Louisiana To provide a \$500,000, one-for-one endowment-challenge grant to Dillard University.	500,000	—	0	500,000
FISK UNIVERSITY —Nashville, Tennessee To provide endowment challenge funds to Fisk University to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000
INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP —Phoenix, Arizona To place black graduate students, primarily from black colleges, in internships with selected community-based development programs in underdeveloped countries in sub-Saharan Africa.	—	35,000	35,000	—
JOHNSON C. SMITH UNIVERSITY —Charlotte, North Carolina To provide a \$1 million, one-for-one endowment-challenge grant to Johnson C. Smith University.	1,000,000	—	1,000,000	—
MORRIS BROWN COLLEGE —Atlanta, Georgia To provide endowment challenge funding to Morris Brown College to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000
RUST COLLEGE —Holly Springs, Mississippi To provide endowment challenge funding to Rust College to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000
SAINT AUGUSTINE'S COLLEGE —Raleigh, North Carolina To provide endowment challenge funding to Saint Augustine's College to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
SPELMAN COLLEGE — Atlanta, Georgia To provide a \$500,000, one-for-one endowment-challenge grant to Spelman College.	\$ 500,000	—	—	\$ 500,000
STILLMAN COLLEGE — Tuscaloosa, Alabama To provide endowment challenge funds to Stillman College to strengthen the long-term financial stability of the institution.	—	\$ 500,000	—	500,000
TOUGALOO COLLEGE — Tougaloo, Mississippi To provide endowment challenge funds to Tougaloo College to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000
TUSKEGEE UNIVERSITY — Tuskegee, Alabama To provide a \$1 million, one-for-one endowment-challenge grant to Tuskegee University.	1,000,000	—	—	1,000,000
UNITED NEGRO COLLEGE FUND, INC. — New York, New York To provide partial support to the United Negro College Fund for a pilot planned giving program to assist 10 private black colleges.	—	50,000	\$ 50,000	—
VIRGINIA UNION UNIVERSITY — Richmond, Virginia To provide endowment challenge funds to Virginia Union University to strengthen the long-term financial stability of the institution.	—	500,000	—	500,000
PROGRAM TOTAL: Minority Education	\$ 4,000,000	\$ 4,185,000	\$ 1,185,000	\$ 7,000,000

EARLY CHILDHOOD AND PARENTING EDUCATION

COLUMBIA UNIVERSITY — New York, New York To publish a brief statistical annual summary of selected characteristics about the five million children in poverty, ages newborn to 6, in the United States.	—	\$ 60,800	\$ 60,800	—
COUNCIL OF STATE POLICY AND PLANNING AGENCIES — Washington, DC To provide expert technical assistance to state-staffed teams from 10 states nationwide who are seeking solutions to the economic and social problems of persistently poor families in their states.	—	30,000	30,000	—
FAMILY RESOURCE COALITION — Chicago, Illinois To create an advocacy organization, the sole purpose of which would be to strengthen public policy on behalf of families.	—	25,000	25,000	—
HARVARD UNIVERSITY — Cambridge, Massachusetts To continue support for the Harvard Family Research Project, which collects, analyzes, evaluates and disseminates information about family support and education programs and policies.	—	125,000	125,000	—
JOHNSON FOUNDATION, INC. — Racine, Wisconsin To form a national commission of 22 experts to review the modern family — especially from a child's perspective.	—	200,000	100,000	\$ 100,000
NATIONAL CENTER FOR COMMUNITY EDUCATION — Flint, Michigan To plan and implement two national "training of trainers" conferences on early childhood and parenting education for the purpose of enabling 100 community educators to replicate such training in their states and areas. The conferences will be coordinated with the National Community Education Association and the Harvard Family Research Project.	\$ 25,000	—	25,000	—
NATIONAL COMMISSION TO PREVENT INFANT MORTALITY — Washington, DC To support the National Commission to Prevent Infant Mortality, organized to improve the health of young children in the United States.	—	35,000	35,000	—
PROGRAM TOTAL: Early Childhood and Parenting Education	\$ 25,000	\$ 475,800	\$ 400,800	\$ 100,000

EMPLOYMENT TRAINING AND COUNSELING

COUNCIL OF GREAT LAKES GOVERNORS, INC. — Chicago, Illinois To create a mechanism for regional cooperation in the design and delivery of new youth apprenticeship programs.	—	\$ 45,000	\$ 45,000	—
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Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
FULLEMPLOY GROUP LTD. — London, England To establish a national capability within Great Britain for the promotion, financing, and support of franchising as a method of developing ethnic minority businesses.	—	\$ 50,000	\$ 50,000	—
INTERNATIONAL COUNCIL FOR ADULT EDUCATION — Toronto, Ontario To continue to provide partial support for the further development of the <i>International Task Force on Literacy</i> .	—	50,000	50,000	—
JOBS FOR THE FUTURE, INC. — Somerville, Massachusetts To provide support for a national demonstration effort to advance the knowledge and practice of youth apprenticeship in the United States.	—	100,000	100,000	—
MANPOWER DEMONSTRATION RESEARCH CORPORATION — New York, New York To provide technical assistance to 10 states in implementing the Family Support Act of 1988, the nation's new welfare reform law.	—	75,000	75,000	—
SOUTHPORT INSTITUTE FOR POLICY ANALYSIS — Southport, Connecticut To support follow-up activities to the publication of "Jump Start: The Federal Role in Adult Literacy," which recommended a new set of initiatives to address the problem of adult illiteracy in this country.	—	100,000	100,000	—
To support an investigation of work force literacy in small- and medium-sized businesses toward the goal of identifying ways in which these firms can be induced to invest in, or participate in, basic skills programs for their employees.	—	150,000	—	\$ 150,000
PROGRAM TOTAL: Employment Training and Counseling	—	\$ 570,000	\$ 420,000	\$ 150,000

REDESIGNING EDUCATION

AMERICAN LEGISLATIVE EXCHANGE COUNCIL — Washington, DC To provide partial support to the American Legislative Exchange Council to develop model state education reform legislation by combining the thinking of leaders in education and key state legislators.	—	\$ 15,000	\$ 15,000	—
CITYWIDE EDUCATIONAL COALITION — Boston, Massachusetts To provide partial support to the Citywide Educational Coalition to launch a three-year project designed to shift authority for improving the school to the hands of parents, principals and teachers, and to improve the learning environments for poor and minority children.	—	25,000	25,000	—
COMMUNITY TRAINING AND ASSISTANCE CENTER, INC. — Boston, Massachusetts To provide partial support for the Community Training and Assistance Center to work with three superintendents of urban school districts to link directly research on how schools work and reformation of the educational systems.	—	100,000	50,000	\$ 50,000
HUDSON INSTITUTE — Indianapolis, Indiana To allow the Hudson Institute to continue providing technical assistance to education/training policymakers on restructuring education technologies.	—	100,000	100,000	—
INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC. — Washington, DC To allow three cities to be added to the Collaborative Leadership Development Program, matching a two-year Danforth grant.	—	210,857	210,857	—
MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT FOUNDATION — Phoenix, Arizona To allow a team of staff and faculty from the Roosevelt Elementary School District and the Maricopa Community College District to visit Cologne, Germany, to observe an innovative alternative elementary school structure.	—	35,000	—	35,000
MERCY COLLEGE — Dobbs Ferry, New York To provide support for an Urban Teaching Academy on the Bronx Campus of Mercy College.	—	25,000	25,000	—
NATIONAL COMMITTEE FOR CITIZENS IN EDUCATION — Columbia, Maryland To convene a school-based improvement oversight group of the most visible, productive and influential persons involved in the school-based management movement.	—	69,098	69,098	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
UNIVERSITY OF ARIZONA FOUNDATION—Tucson, Arizona To test the possibility of designing an educational ecology that succeeds in reversing the disastrous path of academic failure that has been characteristic of culturally different children living in poverty.	—	\$ 100,000	\$ 100,000	—
PROGRAM TOTAL: Redesigning Education	\$ —	\$ 679,955	\$ 594,955	\$ 85,000

SPECIAL INITIATIVES

AMERICAN COUNCIL ON EDUCATION—Washington, DC To conduct a nationwide education campaign alerting citizens to the issues and ramifications of American competitiveness and the need for reformed education and training programs.	—	\$ 35,000	\$ 35,000	—
CHILDREN'S EXPRESS FOUNDATION, INC.—New York, New York To expand the numbers of children who are able to experience the craft of the newspaper reporter and become members of the Press Club, a youth organization co-sponsored by local newspapers in cooperation with Children's Express.	—	35,000	35,000	—
COMMUNITY WOMEN'S EDUCATION PROJECT—Philadelphia, Pennsylvania To provide partial support for the development, piloting and dissemination of an innovative curriculum for disadvantaged adult learners.	—	50,000	—	\$ 50,000
COUNCIL ON FOUNDATIONS, INC.—Washington, DC To provide continuing support for the Pre-Collegiate Education Program, an affinity group of the Council on Foundations that serves as a communications network among grantmakers interested in pre-collegiate education.	—	2,500	2,500	—
EXECUTIVE SERVICE CORPS OF CHICAGO—Chicago, Illinois To utilize more than 100 Executive Service Corps members as advisers and consultants to help implement school reform and improve education as part of a total community improvement process in the near west side of Chicago.	—	35,000	35,000	—
INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC.—Washington, DC To help support the continued operation of the Center for Demographic Policy, which provides demographic data and insights to education and human service institutions, as well as American business and government leaders.	—	5,000	5,000	—
NATIONAL COMMITTEE FOR CITIZENS IN EDUCATION—Columbia, Maryland To provide general operating expenses for the National Committee for Citizens in Education.	—	75,000	75,000	—
TEACH FOR AMERICA, INC.—New York, New York To provide general purposes funding to Teach for America, an organization dedicated to revolutionizing the way Americans view teaching as a profession.	—	35,000	35,000	—
WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION—Princeton, New Jersey To provide partial support for the one-week summer institutes of the Woodrow Wilson National Fellowship Foundation's National Leadership Program for Teachers of Science and Mathematics.	—	35,000	35,000	—
PROGRAM TOTAL: Special Initiatives	—	\$ 307,500	\$ 257,500	\$ 50,000
MISSION TOTAL: EDUCATION: Developing Human Potential	\$ 4,766,317	\$13,801,403	\$10,116,220	\$ 8,451,500

ENVIRONMENT

GLOBAL SUSTAINABILITY

Supporting efforts toward a sustainable global environment with the *natural resource base necessary for supporting life systems over the next century and beyond.*

GREAT LAKES LAND AND WATER RESOURCES

Strengthening the preservation and management of the land and water resources of the Great Lakes region.

SPECIAL INITIATIVES

Probing new environmental fields, particularly those offering unusual opportunities for contributions to the state of the art on global and/or national environmental problems.

TOXIC SUBSTANCES

Seeking ways to reduce existing and future threats from toxic substances to humans, their communities and the natural environment.

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
ENVIRONMENT				
GLOBAL SUSTAINABILITY				
CENTER FOR INNOVATIVE DIPLOMACY —Irvine, California To provide continued support, enabling the Stratospheric Protection Accord Project to pilot a demonstration of city governments in banning ozone-depletion chemical compounds.	—	\$ 30,000	\$ 30,000	—
CENTRE FOR INTERNATIONAL ENVIRONMENTAL LAW-U.S., INC. —Washington, DC To promote environmental protection and citizen participation as fundamental parts of the European Bank for Reconstruction and Development's policies and practices.	—	60,000	60,000	—
CLIMATE INSTITUTE —Washington, DC To provide continued support in educating the public and key decisionmakers about the challenges posed by global climate change, thereby stimulating activities toward developing effective responses.	—	35,000	35,000	—
CONSERVATION LAW FOUNDATION, INC. —Boston, Massachusetts To enable the Conservation Law Foundation to continue its work with New England utility industry interests to implement energy efficiency improvements for saving 30 percent of projected needs by the year 2,000, and to provide assistance to other domestic as well as international efforts for implementing energy efficiency efforts.	—	75,000	75,000	—
CONSULTATIVE GROUP ON BIOLOGICAL DIVERSITY, INC. —New York, New York To provide general support for the Consultative Group on Biological Diversity, Inc., a forum for coordinated foundation activity in biodiversity conservation and related global environmental issues.	—	25,000	25,000	—
ENERGY PROBE RESEARCH FOUNDATION —Toronto, Ontario To increase Canadian efforts to improve the development policies and practices of multilateral development banks.	—	70,000	70,000	—
ENVIRONMENTAL AND ENERGY STUDY INSTITUTE —Washington, DC To support the work of the Environmental and Energy Study Institute in translating scientific and policy information on atmospheric and climate change into a format useful for Congressional staff and members.	—	30,000	30,000	—
ENVIRONMENTAL DEFENSE FUND, INC. —New York, New York To promote structural and policy reforms in multilateral development banks and the International Monetary Fund so that they cease funding ecologically destructive policies and projects and to help empower Third World nongovernmental organizations to monitor, influence and change internationally financed development projects.	\$ 40,000	40,000	\$ 80,000	—
ENVIRONMENTAL POLICY INSTITUTE —Washington, DC To strengthen multilateral development bank campaign activities in Japan, as well as improve lending policies and practices to make them environmentally sustainable and socially equitable.	—	50,000	50,000	—
FRIENDS OF THE EARTH —Washington, DC To increase the interest of multilateral development banks in investing in projects that will reverse tropical deforestation and arrest global warming.	—	40,000	—	\$ 40,000
FUNDACION NATURA —Quito, Ecuador To support nongovernmental organization activities related to monitoring multilateral development bank policies and practices and other government development activities that adversely affect the environment in Ecuador, Peru and Bolivia.	—	45,000	45,000	—
HARVARD UNIVERSITY —Cambridge, Massachusetts To provide support for the Global Environmental Policy Program at Harvard University, strengthening the Energy and Environmental Policy Center's global climate change work.	—	30,000	30,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
INSTITUTE FOR ENERGY AND ENVIRONMENTAL RESEARCH —Takoma Park, Maryland To continue partial support for research, analysis and publishing activities focusing on changes needed to protect and restore the atmosphere, with particular attention to the problem of ozone depletion.	—	\$ 20,000	\$ 20,000	—
INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY —Washington, DC To provide general support for the Institute for Transportation and Development Policy, an organization to advance environmentally sound transportation alternatives on a global scope.	—	25,000	25,000	—
INTERNATIONAL CENTER FOR DEVELOPMENT POLICY —Washington, DC To monitor multilateral development bank projects and to provide information on these projects to developing country nongovernmental organizations and other non-U.S. environmental organizations.	—	40,000	40,000	—
INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION, INC. —Washington, DC To help expedite the implementation of energy efficiency in developing countries.	—	75,000	75,000	—
NATIONAL AUDUBON SOCIETY, INC. —New York, New York To provide an educated and articulate grassroots movement working for sustainable development policies and to offer them the opportunity to play a role in shaping U.S. foreign assistance policy.	\$ 40,000	40,000	80,000	—
NATIONAL WILDLIFE FEDERATION —Washington, DC To continue strengthening the advocacy capabilities of Latin American nongovernmental organizations (NGOs) with respect to reforming multilateral development bank lending policies by funding strategic projects, providing training programs and sponsoring information exchange activities.	40,000	40,000	80,000	—
NATURAL RESOURCES DEFENSE COUNCIL, INC. —New York, New York To prevent the financing of environmentally and socially unsound projects in the energy sector by multilateral development banks and to increase substantially the proportion of development assistance provided for conservation, end-use efficiency and other alternative investments in the energy sector.	40,000	40,000	80,000	—
NATURE CONSERVANCY —Arlington, Virginia To protect biological resources in Latin America by assisting local conservation groups in building self-sustaining financial capacity to support conservation efforts within their own countries.	—	63,000	63,000	—
PACIFIC ENERGY AND RESOURCES CENTER —Sausalito, California To provide programming support for the Pacific Energy and Resources Center, a policy research and public education organization committed to sound natural resource management, energy conservation and sustainable development.	—	40,000	40,000	—
RESOURCES DEVELOPMENT FOUNDATION —New York, New York To increase private-sector participation in promoting and implementing energy-efficiency projects in developing countries.	—	75,000	75,000	—
ROCKY MOUNTAIN INSTITUTE —Snowmass, Colorado To reduce global carbon dioxide emissions from fossil fuel combustion through encouraging energy-efficiency investments.	—	50,000	50,000	—
SCIENTISTS' INSTITUTE FOR PUBLIC INFORMATION, INC. —New York, New York To continue support for a new international program of the Scientists' Institute for Public Information that relates scientific experts and information to journalists and media networks with special attention to Third World information needs.	—	75,000	75,000	—
SIERRA CLUB FOUNDATION —San Francisco, California To employ an international representative within the Sierra Club to expand its grassroots outreach efforts within the United States in order to keep concerned citizens informed about the campaign and to increase networking with Third World nongovernmental organizations.	—	40,000	40,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
TIDES FOUNDATION—San Francisco, California To provide technical, scientific and economic information, and to facilitate networking for the thousands of people around the world who are working to save river systems from environmentally destructive development.	—	\$ 35,000	\$ 35,000	—
WORLD RESOURCES INSTITUTE—Washington, DC To strengthen the institutional capacities of developing-country nongovernmental organizations and other indigenous groups so they can play a lead role in natural resource conservation and management.	—	45,000	45,000	—
WORLD WILDLIFE FUND, INC.—Washington, DC To support a program of small seed grants to grassroots nongovernmental conservation organizations in Latin America and the Caribbean.	—	50,000	50,000	—
PROGRAM TOTAL: Global Sustainability	\$ 160,000	\$ 1,283,000	\$ 1,403,000	\$ 40,000

GREAT LAKES LAND AND WATER RESOURCES

AMERICAN FARMLAND TRUST—Washington, DC To develop a model program in Michigan that works to promote effectively the development and use of alternative farming systems.	—	\$ 67,800	\$ 67,800	—
AMERICAN RIVERS, INC.—Washington, DC To ensure that the U.S. Forest Service recommends, for permanent protection, at least 25 of the 37 rivers in Michigan, Minnesota and Wisconsin found eligible for permanent protection under the National Wild and Scenic Rivers System.	—	23,400	23,400	—
CANADIAN INSTITUTE FOR ENVIRONMENTAL LAW AND POLICY— <i>Toronto, Ontario</i> To continue support for the development of model water quality standards and toxic source reduction strategies for the Great Lakes.	\$ 66,666	66,666	133,332	—
CENTER FOR THE GREAT LAKES—Chicago, Illinois To continue general support for the Center for the Great Lakes, which helps develop effective programs for sound management and conservation of the region's natural resources.	—	35,000	35,000	—
COAST ALLIANCE—Washington, DC To build public support for action in the areas of restructuring federally subsidized programs that encourage development in critical Great Lakes shoreline areas, expanding the Coastal Barrier Resources System to unprotected Great Lakes areas, expanding the federal Coastal Zone Management Program to nonparticipating Great Lakes states and creating a national program to address the impact of contaminated Great Lakes sediment.	—	25,186	25,186	—
COUNCIL OF GREAT LAKES GOVERNORS, INC.—Chicago, Illinois To provide support in bringing together a team of experts from the nonprofit private and government sectors to develop strategies to implement the goals of the Great Lakes Toxic Substances Control Agreement.	—	50,000	50,000	—
GEORGE WASHINGTON UNIVERSITY—Washington, DC To support the application of a "sunset protocol" to hazardous chemicals in the Great Lakes basin.	—	73,329	73,329	—
GREAT LAKES PROTECTION FUND—Chicago, Illinois To help cover initial start-up costs for the Great Lakes Protection Fund.	—	25,000	—	\$ 25,000
GREAT LAKES UNITED—Buffalo, New York To provide general support for Great Lakes United, an international coalition having members throughout the eight Great Lake states, Ontario and Quebec, and dedicated to the conservation, protection and proper management of the Great Lakes-St. Lawrence ecosystem.	—	40,000	40,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
HOOSIER ENVIRONMENTAL COUNCIL —Indianapolis, Indiana				
To continue support, on a challenge basis, to the Hoosier Environmental Council, a statewide environmental organization in Indiana.	\$ 15,000	—	\$ 15,000	—
To support efforts to implement 91 new state water quality standards for pollution discharges into the lakes and streams of Indiana.	—	\$ 25,000	25,000	—
INTERNATIONAL ASSOCIATION FOR GREAT LAKES RESEARCH —Ann Arbor, Michigan				
To provide an opportunity for promising young U.S. and Canadian scientists to develop and pursue traditional as well as independent, new approaches to understanding and solving Great Lakes toxic pollution problems.	—	70,000	70,000	—
KALAMAZOO NATURE CENTER, INC. —Kalamazoo, Michigan				
To complete data analysis and publication of the Michigan Breeding Bird Atlas — the first statewide survey of its kind conducted in the state.	—	40,000	40,000	—
LAKE MICHIGAN FEDERATION —Chicago, Illinois				
To support six workshops and a follow-up summit meeting to provide public involvement in the development of a Lakewide Management Plan for Lake Michigan.	40,816	—	40,816	—
LAND STEWARDSHIP PROJECT —Marine on St. Croix, Minnesota				
To conduct on-farm research relating to sustainable agriculture and to produce and disseminate educational materials on the subject through an educational/consulting service designed to help farmers become better managers of sustainable agricultural operations.	40,000	40,000	80,000	—
MICHIGAN AUDUBON SOCIETY —Lansing, Michigan				
To investigate and measure the relationship of specific toxic chemicals to biological abnormalities in Caspian terns that result in reproductive problems and failures.	—	40,000	40,000	—
MICHIGAN DEPARTMENT OF NATURAL RESOURCES —Lansing, Michigan				
To provide partial support for the Governor's Conference on the Environment to be held in conjunction with nationwide events of Earth Day 1990.	—	4,000	4,000	—
MICHIGAN ENVIRONMENTAL COUNCIL —Lansing, Michigan				
To continue support to strengthen the leadership and institutional framework of the Michigan Environmental Council, an important statewide environmental organization in Michigan, through \$15,000 in general support and \$15,000 in challenge funds.	15,000	—	15,000	—
NATIONAL WILDLIFE FEDERATION —Washington, DC				
To coordinate basinwide policy reform through adoption of uniform water quality standards by the federal, state and provincial governments bordering the Great Lakes.	—	60,000	60,000	—
NEW YORK ENVIRONMENTAL INSTITUTE, INC. —Albany, New York				
To address pollution problems and the needs of citizens in the Western New York Great Lakes basin area through a citizen training program providing technical, scientific, and health information and resources.	—	30,000	30,000	—
NORTHEAST-MIDWEST INSTITUTE —Washington, DC				
To allow the Northeast-Midwest Institute to sponsor periodic roundtable discussions among Great Lakes environmental advocates in Washington, D.C., and to monitor legislative, budgetary and regulatory measures that affect the region.	—	20,000	20,000	—
NORTHERN ROCKIES ACTION GROUP, INC. —Helena, Montana				
To allow the leaders of state environmental organizations to come together for a third annual conference to share ideas on specific issues and the skills needed to strengthen their organizations.	—	10,000	10,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NORTHWEST MICHIGAN RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL, INC. — Traverse City, Michigan				
To use recently developed computer technology to make land information readily accessible to the general public, local community groups and the local officials responsible for making land-use decisions.	—	\$ 64,998	\$ 32,499	\$ 32,499
SIERRA CLUB FOUNDATION — San Francisco, California				
To build public awareness in the Great Lakes region about the significance of toxic air pollutants in the Great Lakes.	—	30,000	30,000	—
SIERRA CLUB LEGAL DEFENSE FUND — San Francisco, California				
To allow the Sierra Club Legal Defense Fund to undertake planning to establish a Great Lakes regional office.	—	23,050	23,050	—
SOCIETE POUR VAINCRE LA POLLUTION — Montreal, Quebec				
To ensure that the Quebec public is adequately informed of the nature and extent of the toxic contamination in the St. Lawrence River.	—	30,000	30,000	—
TIP OF THE MITT WATERSHED COUNCIL — Conway, Michigan				
To form a Great Lakes Wetlands Policy Consortium of approximately 20 members from environmental and policy groups in the Great Lakes region.	—	56,866	56,866	—
WINDSOR AND DISTRICT CLEAN WATER ALLIANCE — Windsor, Ontario				
To publish, in book form, the 12 Remedial Action Plan case studies presented at the International Association for Great Lakes Research Symposium on "Progress and Challenges of Restoring Degraded Areas in the Great Lakes."	—	36,000	36,000	—
WISCONSIN'S ENVIRONMENTAL DECADE INSTITUTE — Madison, Wisconsin				
To strengthen the leadership and institutional framework of an important statewide environmental organization in Wisconsin.	\$ 10,000	25,000	25,000	10,000
PROGRAM TOTAL: Great Lakes Land and Water Resources	\$ 187,482	\$ 1,011,295	\$ 1,131,278	\$ 67,499

SPECIAL INITIATIVES

CENTER FOR COASTAL STUDIES — Provincetown, Massachusetts				
To continue general support for the Center for Coastal Studies, a Cape Cod-based nonprofit research, educational and advisory institution specializing in issues relating to the coastal environment.	—	\$ 10,000	\$ 10,000	—
CENTER FOR FOREIGN JOURNALISTS — Reston, Virginia				
To conduct a series of four environmental reporting workshops during 1991 and 1992 for the media in Latin America and Central Europe, including the Soviet Union.	—	100,000	50,000	\$ 50,000
CENTER FOR US-USSR INITIATIVES — San Francisco, California				
To continue to provide funding for a Center for US-USSR Initiatives program to advance interchanges between American and Soviet environmental leaders.	—	50,000	50,000	—
CHINA POOT BAY SOCIETY — Homer, Alaska				
To provide general support for the China Poot Bay Society (recently renamed the Center for Alaskan Coastal Studies), an educational and scientific organization with the goal of increasing awareness, knowledge and understanding of Alaska's marine environment.	—	15,000	15,000	—
COMMITTEE FOR ECONOMIC DEVELOPMENT — New York, New York				
To provide partial support to the Committee for Economic Development for the design of a project on energy and the environment.	—	35,000	35,000	—
EARTH DAY 1990 — Stanford, California				
To provide general support for Earth Day 1990, an international campaign to promote environmental awareness at every level of society.	—	25,000	25,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
ENVIRONMENTAL POLICY INSTITUTE — Washington, DC To continue support, on a one-to-one match basis, for the general purposes of the Environmental Policy Institute.	\$ 75,000	—	\$ 75,000	—
ENVIRONMENTAL SUPPORT CENTER, INC. — New York, New York To provide seed funding to establish the Environmental Support Center, an organization dedicated to helping local and state environmental groups become more powerful and effective in addressing environmental problems and in shaping environmental policy.	—	\$ 40,000	40,000	—
FRIENDS OF THE EARTH — Washington, DC To provide challenge grant support for institutional capacity building for Friends of the Earth, an environmental organization with a network of 37 international affiliates. Grant payment is conditional upon the ability of Friends of the Earth to raise new and/or increased contributions.	—	400,000	400,000	—
GREEN LIBRARY — Berkeley, California To contribute to public awareness and understanding of environmental issues in countries facing ecological crisis, primarily by providing environmental books and materials to their libraries or by helping them in establishing such libraries.	—	65,000	65,000	—
LAND INSTITUTE — Salina, Kansas To strengthen the leadership and financial stability of the Land Institute, a pioneer in agroecological research, education and public policy work aimed at promoting sustainable agriculture.	—	25,000	—	\$ 25,000
MEADOWCREEK PROJECT, INC. — Fox, Arkansas To strengthen Meadowcreek's efforts to develop its own income from farm, educational fees and conference center revenues while significantly expanding its programs and outreach.	—	50,000	50,000	—
OCEAN ARKS INTERNATIONAL, INC. — Falmouth, Massachusetts To expand the development of an applied science of ecological wastewater treatment.	—	200,000	200,000	—
RODALE INSTITUTE — Emmaus, Pennsylvania To continue support for an innovative research and demonstration project in the Midwest aimed at helping farmers make the transition from heavy reliance on chemical inputs to more resource-efficient farming systems that are more profitable and less damaging to the environment.	—	100,000	100,000	—
UCI FOUNDATION — Irvine, California To provide support for an international symposium in Irvine, California, as a core activity of a joint Soviet-American-Chinese scientific collaborative to examine the environmental consequences of nuclear weapons development.	—	35,000	35,000	—
WORLD DEVELOPMENT PRODUCTIONS, INC. — Boston, Massachusetts To produce a five-part television series designed to stimulate public thinking about the prospects for reducing world hunger on a sustainable basis.	—	35,000	35,000	—
WORLD RESOURCES INSTITUTE — Washington, DC To provide support for the Institute's Global Challenge Endowment Fund, established through a \$15-million MacArthur Foundation challenge grant.	700,000	500,000	1,200,000	—
PROGRAM TOTAL: Special Initiatives	\$ 775,000	\$ 1,685,000	\$ 2,385,000	\$ 75,000

TOXIC SUBSTANCES

ALASKA CENTER FOR THE ENVIRONMENT — Anchorage, Alaska To provide technical and scientific assistance to Alaskan citizen groups working to protect their communities from existing and future environmental health threats.	—	\$ 33,250	\$ 33,250	—
ALASKA HEALTH PROJECT — Anchorage, Alaska To provide direct assistance to small businesses in Alaska, enabling them to incorporate the latest and most appropriate technology to reduce the negative impact of hazardous materials on human health and the environment.	—	45,000	45,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
ALASKA NATIVE HEALTH BOARD—Anchorage, Alaska To help address the concerns about hazardous materials on native lands in Alaska.	—	\$ 47,734	\$ 47,734	—
ALBANY STATE COLLEGE—Albany, Georgia To continue helping Albany State College in providing technical assistance in the South to low-income and minority residents who are dealing with environmental health threats in their communities.	—	30,000	30,000	—
ARKANSAS PUBLIC POLICY PANEL, INC.—Little Rock, Arkansas To assist the Environmental Congress of Arkansas in providing technical assistance to citizens and communities at risk from toxic hazards.	—	20,000	—	\$ 20,000
CALIFORNIA INSTITUTE FOR RURAL STUDIES—Davis, California To increase the capacity of an environmental organization to provide site-specific legal and technical assistance to rural California communities with toxic problems.	—	20,000	20,000	—
CALIFORNIA TOXICS ACTION—San Francisco, California To demonstrate that the reduction and eventual elimination of the use of chlorinated solvents is feasible, necessary and the best means of preventing the dangerous impacts of pollution.	—	50,000	50,000	—
CENTER FOR RURAL AFFAIRS—Walthill, Nebraska To provide funding to help decrease the use of agricultural chemicals, by fostering the development and adoption of farming practices that use fewer pesticides and commercial fertilizers, with efforts directed to rural areas of Midwestern states.	—	30,497	30,497	—
CENTRAL STATES EDUCATION CENTER—Champaign, Illinois To increase the capacity of an Illinois-based environmental organization to provide site-specific legal and scientific expertise to Midwestern communities facing toxic threats.	—	20,000	20,000	—
CITIZEN'S CLEARINGHOUSE FOR HAZARDOUS WASTES, INC.—Falls Church, Virginia To continue to provide support for a migrant program to help local citizen groups in carrying out training and education on toxic hazards and on better management of toxic wastes.	—	75,000	75,000	—
CITIZENS FOR A BETTER ENVIRONMENT—Chicago, Illinois To help reduce the use of toxic substances in manufacturing and production processes through education, regulatory reform and cooperative programs with industry.	—	25,000	25,000	—
COLORADO STATE UNIVERSITY FOUNDATION—Fort Collins, Colorado To continue funding for a toxics community assistance program adapted from a successful Vanderbilt University model that uses scientific resources and student interns from a university to help communities and citizen groups at risk from toxic substances.	—	24,969	24,969	—
CONNECTICUT FUND FOR THE ENVIRONMENT, INC.—New Haven, Connecticut To continue support for a project aimed at helping citizens in Connecticut with their efforts to reduce threats from toxic substances.	—	40,000	40,000	—
EAST MICHIGAN ENVIRONMENTAL ACTION COUNCIL—Birmingham, Michigan To support a collaborative project among residents, business interests and community-based organizations to develop environmental goals and program objectives for Southwest Detroit for the year 2000.	—	35,000	—	35,000
ECOLOGY CENTER OF ANN ARBOR—Ann Arbor, Michigan To allow the Ecology Center of Ann Arbor to act as a statewide resource to citizens and grassroots community groups concerned about toxic hazards.	\$ 46,000	40,000	86,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
ENVIRONMENTAL DEFENSE FUND, INC. — New York, New York To ensure that chemicals are introduced, used and disposed of in the safest manner possible and to reduce, by regulation, reuse or source reduction, significant risks at the most efficient point of control.	—	\$ 75,000	\$ 75,000	—
ENVIRONMENTAL HEALTH COALITION — San Diego, California To assist communities in the San Diego region affected by toxic pollution by providing scientific, technical and policy-related information.	—	35,000	35,000	—
ENVIRONMENTAL HEALTH WATCH, INC. — Cleveland, Ohio To provide scientific and technical assistance to community groups to ensure that citizen concerns are successfully represented when the Federal Emergency Planning and Community Right-to-Know Act is implemented in Ohio.	—	20,000	20,000	—
ENVIRONMENTAL RESEARCH FOUNDATION — Washington, DC To continue general support for the Environmental Research Foundation, established to provide information management services to serve the needs of community and grassroots citizen organizations addressing toxic substance concerns.	—	15,000	15,000	—
FOR A CLEANER ENVIRONMENT, INC. — Woburn, Massachusetts To continue strengthening a community-based model demonstrating how local citizens can have a major role in addressing the health risks and related issues posed by toxic wastes.	—	15,000	15,000	—
FRIENDS OF THE EARTH — Washington, DC To continue providing technical and scientific assistance to coastal-focused citizen groups working to protect the nation's ocean and coastal ecology from toxic pollutants and other environmental threats.	—	50,000	50,000	—
GRASS ROOTS ENVIRONMENTAL ORGANIZATION, INC. — Bloomfield, New Jersey To continue general support for an environmental organization that provides statewide technical assistance and related support in New Jersey to about 125 local citizen groups dealing with toxic contamination problems within their communities.	—	10,000	10,000	—
IOWA CITIZENS FOR COMMUNITY IMPROVEMENT — Des Moines, Iowa To identify and promote farming practices that require fewer pesticides and commercial fertilizers and to help farmers and local communities in Iowa that are presently facing contamination problems from agricultural chemicals.	—	35,000	35,000	—
JSI RESEARCH & TRAINING INSTITUTE, INC. — Boston, Massachusetts To support a new technical assistance center for helping community-based efforts to respond to toxics-related environmental health concerns.	—	50,000	50,000	—
LEGAL ENVIRONMENTAL ASSISTANCE FOUNDATION — Tallahassee, Florida To evaluate proposed hazardous waste facilities in the deep South and to assist citizens in their efforts to prevent unsafe facilities and to reduce the use of toxic substances.	—	50,000	50,000	—
MASSACHUSETTS PUBLIC INTEREST RESEARCH GROUP EDUCATION FUND — Boston, Massachusetts To provide support for the Solid Waste Reduction Project of the Massachusetts Public Interest Research Group Education Fund.	—	20,000	20,000	—
MICHIGAN STATE UNIVERSITY — East Lansing, Michigan To continue support for the Community Assistance Program in Environmental Toxicology at Michigan State University.	—	20,000	20,000	—
NATIONAL TOXICS CAMPAIGN FUND — Boston, Massachusetts To provide support for Boston University's Citizens' Environmental Laboratory, which provides low-cost, reliable testing services for communities endangered by toxic contamination.	—	40,000	—	\$ 40,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NATURAL RESOURCES COUNCIL OF MAINE—Augusta, Maine To identify and analyze the worst toxic pollution in Maine, to target the sources of pollution and to convince polluting industries to reduce toxics use.	—	\$ 32,000	\$ 32,000	—
NATURAL RESOURCES DEFENSE COUNCIL, INC.—New York, New York To support national leadership in efforts to reduce toxic emissions and hazardous wastes at source points.	—	75,000	75,000	—
RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK—New York, New York To help residents of the New York metropolitan area protect themselves against environmental health hazards through Hunter College's Community Environmental Health Resource Center.	—	20,000	20,000	—
SERVICIOS CIENTIFICOS Y TECNICOS—Hato Rey, Puerto Rico To provide scientific assistance and educational services to individuals and communities in Puerto Rico that are facing environmental health threats.	—	34,716	34,716	—
SOUTHWEST RESEARCH AND INFORMATION CENTER—Albuquerque, New Mexico To continue support to provide technical assistance, training and information services for citizens and communities in New Mexico and Arizona who are dealing with toxic contamination concerns.	—	30,000	30,000	—
TENNESSEE ENVIRONMENTAL COUNCIL—Nashville, Tennessee To support a state initiative to promote the reduction of toxics at source points.	—	35,000	35,000	—
TEXANS UNITED FOR A SAFE ECONOMY EDUCATION FUND—Houston, Texas To provide partial support for a conference that will bring together scientists, health professionals, legal experts and citizens to share information, identify needs and develop directions in the environmental health field.	—	10,000	10,000	—
UNISON INSTITUTE—Washington, DC To provide training and technical assistance in the use of computerized environmental information to help communities identify and reduce risks from toxic hazards.	—	45,000	45,000	—
UNIVERSITY OF CALIFORNIA - RIVERSIDE—Riverside, California To document the mechanisms minority communities use to cope with environmental problems, the barriers they face, and to develop a model for minority participation in environmental conflicts.	—	23,235	23,235	—
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL—Chapel Hill, North Carolina To increase the capacity of faculty members at the University of North Carolina to provide scientific and technical assistance to citizen groups and local governments facing a variety of toxic-related environmental health problems.	—	20,000	20,000	—
UNIVERSITY OF TENNESSEE-KNOXVILLE—Knoxville, Tennessee To assist in establishing an interdisciplinary Center for Clean Products and Clean Technologies at the University of Tennessee-Knoxville.	—	46,000	46,000	—
UNIVERSITY OF TEXAS MEDICAL BRANCH AT GALVESTON—Galveston, Texas To continue to provide scientific information and related assistance to community groups and citizens at risk from toxic hazards.	—	40,000	40,000	—
VANDERBILT UNIVERSITY—Nashville, Tennessee To continue funding for the Service Training for Environmental Progress Project, previously known as the Student Environmental Health Project, which provides technical assistance to community and citizen groups that are facing environmental health threats from toxic substances.	—	20,000	20,000	—
PROGRAM TOTAL: Toxic Substances	\$ 46,000	\$ 1,402,401	\$ 1,353,401	\$ 95,000
MISSION TOTAL: ENVIRONMENT	\$ 1,168,482	\$ 5,381,696	\$ 6,272,679	\$ 277,499

FLINT AREA

FLINT ARTS AND RECREATION

Supporting efforts to broaden Flint community participation in the arts, expanding the capacity of community arts institutions; and
Promoting the productive use of leisure by individuals and their families.

FLINT ECONOMIC REVITALIZATION

Developing and supporting initiatives to revitalize and diversify the Flint-area economy in cooperation with the other public and private agencies; and

Assisting and stabilizing special capital projects to revitalize the Flint downtown area.

FLINT EDUCATION

Strengthening the capacity of Flint-area educational institutions and programs to address the community's changing educational needs.

FLINT INSTITUTIONAL CAPACITY BUILDING

Building the capacity of the Flint community and its institutions to respond to its economic and social needs.

FLINT SPECIAL INITIATIVES

Supporting projects outside the other four program areas that may meet pressing community needs or significantly improve the *quality of life for Flint-area residents*.

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
FLINT AREA				
FLINT ARTS AND RECREATION				
CRIM ROAD RACE, INC. — Flint, Michigan				
To continue support for the Crim Road Race; to help build the capacity of the organization as it enters a new and critical phase in its development.	—	\$ 30,000	\$ 30,000	—
FLINT CONVENTION AND VISITORS BUREAU EDUCATIONAL FOUNDATION — Flint, Michigan				
To provide partial support for a two-show pilot season designed to ascertain the viability for a new nonprofit theater in Flint, utilizing the Whiting Auditorium in the city's cultural center.	—	10,000	10,000	—
FLINT INSTITUTE OF MUSIC — Flint, Michigan				
To provide partial support in providing quality educational, training and performance experiences for Genesee County youth and adults in music and dance.	—	30,000	30,000	—
To provide operating funds to supplement earned income from the 1990 production of "Nutteracker," the production of which will sustain the financially troubled Ballet Michigan for several months.	—	35,000	35,000	—
GENESEE COUNTY AGRICULTURAL SOCIETY — Mt. Morris, Michigan				
To provide matching fund support for the construction of five multipurpose exhibition buildings, helping to complete a master plan for the Genesee County Fair Grounds.	—	30,000	30,000	—
GENESEE COUNTY PARKS & RECREATION COMMISSION — Flint, Michigan				
To enable the Genesee County Parks & Recreation Commission to construct a Victorian-style, multipurpose pavilion at Crossroads Village.	—	370,000	370,000	—
GREATER FLINT ARTS COUNCIL — Flint, Michigan				
To develop and coordinate services for local artists and arts organizations and to expand community appreciation for the arts.	—	20,000	20,000	—
NATURE CONSERVANCY — Arlington, Virginia				
To allow the Nature Conservancy to maintain and manage properties in the Flint College and Cultural Center area in an effort to protect the center from undesirable development and to allow for possible future expansion.	—	67,000	67,000	—
PROGRAM TOTAL: Flint Arts and Recreation	—	\$ 592,000	\$ 592,000	—

FLINT ECONOMIC REVITALIZATION

FLINT COMMUNITY DEVELOPMENT CORPORATION — Flint, Michigan				
To enable the Flint Community Development Corporation to continue small business development programs targeted at minorities, women, low-income individuals and at-risk youth.	—	\$ 187,500	\$ 187,500	—
FLINT DOWNTOWN DEVELOPMENT AUTHORITY — Flint, Michigan				
To set aside \$2.5 million in 1990 for the purpose of buying AutoWorld revenue bonds issued by the Flint Downtown Development Authority.	—	2,500,000	—	\$ 2,500,000
To provide funding for special events and activities associated with limited operations at AutoWorld.	\$ 296,000	180,000	405,000	71,000
To guarantee taxable revenue bonds issued to complete the financing of AutoWorld.	—	1,266,909	1,266,909	—
FLINT GENESEE COUNTY COMMUNITY COORDINATED CHILD CARE ASSOCIATION — Flint, Michigan				
To conduct a feasibility study of the market for child-care services in the downtown Flint area.	12,500	—	12,500	—
GENESEE AREA FOCUS COUNCIL, INC. — Flint, Michigan				
To continue general support for the Genesee Area Focus Council, Inc., established to improve economic-development policy in Genesee County in order to reduce unemployment and strengthen the economic base.	100,000	100,000	200,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
GENESEE ECONOMIC AREA REVITALIZATION, INC. — Flint, Michigan				
To develop an economic action plan for the Greater Flint Area for the year 2000.	—	\$ 55,000	\$ 55,000	—
To provide partial general support to the Genesee Economic Area Revitalization, Inc., an organization responsible for directing the attraction and retention of business through effective marketing programs and the provision of responsive business services.	—	40,000	40,000	—
UNIVERSITY OF MICHIGAN - FLINT — Flint, Michigan				
To collect, analyze, interpret and disseminate information necessary for economic development planning in Genesee County, Michigan.	—	25,000	25,000	—
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF FLINT — Flint, Michigan				
To provide partial support for start-up capital costs to renovate, enlarge and equip existing space for child-care services.	—	80,000	80,000	—
PROGRAM TOTAL: Flint Economic Revitalization	\$ 408,500	\$ 4,434,409	\$ 2,271,909	\$ 2,571,000

FLINT EDUCATION

FLINT BOARD OF EDUCATION — Flint, Michigan				
To provide support to the Flint Community Schools for a major restructuring of their community education program, as well as funding the transitional period during the summer of 1990.	—	\$ 300,000	\$ 300,000	—
To continue support for an instructional program tested at Pierson Community School and proven to be successful in teaching basic skills to urban elementary children.	—	16,816	16,816	—
To provide funding for an external evaluation of the restructuring of the Flint Community Schools' community education program.	—	48,500	18,500	\$ 30,000
To provide the Flint Board of Education with funds to establish a minigrant program for the purpose of increasing staff development projects and activities at site-based managed schools.	—	50,000	50,000	—
GENESEE INTERMEDIATE SCHOOL DISTRICT — Flint, Michigan				
To provide for the statewide installation of a licensed PC educational software selector.	—	25,000	25,000	—
GMI ENGINEERING & MANAGEMENT INSTITUTE — Flint, Michigan				
To continue partial support for the pilot satellite science and mathematics instruction program based at GMI Engineering & Management Institute in Flint, Michigan.	\$ 80,000	250,000	330,000	—
To continue support for a five-year program at GMI to boost student recruitment and strengthen the roster of corporate sponsors.	—	360,000	360,000	—
MOTT COMMUNITY COLLEGE — Flint, Michigan				
To create and help establish a model alternative high school (known as a middle college high school) within Mott Community College.	—	164,864	164,864	—
UNIVERSITY OF MICHIGAN - FLINT — Flint, Michigan				
To provide up to \$3 million in funding for the University of Michigan-Flint's capital campaign for library construction, with \$1 million to be granted on a dollar-for-dollar match basis.	2,400,000	500,000	—	2,900,000
PROGRAM TOTAL: Flint Education	\$ 2,480,000	\$ 1,715,180	\$ 1,265,180	\$ 2,930,000

FLINT INSTITUTIONAL CAPACITY BUILDING

COMMUNITY FOUNDATION OF GREATER FLINT — Flint, Michigan				
To continue partial program support for the Community Foundation of Greater Flint, expanding its grantmaking capacity and thus strengthening philanthropy in the Flint community.	—	\$ 250,000	\$ 250,000	—
To establish the C.S. Harding Mott Memorial Fund at the Community Foundation of Greater Flint.	\$ 250,000	—	250,000	—
To continue providing partial administrative support to the Community Foundation of Greater Flint.	—	50,000	50,000	—
To continue partial program support for the Health Fund of the Community Foundation of Greater Flint.	—	100,000	100,000	—
To provide an endowment challenge grant, to be matched on a one-to-one basis, to strengthen the Community Foundation of Greater Flint.	900,000	900,000	900,000	\$ 900,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
MICHIGAN LEAGUE FOR HUMAN SERVICES—Lansing, Michigan To continue staffing and support of the Health Care Access Project One-Third Share Plan being piloted in Michigan's Genesee and Marquette counties.	\$ 43,214	—	\$ 43,214	—
UNIVERSITY OF MICHIGAN - FLINT—Flint, Michigan To continue support to the Project for Urban and Regional Affairs, an agency designed to match the human and technological resources of the University of Michigan-Flint with the needs of Flint businesses, nonprofit organizations and governmental agencies.	—	\$ 30,000	30,000	—
URBAN COALITION OF GREATER FLINT—Flint, Michigan To continue general support, on a two-for-one match basis, to the Urban Coalition of Greater Flint.	120,000	100,000	120,000	\$ 100,000
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF FLINT—Flint, Michigan To help the YWCA of Flint raise \$2.5 million during the next three years for endowment purposes, capital improvements and expanded services to the community.	50,000	—	50,000	—
PROGRAM TOTAL: Flint Institutional Capacity Building	\$ 1,363,214	\$ 1,430,000	\$ 1,793,214	\$ 1,000,000

FLINT SPECIAL INITIATIVES

CENTER FOR GERONTOLOGY—Flint, Michigan To provide a gift in memory of Elsa Mott Ives to the Center for Gerontology.	—	\$ 20,000	\$ 20,000	—
COMMUNITY FOUNDATION OF GREATER FLINT—Flint, Michigan To develop a community program for prevention of AIDS (acquired immune deficiency syndrome).	\$ 100,500	—	100,500	—
FLINT COMMUNITY DEVELOPMENT CORPORATION—Flint, Michigan To stimulate development of a youth constituency that is empowered to design, implement and operate programs and activities that focus on personal and community development.	74,000	—	74,000	—
FLINT JEWISH FEDERATION—Flint, Michigan To provide a three-to-one match to help raise funds to resettle 100 Soviet Jews in Flint during a three-year period.	—	35,000	35,000	—
GENESEE FOOD BANK—Flint, Michigan To assist the Genesee Food Bank in beginning a planned addition to its recently purchased warehouse.	—	50,000	50,000	—
GMI ENGINEERING & MANAGEMENT INSTITUTE—Flint, Michigan To assist the Soviet Union and other Eastern Bloc nations in enhancing their engineering and management capabilities within the context of free market economies.	—	175,000	175,000	—
NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE-REGION III—Detroit, Michigan To provide partial general support for the association's 1990 Midwest Regional Leadership and Training Conference.	—	5,000	5,000	—
SALEM HOUSING TASK FORCE CORPORATION—Flint, Michigan To provide general support to the Salem Housing Task Force Corporation, a Flint agency that renovates homes and helps families achieve home ownership.	—	45,000	35,000	\$ 10,000
PROGRAM TOTAL: Flint Special Initiatives	\$ 174,500	\$ 330,000	\$ 494,500	\$ 10,000
MISSION TOTAL: FLINT AREA	\$ 4,426,214	\$ 8,501,589	\$ 6,416,803	\$ 6,511,000

NEIGHBORHOODS AND ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

Promoting the role and effectiveness of community self-help groups in revitalizing neighborhoods.

ECONOMIC DEVELOPMENT

Improving economic opportunity for low-income individuals through community-based economic development.

SPECIAL INITIATIVES

Supporting projects that make a unique contribution to the field, institutions that advance critical issues related to low-income residents in disadvantaged communities, and research efforts that may advance the field.

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NEIGHBORHOODS AND ECONOMIC DEVELOPMENT				
COMMUNITY DEVELOPMENT				
ATRISCO LAND RIGHTS COUNCIL—Albuquerque, New Mexico				
To provide general support for the Atrisco Land Rights Council, organized in 1982 to protect and preserve the 49,000 acres of traditional common lands that were part of a turn-of-the-century land grant, and to promote social and economic development and advocacy.	—	\$ 15,000	\$ 15,000	—
BOISE STATE UNIVERSITY—Boise, Idaho				
To conduct research on the status of school-based policing through a national survey of police departments in large cities. Selected cities from this survey would be used for a case study.	—	10,165	10,165	—
CENTER FOR COMMUNITY CHANGE—Washington, DC				
To continue to provide partial support for the staffing, training and operating costs associated with COMMUNITY LINK, a national computer network that links grassroots groups, technical assistance providers and other organizations active in the field of community development.	—	50,000	50,000	—
To provide seed grants and technical assistance to emerging community-based organizations working to improve the quality of life in low- and moderate-income neighborhoods. This project is a continuation of the Strengthening Citizen Initiative at the Local Level program.	—	185,000	185,000	—
COALITION FOR A BETTER ACRE—Lowell, Massachusetts				
To maintain the affordability and integrity of the Lowell's Acre community, a low- and moderate-income neighborhood, and to revitalize the Acre by implementing a resident-sponsored development agenda.	—	15,000	15,000	—
COMMUNITY TRAINING AND ASSISTANCE CENTER, INC.—Boston, Massachusetts				
To provide seed grants and technical assistance to emerging community-based organizations working to improve the quality of life in low- and moderate-income neighborhoods. This program is a continuation of the Strengthening Citizen Initiative at the Local Level program.	—	135,000	135,000	—
DUDLEY STREET NEIGHBORHOOD INITIATIVE—Roxbury, Massachusetts				
To support the Dudley Street Neighborhood Initiative's efforts to coordinate and improve the community's human and social service delivery systems.	\$ 25,000	—	25,000	—
FAIRFIELD UNITED ACTION—Jenkinsville, South Carolina				
To provide general support for Fairfield United Action, organized 10 years ago to address a range of problems that limit the quality of life for Fairfield County, South Carolina, residents.	—	15,000	—	\$ 15,000
HARVARD UNIVERSITY—Cambridge, Massachusetts				
To sponsor a series of executive sessions to reduce the drug problem through the joint efforts of 30 urban leaders from police administration, city government and neighborhood organizations.	—	125,867	125,867	—
JUST ORGANIZED NEIGHBORHOODS AREA HEADQUARTERS—Jackson, Tennessee				
To provide general support to Just Organized Neighborhoods Area Headquarters, a multicounty, multicomunity action organization in western Tennessee.	—	15,000	15,000	—
LOCAL INITIATIVES SUPPORT CORPORATION—New York, New York				
To expand the activities of the Local Initiatives Support Corporation's national policy and program development office.	—	50,000	50,000	—
To support the continuing development of the Local Initiatives Support Corporation's multicity initiative in Michigan.	—	300,000	300,000	—
To continue to provide support as part of a planned \$35-million National PRI Pool, initiated by the Local Initiatives Support Corporation.	350,000	350,000	700,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
MICHIGAN STATE UNIVERSITY—East Lansing, Michigan				
To provide partial support in promotion of community policing tactics through the development and widespread distribution of publications.	—	\$ 43,348	\$ 43,348	—
To support an evaluation of the impact of the Neighborhood Builders Alliance grant programs on community-based organizations and the neighborhoods they serve by Michigan State University's Center for Urban Affairs.	—	100,000	100,000	—
MISSISSIPPI ACTION FOR COMMUNITY EDUCATION—Greenville, Mississippi				
To provide seed grants and technical assistance to emerging, community-based organizations working to improve the quality of life in low- and moderate-income neighborhoods.	—	120,000	120,000	—
NATIONAL CONFERENCE OF STATE LEGISLATURES—Denver, Colorado				
To focus the resources of the National Conference of State Legislatures' economic development and human services divisions to assist states in putting together community development agendas.	—	75,000	75,000	—
NATIONAL COUNCIL OF LA RAZA—Washington, DC				
To continue providing assistance to emerging, community-based groups working for neighborhood improvement.	—	130,000	130,000	—
NATIONAL NEIGHBORHOOD COALITION—Washington, DC				
To continue general support for the National Neighborhood Coalition, founded in 1979 as a forum for action and sharing by national and regional nonprofit organizations serving neighborhood groups.	—	25,000	25,000	—
NATIONAL TRAINING AND INFORMATION CENTER—Chicago, Illinois				
To continue funding the National Training and Information Center as one of six intermediary support organizations providing assistance to emerging community-based groups working to improve neighborhoods.	—	175,000	175,000	—
NEIGHBORHOOD RESOURCE CENTER—St. Paul, Minnesota				
To help the Neighborhood Resource Center continue to build its capacity to provide information, training and networking assistance to neighborhood-based groups in the Minneapolis/St. Paul area by providing additional educational and training opportunities for staff members.	\$ 12,000	12,000	12,000	\$ 12,000
To continue funding for the Neighborhood Resource Center as it expands its staff and program capacities to provide training and technical support to neighborhood-based organizations in the Minneapolis/St. Paul area.	30,000	30,000	30,000	30,000
PARTNERSHIP FOR DEMOCRACY—Washington, DC				
To provide support for the expansion of the Partnership for Democracy's Financial Management Program, which provides technical assistance and training for community-based organizations in several Northwestern and Midwestern states.	—	20,000	20,000	—
To continue funding Partnership for Democracy (formerly the Youth Project) as one of six intermediary support organizations providing assistance to emerging, community-based organizations working to improve the quality of life in low- and moderate-income neighborhoods.	—	175,000	175,000	—
To assist Partnership for Democracy in administering a fund that will help approximately 30 maturing neighborhood and community-based organizations gain access to the technical assistance needed as they face organizational development and growth issues.	—	40,000	40,000	—
PORTLAND ORGANIZING PROJECT—Portland, Oregon				
To provide general support to the Portland Organizing Project, founded to bring low- and moderate-income and working-class residents together to develop strategies to improve their quality of life.	—	15,000	15,000	—
PRATT INSTITUTE—Brooklyn, New York				
To provide support for a two-day national conference focusing on "Uprooting Poverty through Community Development."	—	25,000	25,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
QUITMAN COUNTY DEVELOPMENT ORGANIZATION, INC. — Marks, Mississippi To provide general support for the Quitman County Development Organization, Inc., founded to help break the cycle of poverty through economic development and institutional change in Quitman County, Mississippi.	—	\$ 15,000	\$ 15,000	—
RURAL ORGANIZING AND CULTURAL CENTER, INC. — Lexington, Mississippi To provide general support for the activities of the Rural Organizing and Cultural Center, Inc.	—	15,000	15,000	—
SEVENTH GENERATION FUND FOR INDIAN DEVELOPMENT, INC. — Hoopa, California To develop a relationship with the Seventh Generation Fund for Indian Development as an intermediary support organization in the Mott Foundation's grants program for emerging, community-based initiatives.	—	50,000	50,000	—
SOUTHSIDE LOW-INCOME HOUSING DEVELOPMENT CORPORATION — El Paso, Texas To provide general support for the Southside Low-Income Development Corporation, established in the Segundo Barrio of El Paso, Texas, to promote social and economic development.	—	15,000	15,000	—
STRUCTURED EMPLOYMENT ECONOMIC DEVELOPMENT CORPORATION — New York, New York To provide financial and technical assistance to five community development partnerships formed by historically black universities and their surrounding neighborhoods.	—	150,000	—	\$ 150,000
UNITED PASSAIC ORGANIZATION — Passaic, New Jersey To provide general support for the United Passaic Organization, founded in 1981 to combat the problems of urban decline and deterioration.	—	15,000	15,000	—
WOODSTOCK INSTITUTE — Chicago, Illinois To analyze the lending patterns of mortgage banking firms in Illinois and Michigan in an effort to determine their role in disinvestment and reinvestment in urban neighborhoods.	—	30,000	30,000	—
PROGRAM TOTAL: Community Development	\$ 417,000	\$ 2,541,380	\$ 2,751,380	\$ 207,000

ECONOMIC DEVELOPMENT

ACCION INTERNATIONAL — Cambridge, Massachusetts To provide support for ACCION International's Bridge Fund, established in 1984 to leverage money in Latin American for the loan portfolios of ACCION's affiliates.	—	\$ 100,000	\$ 100,000	—
ARKANSAS ENTERPRISE GROUP — Arkadelphia, Arkansas To raise the income levels and develop the entrepreneurial skills of low-income residents of rural Arkansas.	—	50,000	50,000	—
ASPEN INSTITUTE FOR HUMANISTIC STUDIES — Queenstown, Maryland To collect, analyze and disseminate data about self-employment initiatives and establish information-sharing linkages among the field's agencies and policymakers.	—	151,527	—	\$ 151,527
ASSOCIATION FOR COMMUNITY BASED EDUCATION — Washington, DC To design, field test and initiate a professional development training program for practitioners of community-based development.	—	35,000	35,000	—
CENTER FOR RURAL AFFAIRS — Walthill, Nebraska To address means of directly facilitating enterprise formation in the rural counties typical of the farm-based Midwest.	—	37,000	37,000	—
CHART WOMEN'S ECONOMIC DEVELOPMENT CORPORATION — St. Paul, Minnesota To provide recipients of public assistance with the opportunity to obtain the necessary funds to launch their own businesses.	—	12,500	12,500	—
CHEROKEE NATION OF OKLAHOMA — Tahlequah, Oklahoma To provide support for the Cherokee Loan Fund, developed to build local capacity to determine appropriate community and economic development strategies that will be of long-term economic benefit to Cherokee communities.	—	23,160	23,160	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
COALITION FOR WOMEN'S ECONOMIC DEVELOPMENT—Los Angeles, California To provide support for the establishment of the Coalition for Women's Economic Development's revolving loan fund, to be used to provide capital for low-income female entrepreneurs in the Los Angeles area.	—	\$ 35,000	\$ 35,000	—
COMMUNITY CAPITAL BANK—Brooklyn, New York To purchase 4,000 shares of Community Capital Bank's common stock through a program-related investment. The bank is patterned after Shorebank of Chicago and will specialize in lending at market rates to community development organizations, small business, and housing owned and operated by low- and moderate-income persons.	\$ 100,000	—	100,000	—
COOPERATIVE ASSISTANCE FUND—Washington, DC To continue support for the Cooperative Assistance Fund, created to support economic development initiatives that generate jobs and housing through program-related investments and improve the delivery of services to low-income and minority communities.	—	10,000	—	\$ 10,000
CORPORATION FOR ENTERPRISE DEVELOPMENT—Washington, DC To continue support for the monitoring and evaluation component of the Mott Foundation's seed capital initiative.	—	39,372	39,372	—
DEVELOPMENT TRAINING INSTITUTE, INC.—Baltimore, Maryland To support the participation of up to five Michigan community development practitioners in the National Internship in Community Economic Development.	—	20,000	20,000	—
EASTSIDE COMMUNITY INVESTMENTS, INC.—Indianapolis, Indiana To assist Eastside Community Investments, Inc. in establishing a working capital loan fund and a self-employment loan fund.	—	70,000	70,000	—
FIRST NATIONS FINANCIAL PROJECT—Falmouth, Virginia To provide partial support for an evaluation that will document the overall performance of First Nations Financial Project, a national intermediary engaged in the development of reservation communities.	—	10,000	10,000	—
To provide funding to enable the First Nations Financial Project to continue its services during the months of June through September 1990.	—	35,000	35,000	—
FOCUS:HOPE—Detroit, Michigan To assist Focus:HOPE in rehabilitating a 216,000 square foot building in its Industry Mall for a new, world-class educational institution, the Center for Advanced Technologies.	500,000	500,000	1,000,000	—
FRIENDS OF CHILDREN OF MISSISSIPPI, INC.—Jackson, Mississippi To assist at least 20 welfare recipients living in Madison County, Mississippi, to achieve self-employment.	12,500	—	12,500	—
INDUSTRIAL COOPERATIVE ASSOCIATION REVOLVING LOAN FUND, INC.—Somerville, Massachusetts To help leverage funding to purchase an offshore scallop fishing vessel and provide the necessary working capital to employ 25 relocated Vietnamese immigrants.	—	35,000	35,000	—
INSTITUTE FOR COOPERATIVE COMMUNITY DEVELOPMENT—Manchester, New Hampshire To establish a cost-efficient credit delivery system for the economically disadvantaged residing in New England.	—	30,000	30,000	—
JOBS FOR YOUTH-BOSTON, INC.—Boston, Massachusetts To increase the capacity of Jobs for Youth-Boston to provide technical assistance to the fledgling businesses created by young people who received entrepreneurial training through the organization.	—	50,000	50,000	—
MASSACHUSETTS ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS—Boston, Massachusetts To help the Massachusetts Association of Community Development Corporations to form the Western Massachusetts CDC Enterprise Fund, which will provide grants, loans and technical assistance to community development corporation revolving loan funds to increase their capacity to invest capital in low-income and minority enterprises.	—	75,000	75,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
MERIDIAN COMMUNITY COLLEGE FOUNDATION —Meridian, Mississippi To support the continuing development of a revolving-loan fund as part of a four-year, multistate, national demonstration of the potential for self-employment for welfare recipients.	\$ 12,500	—	\$ 12,500	—
MS. FOUNDATION FOR WOMEN —New York, New York To help capitalize a fund of \$3 million to support economic development for low-income and minority women.	—	\$ 50,000	50,000	—
NCI RESEARCH —Evanston, Illinois To continue support for NCI Research, established in 1,985 to improve urban economic development practices through a program of basic and applied research and dissemination.	—	30,000	30,000	—
To develop a list of 12 to 20 industries with the potential to provide low-income individuals with jobs or the economic opportunity to elevate their standard of living.	—	34,825	34,825	—
NEIGHBORHOOD INSTITUTE —Chicago, Illinois To enable The Neighborhood Institute and Shorebank Corporation to partner with the Northern Economic Initiatives Center and Northern Michigan University to establish a development bank serving Michigan's Upper Peninsula.	—	75,000	—	\$ 75,000
NEIGHBORHOOD REINVESTMENT CORPORATION —Washington, DC To increase entrepreneurial opportunities and generate income for low-income women and minorities by establishing Neighborhood Enterprise Centers in four disadvantaged communities.	35,000	35,000	70,000	—
NORTH CAROLINA RURAL ECONOMIC DEVELOPMENT CENTER, INC. —Raleigh, North Carolina To provide continued support to determine whether small loans for self-employment can be delivered cost-effectively and stimulate economic activity in depressed rural communities.	—	75,000	75,000	—
NORTHWESTERN UNIVERSITY —Evanston, Illinois To evaluate the factors that have helped or hindered the employment of low-income blacks in city and suburban communities.	—	99,890	99,890	—
OPPORTUNITY FUNDING CORPORATION —Washington, DC To provide partial support for a new Center for Development Finance to study the use of federal and state tax policies to increase the attractiveness and liquidity of investments in the inner city.	—	34,500	34,500	—
SELF-EMPLOYMENT FUND OF IOWA —Iowa City, Iowa To continue to provide funding for the creation of a revolving loan fund that will guarantee loans from traditional financial institutions for small businesses started by recipients of Aid to Families with Dependent Children (AFDC).	—	25,000	25,000	—
TEXAS DEVELOPMENT INSTITUTE —Austin, Texas To enable the Texas Development Institute to plan and implement micro-enterprise programs in three very low-income communities in Texas to qualify for state funding through the Texas Department of Agriculture's micro-enterprise loan pool.	—	50,000	50,000	—
WAYNE STATE UNIVERSITY —Detroit, Michigan To help the Detroit Self-Employment Project establish a revolving loan fund to create 90 new self-employment opportunities for welfare recipients who participate in the program.	—	75,000	75,000	—
WOMEN'S ECONOMIC SELF-SUFFICIENCY TEAM CORP —Albuquerque, New Mexico To help establish a revolving loan fund in the amount of \$200,000 to assist 25 underemployed and unemployed women to start or expand self-employment enterprises.	—	25,000	25,000	—
WOMEN'S SELF-EMPLOYMENT PROJECT —Chicago, Illinois To increase the income and self-sufficiency of low- and moderate-income women in Chicago through self-employment.	50,000	50,000	100,000	—
PROGRAM TOTAL: Economic Development	\$ 710,000	\$ 1,977,774	\$ 2,451,247	\$ 236,527

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
SPECIAL INITIATIVES				
COUNCIL FOR COMMUNITY-BASED DEVELOPMENT INC. — Washington, DC				
<i>To continue to provide general support for the Council for Community-Based Development, which is a private-sector minority-owned organization that processes increased private-sector support of community-based development.</i>	—	\$ 20,000	\$ 20,000	—
FOCUS:HOPE — Detroit, Michigan				
To enable Focus:HOPE to continue to provide nutritional services, early childhood development services, skill training and employment to the persistently poor residing in inner-city Detroit.	—	400,000	400,000	—
PALM BEACH COUNTY COMMUNITY FOUNDATION — West Palm Beach, Florida				
To assist the Palm Beach County Community Foundation in undertaking a planning process to identify resources and leadership that might be of assistance in dealing with some of the issues facing the Belle Glade community.	—	34,711	34,711	—
PROGRAM TOTAL: Special Initiatives	—	\$ 454,711	\$ 454,711	—
MISSION TOTAL: NEIGHBORHOODS AND ECONOMIC DEVELOPMENT	\$ 1,127,000	\$ 4,973,865	\$ 5,657,338	\$ 443,527

COMMUNITY FOUNDATIONS

Promoting the growth and development of community foundations through strengthening the skills of small community foundations in asset development, management and grantmaking through technical assistance and related direct grant support; and

Encouraging creative grantmaking, service provision and leadership by community foundations through joint programming initiatives.

PHILANTHROPIC MEMBERSHIP ORGANIZATIONS

Protecting and strengthening the foundation field and providing information to the public through membership in, and special project support of, selected philanthropy-related organizations.

STRENGTHENING THE NONPROFIT SECTOR

Promoting the health and vitality of the nonprofit sector through programs that foster increased volunteering and charitable giving and/or that creatively address major advocacy, research, public education and public policy issues.

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
PHILANTHROPY AND VOLUNTEERISM				
COMMUNITY FOUNDATIONS				
BALTIMORE COMMUNITY FOUNDATION — Baltimore, Maryland				
To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	\$ 160,000	\$ 60,000	\$ 100,000
CENTRAL CAROLINA FOUNDATION, INC. — Columbia, South Carolina				
To provide a two-for-one administrative endowment challenge to the Central Carolina Foundation in conjunction with its efforts to raise \$2.26 million in permanent endowment.	\$ 40,000	—	20,000	20,000
CENTRAL MINNESOTA COMMUNITY FOUNDATION — St. Cloud, Minnesota				
To provide a two-for-one administrative endowment challenge to the Central Minnesota Community Foundation in conjunction with its efforts to raise \$5.75 million in permanent endowment.	40,000	—	—	40,000
CHARITIES AID FOUNDATION — Tonbridge, Kent, England				
To provide general support to the Charities Aid Foundation, a national charitable organization in Britain dedicated to the expansion and enhancement of philanthropy and the voluntary sector in the United Kingdom.	—	50,000	—	50,000
To provide challenge funds to the Charities Aid Foundation in England, to be matched on a one-for-one basis, for a pilot program of endowment challenge grants to selected British community foundations.	—	1,000,000	—	1,000,000
To provide partial support to the Charities Aid Foundation for a technical assistance program for community foundations in the United Kingdom.	250,000	—	250,000	—
COMMUNITY FOUNDATION FOR SOUTHEASTERN MICHIGAN — Detroit, Michigan				
To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	160,000	60,000	100,000
To provide support to develop affiliation models between the Community Foundation of Southeastern Michigan and several small and emerging community foundations in the greater Detroit area.	280,000	—	80,000	200,000
COMMUNITY FOUNDATION FOR THE FOX VALLEY REGION, INC. — Appleton, Wisconsin				
To provide a two-for-one administrative challenge to the Community Foundation for the Fox Valley Region, Inc. in conjunction with its efforts to raise \$10 million in permanent endowment.	60,000	—	40,000	20,000
COMMUNITY FOUNDATION OF GREATER FLINT — Flint, Michigan				
To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	80,000	—	80,000
COMMUNITY FOUNDATION OF GREATER MEMPHIS — Memphis, Tennessee				
To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	120,000	50,000	70,000
COMMUNITY FOUNDATION OF NEW JERSEY — Morristown, New Jersey				
To support an anti-drug training program for several former minigrants and members of their cities' law and drug enforcement teams.	10,000	—	10,000	—
COMMUNITY FOUNDATION OF OTTAWA-CARLETON — Ottawa, Ontario				
To provide two-for-one administrative challenge funds to the Community Foundation of Ottawa-Carleton in conjunction with its \$4.28-million endowment campaign.	—	60,000	—	60,000
COMMUNITY FOUNDATION OF SANTA CLARA COUNTY — San Jose, California				
To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	160,000	60,000	100,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
COMMUNITY FOUNDATION OF SARASOTA COUNTY, INC. — Sarasota, Florida To provide a two-for-one administrative challenge to the Community Foundation of Sarasota County, Inc. in conjunction with its \$3-million endowment campaign.	—	\$ 60,000	\$ 20,000	\$ 40,000
COMMUNITY FOUNDATION OF THE EASTERN SHORE, INC. — Salisbury, Maryland To continue two-for-one administrative challenge funding to the Community Foundation of the Eastern Shore.	—	60,000	—	60,000
COMMUNITY FOUNDATION, INC. — Springfield, Missouri To provide two-for-one challenge funding to the Community Foundation, Inc., of Springfield, Missouri, in conjunction with its \$2.9-million endowment campaign.	—	60,000	—	60,000
COUNCIL OF MICHIGAN FOUNDATIONS — Grand Haven, Michigan To continue partial support to the Council of Michigan Foundations for a technical assistance program for community foundations in Michigan.	—	50,000	50,000	—
COUNCIL ON FOUNDATIONS, INC. — Washington, DC To provide partial support to the Council on Foundations, Inc. to continue the Community Foundation Technical Assistance Program for another three years.	\$ 705,000	—	470,000	235,000
DADE COMMUNITY FOUNDATION — Miami, Florida To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	120,000	50,000	70,000
DELAWARE COMMUNITY FOUNDATION — Wilmington, Delaware To provide a two-for-one administrative endowment challenge to the Delaware Community Foundation in conjunction with its efforts to raise \$4 million in permanent endowment.	60,000	—	60,000	—
EAST TENNESSEE FOUNDATION — Knoxville, Tennessee To provide a two-for-one administrative endowment challenge to the East Tennessee Foundation in conjunction with its efforts to raise \$7.4 million in permanent endowment. To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	60,000 —	— 120,000	20,000 50,000	40,000 70,000
FARGO-MOORHEAD AREA FOUNDATION — Fargo, North Dakota To provide a two-for-one administrative challenge to the Fargo-Moorhead Area Foundation in conjunction with its \$5-million endowment campaign.	—	60,000	—	60,000
GREATER CEDAR RAPIDS FOUNDATION — Cedar Rapids, Iowa To provide a two-for-one challenge to the Greater Cedar Rapids Foundation in conjunction with its \$4.2-million endowment campaign.	—	60,000	20,000	40,000
GREATER HARRISBURG FOUNDATION — Harrisburg, Pennsylvania To provide a two-for-one administrative challenge to the Greater Harrisburg Foundation in conjunction with its efforts to raise \$3.6 million in unrestricted, permanent endowment.	60,000	—	20,000	40,000
HAWAII COMMUNITY FOUNDATION — Honolulu, Hawaii To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	120,000	50,000	70,000
IDAHO COMMUNITY FOUNDATION, INC. — Boise, Idaho To provide a 2.5:1 challenge to the Idaho Community Foundation in conjunction with its \$5-million endowment campaign.	—	60,000	30,000	30,000
JACKSON COMMUNITY FOUNDATION — Jackson, Michigan To provide a two-for-one challenge to the Jackson Community Foundation in conjunction with its \$3-million endowment campaign.	—	60,000	—	60,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
JACKSONVILLE COMMUNITY FOUNDATION—Jacksonville, Florida To provide a two-for-one challenge to the Jacksonville Community Foundation in conjunction with its \$1.4-million endowment campaign.	—	\$ 60,000	\$ 20,000	\$ 40,000
MADISON COMMUNITY FOUNDATION—Madison, Wisconsin To provide a two-for-one administrative challenge to the Madison Community Foundation in conjunction with its efforts to raise \$4.1 million in permanent unrestricted endowment.	\$ 40,000	—	20,000	20,000
MAINE COMMUNITY FOUNDATION, INC.—Ellsworth, Maine To provide a two-for-one challenge to the Maine Community Foundation in conjunction with its \$5.8-million endowment campaign.	—	60,000	20,000	40,000
METROPOLITAN ATLANTA COMMUNITY FOUNDATION, INC.—Atlanta, Georgia To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	160,000	60,000	100,000
MOHAWK-HUDSON COMMUNITY FOUNDATION, INC.—Troy, New York To provide two-for-one challenge funds to the Mohawk-Hudson Community Foundation, Inc. in conjunction with its \$4-million endowment campaign.	—	60,000	20,000	40,000
NEW HAMPSHIRE CHARITABLE FUND—Concord, New Hampshire To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	160,000	60,000	100,000
OMAHA COMMUNITY FOUNDATION—Omaha, Nebraska To provide a two-for-one administrative challenge to the Omaha Community Foundation in conjunction with its efforts to raise \$3 million over three years in permanent endowment.	40,000	—	40,000	—
PEORIA AREA COMMUNITY FOUNDATION—Peoria, Illinois To provide a four-to-one administrative endowment challenge to the Peoria Area Community Foundation in conjunction with its \$5-million endowment campaign.	—	60,000	10,000	50,000
PUERTO RICO COMMUNITY FOUNDATION—Hato Rey, Puerto Rico To provide endowment support for the Puerto Rico Community Foundation.	25,000	—	25,000	—
RAINBOW RESEARCH, INC.—Minneapolis, Minnesota To continue support for the national evaluation, networking activities and technical assistance needs of those community foundations participating in the second round of the Community Foundations and Neighborhoods Small Grants Program.	—	205,000	—	205,000
To provide support for technical assistance, networking and evaluation activities for the interim period between round one and round two of the Community Foundations and Neighborhoods Small Grants Program, which encourages community foundations to support low-income neighborhood organizations through minigrants and technical assistance.	35,000	—	35,000	—
SAN DIEGO COMMUNITY FOUNDATION—San Diego, California To provide support for two computer-related projects for community foundations, the first dealing with the use of a newly developed management software package and the second with facilitating the establishment of a national computer network for community foundations.	50,000	—	50,000	—
SANTA FE COMMUNITY FOUNDATION—Santa Fe, New Mexico To provide administrative challenge funds to the Santa Fe Community Foundation in conjunction with its \$3.5-million endowment campaign.	—	60,000	—	60,000
SEATTLE FOUNDATION—Seattle, Washington To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	120,000	50,000	70,000

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
SONOMA COUNTY FOUNDATION —Santa Rosa, California To provide a two-for-one administrative challenge to the Sonoma County Foundation in conjunction with its efforts to raise \$4.25 million in permanent endowment.	\$ 40,000	—	\$ 20,000	\$ 20,000
TRIDENT COMMUNITY FOUNDATION —Charleston, South Carolina To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	\$ 80,000	40,000	40,000
TUCSON COMMUNITY FOUNDATION —Tucson, Arizona To provide challenge funding to encourage community foundations to support low-income neighborhood groups through small grants and technical assistance.	—	80,000	40,000	40,000
VENTURA COUNTY COMMUNITY FOUNDATION —Camarillo, California To provide a two-for-one administrative challenge to the Ventura County Community Foundation in conjunction with its efforts to build a permanent, unrestricted endowment.	40,000	—	20,000	20,000
VERMONT COMMUNITY FOUNDATION —Middlebury, Vermont To provide a two-for-one administrative challenge to the Vermont Community Foundation in conjunction with its efforts to raise \$4 million in permanent endowment.	60,000	—	20,000	40,000
VIRGINIA BEACH FOUNDATION —Virginia Beach, Virginia To provide a two-for-one challenge grant to the Virginia Beach Foundation in conjunction with its \$5-million endowment campaign.	—	60,000	—	60,000
PROGRAM TOTAL: Community Foundations	\$ 1,895,000	\$ 3,785,000	\$ 2,020,000	\$ 3,660,000

PHILANTHROPIC MEMBERSHIP ORGANIZATIONS

COUNCIL OF MICHIGAN FOUNDATIONS —Grand Haven, Michigan To provide ongoing support for the Council of Michigan Foundations, a statewide membership organization offering a range of services and programs to enhance philanthropy in Michigan.	—	\$ 35,000	\$ 35,000	—
COUNCIL ON FOUNDATIONS, INC. —Washington, DC To continue general support for the Council on Foundations, which provides services to private, corporate and community foundations and corporate-giving programs, as well as providing information on philanthropy to the government and the public.	—	25,000	25,000	—
EUROPEAN COOPERATION FUND —Brussels, Belgium To enable the Mott Foundation to become a full member of the European Foundation Center in 1990 and 1991.	—	27,000	27,000	—
FOUNDATION CENTER —New York, New York To provide partial support for a five-year, \$7.2-million program to help the Foundation Center meet the growing informational needs of private philanthropy.	\$ 200,000	—	100,000	\$ 100,000
To continue general support to the Foundation Center, a national organization founded and largely supported by foundations, to provide a single comprehensive source of information on foundation giving.	—	40,000	40,000	—
INDEPENDENT SECTOR —Washington, DC To continue to provide general support to Independent Sector, a national membership organization of foundations, corporations and voluntary organizations dedicated to promoting charitable giving, volunteering and not-for-profit initiatives.	—	7,500	7,500	—
To provide support for Independent Sector's 10th Anniversary Membership Drive.	25,000	—	25,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY —Washington, DC <i>To continue general purposes support for the National Committee for Responsive Philanthropy, a national advocacy organization dedicated to increasing the responsiveness and accessibility of philanthropic organizations to minorities and the disadvantaged.</i>	\$ 15,000	\$ 15,000	\$ 30,000	—
PROGRAM TOTAL: Philanthropic Membership Organizations	\$ 240,000	\$ 149,500	\$ 289,500	\$ 100,000
STRENGTHENING THE NONPROFIT SECTOR				
ARIAS FOUNDATION FOR PEACE AND HUMAN PROGRESS —San Jose, Costa Rica <i>To provide general support for the Arias Foundation for Peace and Human Progress in Costa Rica.</i>	—	\$ 100,000	\$ 100,000	—
EUROPEAN COOPERATION FUND —Brussels, Belgium <i>To pay for one-year, full memberships in the European Foundation Centre for five Eastern and Central European foundations.</i>	—	67,500	67,500	—
INTERNATIONAL STANDING CONFERENCE ON PHILANTHROPY —Yalding, Kent, England <i>To continue general support for the International Standing Conference on Philanthropy, known as Interphil, an organization dedicated to the growth and development of philanthropy and the voluntary sector internationally.</i>	\$ 10,000	10,000	10,000	\$ 10,000
JOHNS HOPKINS UNIVERSITY —Baltimore, Maryland <i>To continue support for the International Fellows in Philanthropy Program at Johns Hopkins University Institute for Policy Studies.</i>	—	25,000	25,000	—
MICHIGAN WOMEN'S FOUNDATION —Okemos, Michigan <i>To provide partial support to the Michigan Women's Foundation for the development and dissemination of a report on the status and needs of women and girls in Michigan.</i>	—	5,000	5,000	—
NATIONAL COUNCIL OF NONPROFIT ASSOCIATIONS —Washington, DC <i>To provide general support to the National Council of Nonprofit Associations, a newly formed membership organization of 28 statewide and regional nonprofit associations representing 10,000 nonprofit organizations.</i>	—	35,000	35,000	—
SUPPORT CENTER —Washington, DC <i>To provide partial support for the Applied Research and Development Institute for the purpose of improving the leadership and management practices of nonprofit organizations.</i>	—	35,000	—	35,000
UNION INSTITUTE —Cincinnati, Ohio <i>To provide partial support for a pilot program to strengthen and increase the number of statewide associations of nonprofit organizations.</i>	—	75,000	75,000	—
VOLUNTEER: THE NATIONAL CENTER FOR CITIZEN INVOLVEMENT —Arlington, Virginia <i>To continue support to VOLUNTEER for a five-year, \$5-million program to strengthen and increase the number of volunteer centers nationwide.</i>	200,000	200,000	200,000	200,000
WOMEN AND FOUNDATIONS/CORPORATE PHILANTHROPY —New York, New York <i>To provide partial support to Women and Foundations/Corporate Philanthropy for the Far From Done Fund, a special initiative to increase the philanthropic community's awareness of the problems facing women and girls and to expand the opportunities available to women working within foundations and corporate grantmaking programs.</i>	—	100,000	25,000	75,000
PROGRAM TOTAL: Strengthening the Nonprofit Sector	\$ 210,000	\$ 652,500	\$ 542,500	\$ 320,000
MISSION TOTAL: PHILANTHROPY AND VOLUNTEERISM	\$ 2,345,000	\$ 4,587,000	\$ 2,852,000	\$ 4,080,000

EXPLORATORY AND SPECIAL PROJECTS

SOUTH AFRICA

Strengthening nonwhite community-based organizations and training nonwhite community leaders in the region.

PURSUIT OF PEACE

Reducing international tensions and promoting peaceful relations between nations, particularly through improved relations at the grassroots, neighborhood or individual level. Efforts are focused in the U.S.S.R. and Central and Eastern Europe.

OTHER

<i>Grants/Designs</i>	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
SPECIAL AND EXPLORATORY PROJECTS				
SOUTH AFRICA				
CONFLICT MANAGEMENT FUND—Cambridge, Massachusetts				
To provide partial support for a weeklong emergency seminar on conflict resolution in Johannesburg to reduce violence among black factions in South Africa.	—	\$ 35,000	\$ 35,000	—
GET AHEAD FOUNDATION—Pretoria, South Africa				
To enable the Get Ahead Foundation, a black-directed nonprofit group founded to create jobs in South Africa's black townships through the development of small business, to expand its training and marketing services.	—	41,600	41,600	—
INSTITUTE OF INTERNATIONAL EDUCATION—New York, New York				
To provide partial support of the South African Information Exchange, a clearinghouse on human resource development needs in South Africa and on resources in the United States to help meet those needs.	—	15,000	15,000	—
To provide second-year support to the Institute of International Education for a community college component in its program to provide short-term, mid-career training in the United States to South African community leaders.	\$ 75,000	—	75,000	—
LEADERSHIP INSTITUTE—Johannesburg, South Africa				
To help the Leadership Institute meet the rapidly growing service demands of South Africa's community-based organizations.	—	75,000	—	\$ 75,000
MONTAGU AND ASHTON COMMUNITY SERVICE—Montagu, South Africa				
To provide general support to the Montagu and Ashton Community Service, one of the most advanced rural development organizations in South Africa and a recognized model for other rural development projects.	—	64,000	64,000	—
RURAL ADVICE CENTRE—Johannesburg, South Africa				
To assist the Rural Advice Centre in setting up a revolving credit fund to help farmers and farm organizations purchase agricultural equipment and supplies.	—	36,000	—	36,000
To enable the Rural Advice Centre to add a financial advice department to provide economic and accounting consulting services to rural communities in South Africa.	67,800	95,432	67,800	95,432
UNIVERSITY OF THE WESTERN CAPE—Bellville, South Africa				
To continue support for the development of a two-year certificate program for community workers, known in South Africa as "adult educators," serving community organizations in remote rural areas.	92,000	96,895	92,000	96,895
WILGESPRUIT FELLOWSHIP CENTRE—Roodepoort, South Africa				
To continue support to the Wilgespruit Fellowship Centre, an educational and community action center outside Johannesburg, for the creation of a Seminars, Publications and Resource Development Unit.	93,300	73,072	93,300	73,072
PROGRAM TOTAL: South Africa	\$ 328,100	\$ 531,999	\$ 483,700	\$ 376,399
MISSION TOTAL: EXPLORATORY AND SPECIAL PROJECTS	\$ 728,100	\$ 1,840,351	\$ 1,936,874	\$ 631,577

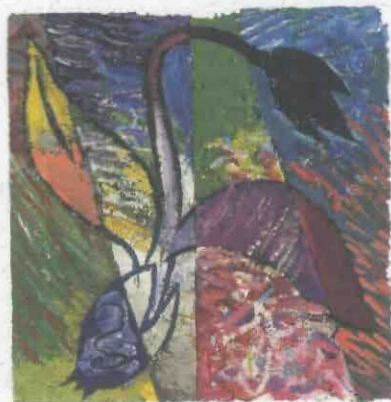
PURSUIT OF PEACE

AMERICAN COMMITTEE ON U.S.-SOVIET RELATIONS—Washington, DC				
To support the travel costs of a delegation of six Soviets representing the Ministry of Industry and Technology of the Russian Republic who will be visiting three cities in the United States to observe basic American institutions, particularly those dealing with the economy.	—	\$ 52,470	—	\$ 52,470
AMERICAN TRUST FOR AGRICULTURE IN POLAND—Arlington, Virginia				
To provide general support for the American Trust for Agriculture in Poland, which provides training, education, research and scientific exchanges to assist Poland's farmers.	—	35,000	\$ 35,000	—

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
CENTER FOR US-USSR INITIATIVES—San Francisco, California To provide general support for the Center for US-USSR Initiatives, which is currently restructuring and expanding its citizen diplomacy efforts between Americans and Soviets in order to encourage better understanding and the maintenance of peace and security between the two nations.	—	135,000	135,000	—
EUROPEAN COOPERATION FUND—Brussels, Belgium To support the first of a two-part series of workshops in Poland for newly elected parliamentarians to learn about parliamentary practices and procedures from representatives and specialists from Western Europe and the United States.	—	48,860	48,860	—
FOUNDATION FOR INTERNATIONAL SECURITY—Oxon, England To continue general support for the Foundation for International Security, which brings together international experts and decisionmakers to resolve security issues related to arms control, the environment and human rights.	—	35,000	35,000	—
FOUNDATION FOR SOCIAL INNOVATIONS USA—San Francisco, California To continue general support to the Foundation for Social Innovations USA in its developmental stage.	—	20,000	20,000	—
FREEDOM HOUSE, INC.—New York, New York To provide general support to continue the work of monitoring human rights and democratic institutions worldwide, exposing human rights violations and recommending actions to address such violations.	—	5,000	5,000	—
INSTITUTE FOR SOVIET-AMERICAN RELATIONS—Washington, DC To improve relations between the United States and the Soviet Union by gathering and disseminating information about exchange programs through regular publication of a journal and handbook. Additionally, the program brings Soviets and Americans of similar interests together to address mutual issues of concern.	—	10,000	10,000	—
INTERNATIONAL EXECUTIVE SERVICE CORPS—Stamford, Connecticut To support the work of five American volunteer business retirees as they provide managerial and technical assistance to businesses and industries in Eastern Europe and the Soviet Union.	—	33,500	33,500	—
INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS—Washington, DC To provide partial support for a three-day symposium in Budapest, Hungary, for election officials, academicians and civic and political leaders from Central and Eastern Europe and the Soviet Union to learn how to conduct free elections in their respective countries. To provide partial support for the third phase of an exchange program between U.S. and U.S.S.R. election officials to observe local and regional (state) elections in one another's countries.	—	35,000	—	35,000
NATIONAL INSTITUTE FOR CITIZEN PARTICIPATION AND NEGOTIATION—San Francisco, California To support the establishment of two training centers for conflict resolution, one in Warsaw, Poland, and the other in Moscow.	—	\$ 70,000	\$ 70,000	—
PUBLIC SERVICE SATELLITE CONSORTIUM—Washington, DC To provide support for a four-day planning conference for radio executives, producers and editors from the Soviet Gostelradio and the U.S. public radio networks to discuss radio broadcast exchanges.	—	34,144	34,144	—
SABRE FOUNDATION, INC.—Somerville, Massachusetts To support American and Polish teams of experts in a basic analysis of the most critical issues and problems facing Poland's farm economy.	—	35,000	35,000	—
PROGRAM TOTAL: Pursuit of Peace	—	\$ 690,644	\$ 603,174	\$ 87,470

Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
OTHER				
ALZHEIMER'S ASSOCIATION — Chicago, Illinois <i>To provide a gift in memory of Elsa Mott Ives to Alzheimer's Association for Alzheimer's research.</i>	—	\$ 15,000	\$ 15,000	—
AMERICAN COUNCIL ON EDUCATION — Washington, DC <i>To continue support for the Business-Higher Education Forum/Foundation Executives Group Project to implement a joint venture between Forum members and major private foundation executives who are addressing important national problems.</i>	—	35,000	35,000	—
AMERICAN FRIENDS OF BERMUDA FOUNDATION, INC. — Devonshire, Bermuda <i>To provide a gift in memory of Elsa Mott Ives to the American Friends of Bermuda Foundation.</i>	—	15,000	15,000	—
ASPEN INSTITUTE FOR HUMANISTIC STUDIES — Queenstown, Maryland <i>To provide support to the Aspen Institute for Humanistic Studies for a symposium on leadership and values.</i>	—	35,000	35,000	—
BRIGHAM AND WOMEN'S HOSPITAL — Boston, Massachusetts <i>To provide support for a demonstration and research program that will ensure poor, hospitalized patients access to the range of services they need and to which they are entitled.</i>	—	100,000	100,000	—
CITIZENS NETWORK FOR FOREIGN AFFAIRS — Washington, DC <i>To continue partial general support for the Citizens Network for Foreign Affairs, founded to educate the American public and national and regional policymakers regarding the importance of U.S. foreign economic and trade relationships.</i>	—	25,000	25,000	—
COUNCIL OF MICHIGAN FOUNDATIONS — Grand Haven, Michigan <i>To create a Michigan AIDS Fund to increase dollars for worthy AIDS projects as a collaborative effort of Michigan grantmakers to provide a cost-effective approach from pooled resources.</i>	—	100,000	100,000	—
INTERNATIONAL DEVELOPMENT CONFERENCE — Washington, DC <i>To provide general support for the International Development Conference, established in 1952 to serve as a platform for American organizations and individuals concerned with worldwide development issues.</i>	—	35,000	—	\$ 35,000
INTERNATIONAL FORUM FOR CHILD WELFARE — Geneva, Switzerland <i>To provide support for the International Forum for Child Welfare, established to advance the interests and overall well-being of children in all parts of the world.</i>	—	10,000	10,000	—
MICHIGAN HISTORICAL CENTER FOUNDATION, INC. — Lansing, Michigan <i>To provide partial support for exhibits focusing on the 20th century.</i>	—	35,000	35,000	—
MICHIGAN STATE UNIVERSITY — East Lansing, Michigan <i>To allow Michigan State University to offer a four-year doctoral program in sustainable agriculture to train a faculty member of the University of Zimbabwe.</i>	—	77,708	—	77,708
NATIONAL ASSEMBLY OF LOCAL ARTS AGENCIES — Washington, DC <i>To provide partial support of a three-year study of the impact of the arts on local and state economies.</i>	—	110,000	55,000	55,000
OVERSEAS DEVELOPMENT COUNCIL — Washington, DC <i>To provide support for the development of an alternative foreign affairs budget to better reflect changing U.S. national interests.</i>	—	25,000	25,000	—
UNIVERSITY OF MICHIGAN — Ann Arbor, Michigan <i>To enable the University of Michigan to renovate and expand the C.S. Mott Children's Hospital as part of the University's \$20-million Replacement Hospital Project. The purpose of the project is to develop a maternal and child-care center that will meet the needs of children and their families for many years to come. The hospital was built in 1966-69 with \$6.5 million in Mott Foundation grants.</i>	\$ 400,000	—	\$ 400,000	—
PROGRAM TOTAL: Other	\$ 400,000	\$ 617,708	\$ 850,000	\$ 167,708

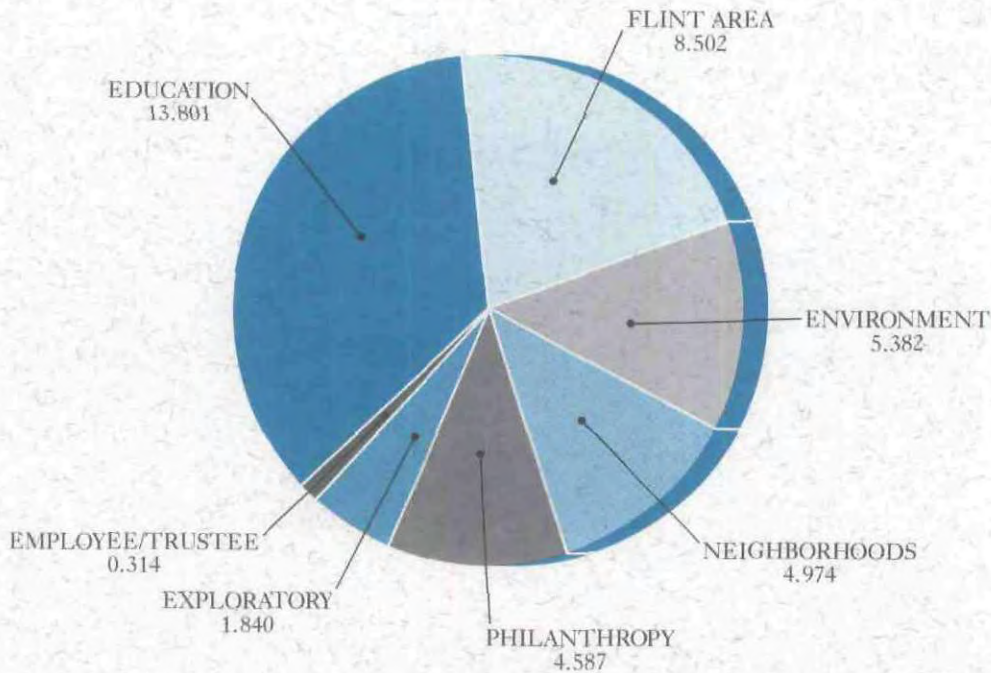
Grantee/Program	Unpaid Dec. 31, 1989	Grants	Payments	Unpaid Dec. 31, 1990
EMPLOYEE/TRUSTEE MATCHING/INITIATED GRANTS				
The Mott Foundation matches its trustees' and employees' contributions to charity on a two-to-one basis. Figure includes Trustee-Initiated Grants.	—	\$ 314,018	\$ 314,018	—
TOTAL: Employee/Trustee Matching/Initiated Grants	—	\$ 314,018	\$ 314,018	—
TOTAL: All Grants	\$14,561,113	\$39,399,922	\$33,565,932	\$20,395,103



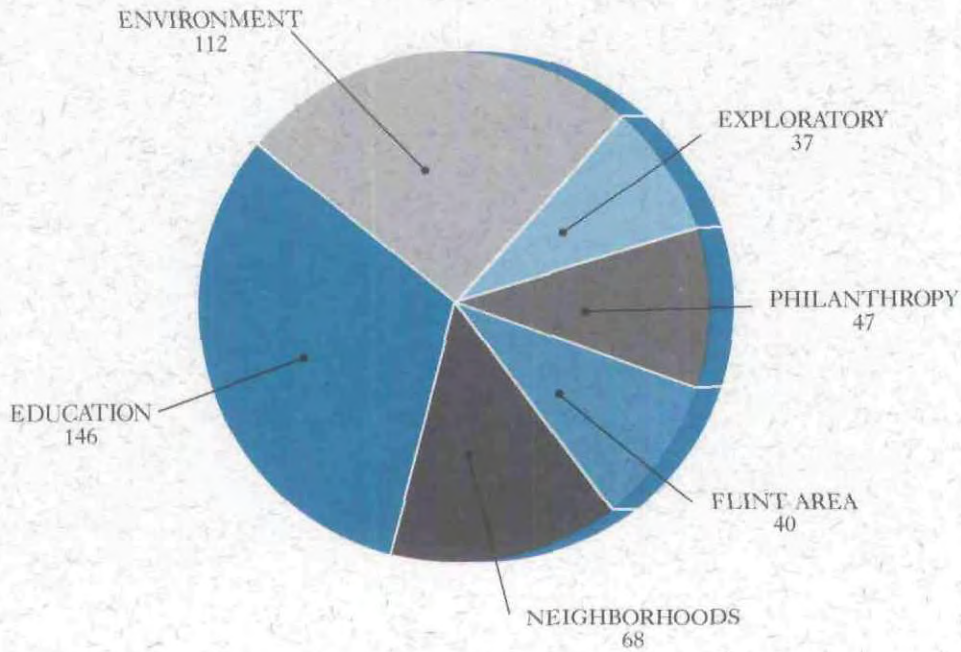
FINANCE

PROFILE OF THE MOTT FOUNDATION'S GRANTMAKING ACTIVITIES

GRANT DOLLARS BY MISSION *(In Millions)*

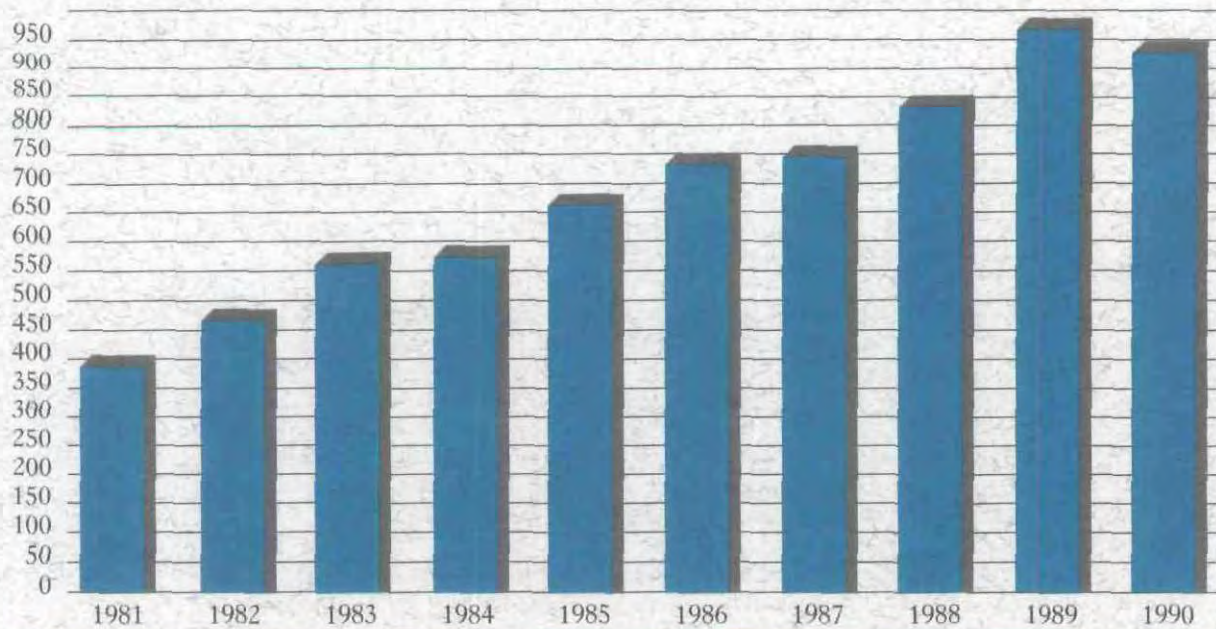


NUMBER OF GRANTS BY MISSION

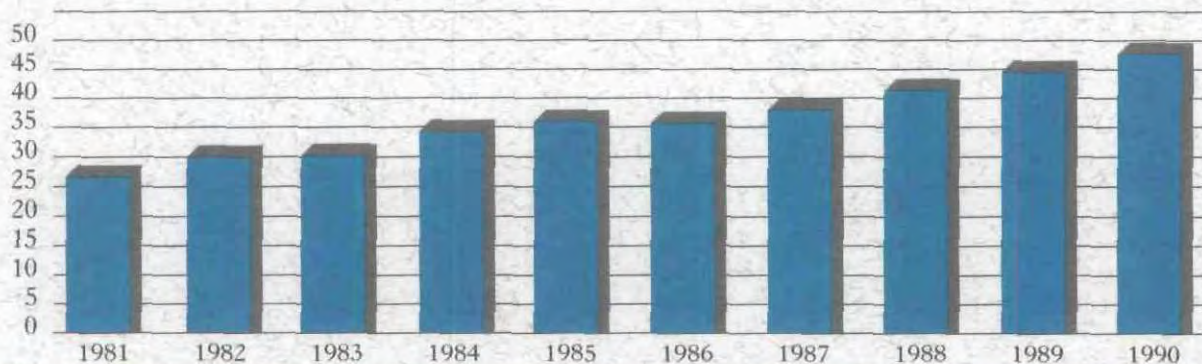


TEN-YEAR STATISTICAL PROFILE

TOTAL ASSETS – MARKET VALUE (millions)



TOTAL INCOME – ACTUAL DOLLARS (millions)



1981-90 SELECTED FINANCIAL INFORMATION (000 omitted)

	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
Total Assets - Market Value	\$386,204	\$471,299	\$555,393	\$572,342	\$664,866	\$736,873	\$749,512	\$838,816	\$961,806	\$929,506
Total Assets - 1981 Dollars	386,204	453,730	515,134	510,663	571,655	626,487	610,320	654,272	717,024	652,671
Total Assets - Cost	363,185	374,151	434,661	448,146	460,268	487,766	522,457	577,353	593,805	639,230
Total Income	26,774	30,246	30,430	34,380	36,011	35,840	38,076	41,549	44,883	47,682
Total Income - 1981 Dollars	26,774	29,118	28,224	30,675	30,962	30,471	31,005	32,408	33,460	33,481
Foundation Fund	374,757	455,176	541,944	557,518	650,624	720,196	734,887	813,559	939,545	902,863

REPORT OF INDEPENDENT ACCOUNTANTS

To the Board of Trustees of
Charles Stewart Mott Foundation:

We have audited the accompanying balance sheets of Charles Stewart Mott Foundation as of December 31, 1990 and 1989, and the related statements of income, expenditures and changes in Foundation fund, and cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. 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 audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles Stewart Mott Foundation at December 31, 1990 and 1989, and its income, expenditures and changes in Foundation fund and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Coopers & Lybrand
Certified Public Accountants

Detroit, Michigan
February 28, 1991

BALANCE SHEETS

December 31, 1990 and 1989

Charles Stewart Mott Foundation

	1990	1989
ASSETS		
Marketable securities, at market value:		
Common and preferred stocks	\$ 641,673,539	\$ 697,504,794
U.S. Government obligations	182,938,887	131,107,594
Short-term corporate notes	36,352,257	56,759,743
Other bonds, not convertible	50,471,944	53,688,193
Certificates of deposit	<u>1,600,000</u>	<u>6,350,394</u>
	913,036,627	945,410,718
 Cash	 1,130,332	 486,050
Investment in real estate:		
Land	122,852	122,852
Buildings, improvements and equipment, net of accumulated depreciation of \$3,439,896 in 1990 and \$3,245,211 in 1989	 977,398	 1,056,606
 Other assets	 <u>14,238,441</u>	 <u>14,729,478</u>
	<u>\$ 929,505,650</u>	<u>\$ 961,805,704</u>
 LIABILITIES AND FOUNDATION FUND		
Accounts payable and other liabilities	\$ 797,391	\$ 754,750
Excise tax	5,450,000	6,945,000
Grants payable	<u>20,395,103</u>	<u>14,561,113</u>
	26,642,494	22,260,863
 Foundation Fund	 <u>902,863,156</u>	 <u>939,544,841</u>
	<u>\$ 929,505,650</u>	<u>\$ 961,805,704</u>

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

STATEMENTS OF INCOME, EXPENDITURES AND CHANGES IN FOUNDATION FUND

for the years ended December 31, 1990 and 1989

Charles Stewart Mott Foundation

	1990	1989
Income:		
Dividends	\$ 23,408,019	\$ 24,086,592
Interest	23,944,830	21,014,124
Other loss, net	329,291	(217,397)
	<u>47,682,140</u>	<u>44,883,319</u>
Less:		
Investment expenses	1,049,046	1,109,919
Provision for excise tax	924,594	445,665
	<u>1,973,640</u>	<u>1,555,584</u>
Net investment income	<u>45,708,500</u>	<u>43,327,735</u>
Grants and expenses:		
Grants	39,399,922	38,579,932
Less:		
Refunds on unexpended grants	210,407	442,362
	<u>39,189,515</u>	<u>38,137,570</u>
Administration expenses	4,349,272	3,591,480
Direct charitable expenses	140,799	113,389
	<u>43,679,586</u>	<u>41,842,439</u>
Excess of income over grants and expenses	2,028,914	1,485,296
Realized gain on sale of assets, net of excise tax of \$740,406 in 1990 and \$192,915 in 1989.	37,520,125	20,099,848
Change in market value of securities, net of change in deferred excise tax of (\$1,495,000) in 1990 and \$2,137,000 in 1989	(76,230,724)	104,401,034
Foundation Fund:		
Beginning of year	<u>939,544,841</u>	<u>813,558,663</u>
End of year	<u>\$ 902,863,156</u>	<u>\$ 939,544,841</u>

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

STATEMENTS OF CASH FLOWS

for the years ended December 31, 1990 and 1989

Charles Stewart Mott Foundation

	1990	1989
Cash flows from operating activities:		
Excess of income over grants and expenses	\$ 2,028,914	\$ 1,485,296
Adjustments to reconcile excess of income over grants and expenses to net cash provided (used) by operating activities:		
Depreciation expense	194,685	188,631
Decrease (increase) in other assets	491,037	(1,581,342)
Increase (decrease) in grants payable	5,833,990	(5,216,056)
(Decrease) in excise tax, currently payable	—	(56,000)
Increase in accounts payable and other liabilities	42,641	138,822
Total adjustments	<u>6,562,353</u>	<u>(6,525,945)</u>
Net cash provided (used) by operating activities	8,591,267	(5,040,649)
Cash flows from investing activities:		
Proceeds from sales or redemptions of investments:		
Common and preferred stocks	109,488,529	62,180,217
U.S. Government obligations	8,004,260	5,000,000
Short-term corporate notes	334,186,746	157,787,815
Other bonds, not convertible	8,851,844	1,475,614
Certificates of deposit	6,350,394	1,000,000
Purchases of investments:		
Common and preferred stock	(94,690,490)	(47,657,760)
U.S. Government obligations	(58,903,125)	(25,385,655)
Short-term corporate notes	(313,779,260)	(134,521,117)
Other bonds, not convertible	(5,000,000)	(17,434,832)
Certificates of deposit	(1,600,000)	(1,350,394)
Real estate	(115,477)	(177,525)
Excise tax on realized gain on sale of assets	(740,406)	(192,915)
Net cash (used) provided by investing activities	<u>(7,946,985)</u>	<u>723,448</u>
Net increase (decrease) in cash	644,282	(4,317,201)
Cash, beginning of year	<u>486,050</u>	<u>4,803,251</u>
Cash, end of year	<u>\$ 1,130,332</u>	<u>\$ 486,050</u>

STATEMENTS OF CASH FLOWS

for the years ended December 31, 1990 and 1989

Charles Stewart Mott Foundation

	1990	1989
Supplemental schedule of investing activities:		
Realized gain on sale of assets		
Common and preferred stock	\$ 38,218,571	20,032,765
U.S. Government obligations	(430,448)	64,520
Other bonds, not convertible	<u>472,408</u>	<u>195,478</u>
	<u>\$ 38,260,531</u>	<u>\$ 20,292,763</u>
Supplemental schedule of noncash investing activities:		
(Decrease) increase in market value of securities		
Common and preferred stock	(\$79,251,787)	\$ 100,166,140
U.S. Government obligations	1,358,616	4,648,788
Other bonds, not convertible	<u>167,447</u>	<u>1,723,106</u>
	<u>(\$77,725,724)</u>	<u>\$ 106,538,034</u>

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

NOTES TO FINANCIAL STATEMENTS

Charles Stewart Mott Foundation

A. Accounting Policies:

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

Method of Accounting

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

Marketable Securities

Marketable securities are recorded on the trade date and are stated at market value based on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

Investment Real Estate

Investment real estate and additions thereto are stated at cost or market value at date of receipt. Depreciation of these properties is determined on a straight-line basis over the estimated useful lives of the assets. Furniture and fixture costs are expensed as incurred.

Other Assets

Other assets are stated at cost or market value at date of receipt. Investments in partnerships are recorded at cost, adjusted for the Foundation's proportionate share of undistributed earnings or losses.

Pension Costs

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

B. Marketable Securities:

Marketable securities held at December 31, 1990 and 1989, were as follows:

	1990		1989	
	Market Value	Cost Basis	Market Value	Cost Basis
	(in thousands)			
Common and preferred stocks	\$ 641,674	\$ 365,939	\$ 697,505	\$ 342,519
U.S. Government obligations	182,939	173,800	131,108	123,327
Short-term corporate notes	36,352	36,352	56,760	56,760
Other bonds, not convertible	50,472	45,070	53,688	48,454
Certificates of deposit	1,600	1,600	6,350	6,350
	<u>\$ 913,037</u>	<u>\$ 622,761</u>	<u>\$ 945,411</u>	<u>\$ 577,410</u>

NOTES TO FINANCIAL STATEMENTS

Charles Stewart Mott Foundation

C. Pension Plan:

The Foundation has a defined benefit pension plan covering substantially all of its employees. The benefits are based on years of service and the employee's compensation during the last five years of employment.

At December 31, 1990, pension plan assets of \$2.6 million exceeded vested plan benefits of \$1.2 million. The assumed rate of return was 8 percent in 1990 and 1989.

In addition, the Foundation matches a portion of employee contributions to a section 401(k) defined contribution plan.

Pension expense was \$222,454 and \$156,753 in 1990 and 1989, respectively.

D. Excise Tax:

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

The liability for excise tax is composed of the following:

	1990	1989
Currently (refundable)	(\$1,500)	(\$570,000)
Deferred	<u>5,450,000</u>	<u>6,945,000</u>
	<u>\$ 5,448,500</u>	<u>\$ 6,375,000</u>

The deferred excise tax represents the tax on unrealized marketable security gains. Tax payments of \$1,744,000 in 1990 and \$1,270,000 in 1989 were made.

E. Grants:

Pursuant to distribution regulations of the Internal Revenue Code for private foundations, the Foundation will be required to make qualifying distributions of approximately \$23,000,000 during 1991.

F. Commitments:

At December 31, 1990, the Foundation was guarantor of \$10,050,000 of City of Flint Downtown Development Authority limited revenue bonds. Marketable securities with market values aggregating approximately \$12,200,000 have been pledged as collateral in connection with this commitment.

ADMINISTRATION, INVESTMENT AND DIRECT CHARITABLE EXPENSES

for the year ended December 31, 1990

Charles Stewart Mott Foundation

	Administration Total	Investment Office	Direct Charitable
Salaries	\$1,886,476	\$ 641,050	
Other personnel costs	551,336	106,216	
Operations	758,121	121,286	
Professional fees	348,813	166,878	\$ 107,604
Travel and business expense	520,222	13,616	33,195
Annual report and other publishing expenses	<u>284,304</u>		
	<u>\$4,349,272</u>	<u>\$1,049,046</u>	<u>\$ 140,799</u>

MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

COMMON AND PREFERRED STOCKS:	No. of Shares	Cost Basis	Market Value
AAR Corporation	10,000	\$ 230,700	\$ 115,000
AICORP, Inc.	80,000	905,000	740,000
Air Products & Chemical, Inc.	20,000	901,975	1,095,000
Alberto Culver Company	20,000	368,325	465,000
Albertson's, Inc.	100,000	631,323	3,650,000
Alco Standard Corporation	20,000	597,500	662,500
Aluminum Company of America	30,000	871,332	1,728,750
American Greetings Corporation - Class A	55,000	1,783,358	1,856,250
American Information Technologies, Inc.	80,000	2,160,334	5,340,000
American International Group, Inc.	65,000	4,391,075	4,996,875
American Telephone & Telegraph Company	380,000	6,608,132	11,447,500
Amoco Corporation	300,000	2,428,649	15,712,500
AMP, Inc.	100,000	2,485,457	4,350,000
AMR Corporation	35,000	2,324,700	1,693,125
Anthem Electronics, Inc.	50,000	524,863	887,500
Apple Computer, Inc.	12,500	535,000	537,500
Archer-Daniels-Midland Company	82,687	1,035,500	1,881,129
Armstrong World Industries, Inc.	30,000	1,209,225	750,000
Atlantic Richfield Company	10,000	816,000	1,236,250
Automatic Data Processing, Inc.	55,000	1,109,125	2,949,375
Baker Hughes, Inc.	70,000	1,733,984	1,793,750
BankAmerica Corporation	10,000	315,600	265,000
Bankers Trust of New York Corporation	20,000	612,850	867,500
Bell Atlantic Corporation	180,000	3,735,913	9,652,500
BellSouth Corporation	130,000	2,445,964	7,117,500
Bemis, Inc.	8,000	245,980	237,000
Betz Laboratories, Inc.	10,000	241,250	412,500
Boeing Company	150,000	4,110,683	6,806,250
Bowne & Company, Inc.	30,000	376,513	292,500
Browning Ferris Industries, Inc.	7,500	316,438	166,875
Brush Wellman, Inc.	10,000	267,475	140,000
Burlington Northern, Inc.	45,000	476,820	1,293,750
Burlington Resources, Inc.	80,000	1,210,814	3,040,000
Capital Cities/ABC, Inc.	2,000	715,100	918,250
Caterpillar, Inc.	115,000	6,172,376	5,405,000
CBS, Inc.	2,500	417,663	431,562
Centel Corporation	67,500	1,250,125	2,008,125
Central Fidelity Banks, Inc.	20,000	624,821	530,000
Chili's, Inc.	10,000	294,075	346,250
Chubb Corporation	30,000	1,212,225	1,627,500
Cisco Systems, Inc.	40,000	910,000	1,795,000
Coca Cola Company	100,000	2,071,362	4,650,000
Cognex Corporation	52,500	908,438	1,522,500
Colgate-Palmolive Company	10,000	664,475	737,500
Comerica, Inc.	30,000	1,163,750	1,263,750
Compaq Computer Corporation	30,000	1,662,800	1,691,250
Consolidated Natural Gas Company	25,000	1,016,625	1,100,000
Cooper Industries, Inc.	130,000	2,494,477	5,346,250
Cooper Tire & Rubber Company	50,000	770,625	856,250
CPI Corporation	30,000	595,312	836,250
Cracker Barrel-Old Country Stores, Inc.	37,500	643,750	1,045,313
Crown Cork & Seal Company, Inc.	30,000	1,779,875	1,702,500
Crystal Brands, Inc.	40,000	789,538	870,000
Cyprus Minerals, Inc.	24,750	52,697	457,875

MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

COMMON AND PREFERRED STOCKS:

	No. of Shares	Cost Basis	Market Value
Dayton-Hudson Corporation	10,000	\$ 509,987	\$ 572,500
Dean Foods Company	20,000	710,375	802,500
Deere & Company	85,000	2,521,047	3,984,375
Delta Air Lines, Inc.	40,000	2,865,912	2,230,000
Digital Equipment Corporation	50,000	2,900,521	2,743,750
Digital Microwave Corporation	32,500	930,000	576,875
Dillard Department Stores - Class A	60,000	2,314,065	5,242,500
Walt Disney Company	10,000	900,325	1,015,000
R. R. Donnelley & Sons, Inc.	40,000	1,658,400	1,590,000
Dover Corporation	90,000	1,537,979	3,577,500
Dow Chemical Company	127,500	2,818,416	6,056,250
Dresser Industries, Inc.	30,000	1,047,875	1,252,500
Dun & Bradstreet	30,000	1,263,163	1,263,750
E. I. DuPont de Nemours, Inc.	210,000	3,635,693	7,717,500
Eastman Kodak Company	62,500	1,842,645	2,601,563
Edison Brothers Stores, Inc.	35,000	479,024	791,875
Emerson Electric Company	240,000	4,376,834	9,060,000
Energen Corporation	150,000	435,680	2,812,500
Equitable Resources, Inc.	20,000	739,725	760,000
Ethyl Corporation	25,000	724,050	587,500
Exxon Corporation	350,000	3,296,539	18,112,500
Federal National Mortgage Association	60,000	2,073,163	2,137,500
First of America Bank Corporation	60,000	302,501	1,275,000
First Security Corporation	25,000	683,594	618,750
First Wachovia Corporation	30,000	915,125	1,256,250
Flight Safety International, Inc.	22,500	1,248,062	1,051,875
Flowers Industries, Inc.	10,000	191,875	137,500
H. B. Fuller Company	10,000	272,500	312,500
Gainer Corporation (2)	28,000	245,000	3,920,000
Gannett Company, Inc.	50,000	1,710,413	1,806,250
General Cinema Corporation	20,000	462,462	390,000
General Electric Company	450,000	5,723,674	25,818,750
General Mills Company	100,000	616,954	4,900,000
General Motors Corporation	1,575,000	41,081,478	54,140,625
General Motors Corporation - Class E	130,000	1,289,089	5,021,250
General Motors Corporation - Class H	55,000	1,013,912	969,375
General Re Corporation	40,000	3,059,188	3,720,000
Genuine Parts Corporation	20,000	757,600	760,000
Georgia Pacific Corporation	150,000	4,016,948	5,587,500
Gillette Company	40,000	1,780,413	2,510,000
Gottschalk's, Inc.	20,000	226,100	267,500
W. W. Grainger Company	55,000	1,353,415	3,650,625
Great Lakes Chemical Corporation	40,000	1,848,375	2,550,000
GTE Corporation	90,000	2,617,950	2,632,500
Halliburton Company	90,000	3,109,866	4,106,250
Hartmarx Corporation	50,000	878,892	437,500
H. J. Heinz Company	50,000	1,568,438	1,743,750
Hershey Foods Corporation	50,000	1,432,563	1,875,000
Hewlett-Packard Company	130,000	4,145,221	4,143,750
Hubbell, Inc. - Class B	30,000	1,127,133	1,331,250
Illinois Tool Works, Inc.	40,000	1,749,487	1,930,000
Integrated Systems, Inc.	75,000	888,750	881,250
Intel Corporation	114,000	3,794,368	4,389,000
International Business Machines Corporation	220,000	14,333,365	24,860,000

MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

COMMON AND PREFERRED STOCKS:	No. of Shares	Cost Basis	Market Value
International Paper Company	10,000	\$ 567,050	\$ 535,000
Interpublic Group of Companies, Inc.	40,000	1,020,663	1,400,000
Jacobson's Stores, Inc.	20,000	407,250	230,000
Johnson Controls, Inc.	35,000	456,584	875,000
Juno Lighting, Inc.	5,000	81,250	85,000
Kansas Power & Light Company	20,000	518,970	422,500
Kellogg Company	30,000	2,076,625	2,276,250
Kimberly Clark Corporation	22,500	1,518,138	1,890,000
K-Mart Corporation	150,000	3,667,251	4,256,250
KnowledgeWare, Inc.	60,000	874,375	1,275,000
Kroger Company	50,000	557,875	712,500
Lawson Products, Inc.	55,000	550,000	1,595,000
La-Z Boy Chair Company	30,000	594,750	498,750
The Limited, Inc.	160,000	2,119,837	2,880,000
Liz Claiborne, Inc.	60,000	1,593,125	1,785,000
Marsh & McLennan Companies	45,000	3,205,175	3,510,000
Masco Corporation	100,000	1,335,312	1,712,500
Masco Industries, Inc.	152,000	1,217,173	722,000
May Department Stores Company	90,000	3,323,544	3,847,500
The Maytag Company	50,000	1,316,125	531,250
McDonald's Corporation	70,000	2,195,600	2,038,750
McGraw Hill, Inc.	20,000	1,166,294	1,052,500
MCI Communications	110,000	4,116,563	2,186,250
Mead Corporation	10,000	447,050	257,500
Melville Corporation	125,000	1,805,692	5,250,000
Micrografx, Inc.	37,500	938,750	956,250
Microsoft Corporation	45,000	2,159,762	3,386,250
Minnesota Mining & Manufacturing Co.	180,000	5,204,867	15,435,000
MIPS Computer Systems	40,000	938,750	330,000
Mobil Corporation	120,000	5,307,825	6,960,000
Molex, Inc.	40,000	783,125	855,000
Monsanto Company	50,000	814,658	2,412,500
J. P. Morgan & Company, Inc.	60,000	1,134,840	2,662,500
Motorola, Inc.	15,000	885,900	785,625
National City Corporation	30,000	871,875	937,500
NBD Bancorp, Inc.	225,000	1,229,387	7,425,000
NCR Corporation	7,000	447,685	635,250
Network General Corporation	80,000	855,312	640,000
Newbridge Networks Corporation	75,000	953,750	243,750
Nordstrom, Inc.	30,000	712,500	667,500
Norfolk Southern Corporation	150,000	3,126,177	6,262,500
Nucor Corporation	60,000	1,665,873	3,720,000
NYNEX Corporation	70,000	2,751,805	4,978,750
Office Club, Inc.	9,730	52,299	170,275
Pacific Telesis Group	100,000	1,319,448	4,525,000
PacifiCorp	70,000	1,304,513	1,566,250
Parametric Technology Corporation	40,000	928,750	1,080,000
Paramount Communications, Inc.	40,000	1,698,937	1,635,000
Parker-Hannifin Corporation	25,000	864,187	596,875
PepsiCo, Inc.	290,000	2,222,793	7,540,000
Phelps Dodge Corporation	15,000	815,275	849,375
Pioneer Hi-Bred International	85,000	1,890,127	3,123,750
P.P.G. Industries, Inc.	40,000	1,888,675	1,880,000
Premier Industrial Corporation	140,000	1,561,286	3,447,500

MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

COMMON AND PREFERRED STOCKS:	No. of Shares	Cost Basis	Market Value
Proctor & Gamble Company	150,000	\$ 3,869,292	\$ 12,993,750
Raytheon Company	50,000	2,553,381	3,506,250
Reynolds Metals Company	20,000	1,119,025	1,140,000
Roadway Services, Inc.	65,000	2,041,000	2,502,500
Rohm & Haas Company	40,000	1,386,625	1,395,000
Rowan Companies, Inc.	10,000	154,350	112,500
Royal Dutch Petroleum Company	250,000	8,140,750	19,656,250
Safety Kleen Corporation	25,000	941,362	981,250
Salomon, Inc.	35,000	854,950	853,125
Sara Lee Corporation	100,000	2,440,363	3,175,000
Schlumberger, Ltd.	130,000	5,844,840	7,523,750
Scott Paper Company	35,000	1,568,000	1,325,625
Sequent Computer Systems, Inc.	37,500	910,000	675,000
Shoney's, Inc.	50,000	492,500	593,750
Sigma-Aldrich Company	20,000	501,250	587,500
Sonoco Products Company	25,000	793,125	812,500
Southern Indiana Gas & Electric Company	70,000	752,135	2,336,250
Southwest Airlines Company	100,000	1,453,904	1,750,000
Southwestern Bell Corporation	80,000	1,438,381	4,480,000
Standard Products Company	10,000	208,312	125,000
Sundstrand Corporation	30,000	688,800	870,000
Super Valu Stores, Inc.	90,000	1,311,519	2,137,500
Symantec Corporation	55,000	903,750	1,471,250
Syntellect, Inc.	50,000	918,125	350,000
System Software Associates, Inc.	52,500	886,250	1,417,500
Tandy Corporation	55,000	2,011,999	1,608,750
Teco Energy, Inc.	20,000	576,200	675,000
Teradata Corporation	35,000	945,000	446,250
Toys R Us	125,000	1,283,835	2,812,500
TRINOVA Corporation	10,000	270,700	182,500
Unilever NV	25,000	2,097,600	2,262,500
Union Pacific Corporation	60,000	2,958,125	4,237,500
U. S. Bancorp	72,000	584,122	1,458,000
U. S. Sugar Corporation (2)	453,642	1,541,077	39,693,675
U. S. West, Inc.	100,000	1,339,218	3,887,500
United Telecommunications, Inc.	60,000	2,080,950	1,395,000
The Valspar Corporation	10,000	269,112	356,250
VMX, Inc.	3,824	2,294	4,302
Waste Management, Inc.	30,000	1,136,726	1,050,000
Waxman Industries, Inc.	35,000	307,700	122,500
Westvaco Corporation	20,000	553,262	532,500
Weyerhaeuser Company	80,000	835,276	1,750,000
Wheelabrator Technologies, Inc.	11,480	471,898	447,720
Whirlpool Corporation	60,000	1,685,433	1,410,000
Willamette Industries, Inc.	20,000	892,375	860,000
Woolworth Corporation	20,000	581,200	605,000
Worthington Industries, Inc.	60,000	625,000	1,372,500
Yellow Freight Systems, Inc., of Delaware	15,000	412,500	397,500
Total Common and Preferred Stocks		\$ 365,939,088	\$ 641,673,539

MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

U.S. GOVERNMENT OBLIGATIONS:

	Principal	Cost Basis	Market Value
<i>United States Treasury Notes:</i>			
8.125%, due 05/15/91	\$ 5,000,000	\$ 4,989,032	\$ 5,021,875
13.75%, due 07/15/91	2,000,000	2,121,875	2,070,000
12.25%, due 10/15/91	4,000,000	4,135,558	4,157,500
14.25%, due 11/15/91	1,000,000	1,184,375	1,059,375
9.125%, due 02/15/92	3,000,000	2,995,770	3,059,063
11.75%, due 04/15/92	2,940,000	2,925,535	3,101,700
13.75%, due 05/15/92	10,000,000	10,264,270	10,837,500
10.875%, due 02/15/93	2,000,000	1,913,750	2,136,250
7.375%, due 04/15/93	2,000,000	1,910,625	2,001,875
10.125%, due 05/15/93	4,000,000	4,186,250	4,235,000
7.25%, due 07/15/93	4,000,000	3,892,500	3,990,000
11.75%, due 11/15/93	1,000,000	1,024,687	1,109,687
7.00%, due 04/15/94 (3)	7,000,000	6,525,625	6,899,375
8.25%, due 11/15/94	5,000,000	4,957,031	5,104,688
8.375%, due 04/15/95	2,000,000	1,915,313	2,051,250
11.25%, due 05/15/95	4,000,000	3,987,610	4,513,750
10.50%, due 08/15/95	5,000,000	5,426,562	5,526,562
9.50%, due 11/15/95	3,000,000	3,039,375	3,210,000
9.375%, due 04/15/96	9,000,000	9,197,199	9,599,062
7.25%, due 11/15/96	3,000,000	2,663,437	2,910,000
8.625%, due 08/15/97	5,000,000	4,975,200	5,157,813
8.875%, due 11/15/97	10,000,000	10,054,688	10,440,625
8.125%, due 02/15/98	5,000,000	4,712,500	5,028,125
9.00%, due 05/15/98	5,000,000	4,968,750	5,256,250
9.25%, due 08/15/98 (3)	5,000,000	5,054,687	5,326,562
8.875%, due 02/15/99	12,000,000	12,092,530	12,540,000
9.125%, due 05/15/99	5,000,000	5,148,438	5,298,437
<i>United State Treasury Bonds:</i>			
6.75%, due 02/15/93	\$ 2,000,000	\$ 1,683,750	\$ 1,981,875
7.875%, due 02/15/93	1,000,000	675,000	1,012,188
11.75%, due 02/15/01	3,000,000	2,981,250	3,735,000
11.625%, due 11/15/02	9,000,000	10,253,398	11,283,750
10.75%, due 02/15/03	8,000,000	8,468,125	9,495,000
11.125%, due 08/15/03	3,000,000	3,757,500	3,657,188
11.625%, due 11/15/04	3,000,000	3,928,125	3,802,500
12.00%, due 05/15/05	5,000,000	6,212,500	6,517,187
10.750%, due 08/15/05	3,000,000	3,720,000	3,598,125
8.75%, due 11/15/08	6,000,000	5,857,031	6,213,750
Total U. S. Government Obligations	<u>\$ 168,940,000</u>	<u>\$ 173,799,851</u>	<u>\$ 182,938,887</u>

SHORT-TERM CORPORATE NOTES:

Short Term Investment Fund		\$ 36,352,257	\$ 36,352,257
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MARKETABLE SECURITIES

December 31, 1990

Charles Stewart Mott Foundation

OTHER BONDS

NOT CONVERTIBLE:

	Principal	Cost Basis	Market Value
American Telephone & Telegraph Company, 4.375%, due 10/01/1996	\$ 3,000,000	\$ 1,836,480	\$ 2,426,100
American Telephone & Telegraph Company Credit Corporation, 8.57%, due 09/20/1994	4,000,000	3,994,560	4,049,600
BellSouth Capital Funding, 9.25%, due 01/15/1998	1,500,000	1,495,380	1,542,750
Eastman Kodak Company, 8.75%, due 11/01/1991	3,000,000	3,055,260	3,013,800
First of America Bank Corporation, 9.50%, due 07/01/1995	1,501,744	1,138,757	1,529,075
First of America Bank Corporation, 10.625%, due 01/30/1998	12,444,445	9,450,914	12,871,444
Ford Motor Credit Corporation, 8.00%, due 08/15/1993	900,000	843,354	899,280
Ford Motor Credit Corporation, 8.35%, due 02/01/1991	3,000,000	3,019,350	2,960,700
General Electric Credit Corporation, 6.75%, due 11/01/2011	2,250,000	2,100,263	2,232,225
General Motors Acceptance Corporation, 8.375%, due 05/01/1997	2,000,000	1,959,060	2,036,400
Hershey Foods Corporation, 9.50%, due 10/28/1992	2,000,000	2,096,160	2,032,800
IBM Credit Corporation, 8.95%, due 06/15/1994	5,000,000	5,000,000	5,171,000
Mobil Oil of Canada, Ltd., 8.375%, due 02/15/1993	2,000,000	2,013,780	2,017,000
Norfolk & Western Railway Company - Equipment Trust, 10.25%, due 09/01/1998	1,275,000	1,334,097	1,372,410
Northern States Power Company of Minnesota First Mortgage, 4.375%, due 06/01/1992	1,000,000	634,760	953,500
Northwestern Bell Telephone Company Debentures, 4.875%, due 06/01/1998	200,000	128,000	201,860
Sears Credit Account Trust, 9.00%, due 09/15/1993	5,000,000	4,970,312	5,162,000
Total Other Bonds, Not Convertible	<u>\$ 50,071,189</u>	<u>\$ 45,070,487</u>	<u>\$ 50,471,944</u>
CERTIFICATES OF DEPOSIT		<u>\$ 1,600,000</u>	<u>\$ 1,600,000</u>

Notes:

- (1) The large blocks of certain stocks owned, if offered for sale, would probably depress the quoted market amounts.
- (2) The indicated stocks represent an investment of 2 percent or more of the outstanding common shares of the corporation: Gainer Corporation - 4.83 percent and U. S. Sugar Corporation - 19.64 percent.
- (3) Principal amount is pledged as collateral at December 31, 1990. See Note F to the financial statements.



OTHER INFORMATION

GRANTMAKING CRITERIA

In general, the Mott Foundation implements its programs through grants in support of demonstration, action-oriented projects and other activities that are likely to contribute significantly to the achievement of program objectives.

The Foundation is particularly interested in fresh or innovative approaches to solving community problems, approaches that, if proven successful, can generate long-term support from other sources and that can be disseminated to, and applied in, other communities.

The Foundation may also consider activities of a non-grant nature that can help to achieve program objectives such as program-related investments, direct technical or fundraising assistance, or sponsor research and the dissemination of findings.

While the Foundation endeavors to maintain a high degree of flexibility in its programming, as a matter of policy it observed the following limitations in its grantmaking:

- The Foundation does not make grants or loans to individuals.
- Outside the Flint area, the Foundation makes grants for capital development and endowment only when such support is considered necessary to carry out or advance other Foundation objectives.
- The Foundation supports research only when it is instrumental for planning, implementing or evaluating grantmaking activities in a particular program area or for strengthening relevant public policy.
- The Foundation does not provide ongoing support for projects that taxpayers or commercial interests normally support or should be expected to support.
- The Foundation does not support religious activities or programs that serve, or appear to serve, specific religious groups or denominations. However, if a proposal submitted by a church-based or similar

organization falls clearly within program guidelines and is intended to serve as broad a segment of the population as the program of a comparable non-religious organization, the Foundation will consider the proposal on the same basis as proposals from other agencies.

INFORMATION WE NEED

The Foundation does not have formal grant application forms. Grant proposals, however brief, should include:

- A description of the project and what will be accomplished.
- An explanation of why the project is needed.
- A description of the population to be served.
- A documented line-item budget for the proposed grant period.
- An institutional budget based on the applicant's fiscal year, if the applicant is not a major educational institution or unit of government.
- Information about the organization seeking funds, including its tax-exempt status and classification and its accomplishments to date.
- Starting and ending dates for the project and plans for post-grant funding.
- Plans for project evaluation and dissemination.

Because Trustees meet quarterly, proposals may be submitted at any time. To prevent conflict-of-interest problems and undue burdens on Trustees, grant applicants should not route proposals through Trustees or solicit their assistance.

Because of the large number of requests we receive, visits, unless by invitation, are discouraged. Requests for meetings with Foundation Trustees and staff will be initiated by the Foundation.



MOTT FOUNDATION

The Charles Stewart Mott Foundation 1990 Annual Report.

Facts on Grants 1990. A companion piece to the Annual Report containing summaries of each of the 450 grants made in that year.

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

Mott Exchange. A quarterly newsletter of the Mott Foundation focusing on specific program areas as well as general interest items.

Programs, Policies & Procedures. A guide to Mott Foundation philosophy and grantmaking.

OTHER MATERIALS

A State-by-State Look at Teenage Childbearing in the U.S. A 1991 special report, prepared by Child Trends, Inc., designed to help the reader understand the complexities of too-early childbearing and to serve as a springboard for further research.

1991 Guide to Community Education Resources. A directory of centers for community education development and other community education resources. The centers assist in starting or improving community education programs. Many publications and other resources are available from the organizations listed.

Small Steps Toward Big Dreams. A 1990 special report about the Mott Foundation's enterprise-development programs for the disadvantaged, a seed-capital approach, including the personal stories of four entrepreneurs.

Coordinating Older Worker Programs: An Update and Guide to Mott Foundation Resources 1988. A review of Foundation activities in the field of older workers, including

a listing of a national network of Regional Coordinating Councils.

Community Policing: Making the Case for Citizen Involvement. A 1987 special report that shares the experiences and lessons learned by the Mott Foundation during its 10-year work in the field of personal safety.

Replication: Sowing Seeds of Hope. A reprint of the special section of the 1990 Annual Report, examining the value of replication — spreading a good idea or program far and wide — and its implication for grantmaking.

The Fraying Fabric: A Portrait of America's Poverty. A reprint of the 48-page special section of the 1989 Annual Report, profiling the depth and breadth of poverty in America and how three community-based organizations are tackling poverty holistically.

The Great Lakes: A Stewardship Left Untended. A reprint of the 24-page special section of the 1988 Annual Report, taking an in-depth look at the degradation of the Great Lakes.

Our Good Earth: Are We Living On Borrowed Time? A reprint of the 48-page special section of the 1987 Annual Report, scrutinizing the nation's hazardous waste problem and the Foundation's grantmaking role to date.

Youth in Crisis: Living On the Jagged Edge. A reprint of the 40-page special section of the 1986 Annual Report, probing the complex issues facing the nation's at-risk youth and the Foundation's initiatives in public policy development and demonstration projects.

Community Foundations: A Growing Force in Philanthropy. A reprint of the 42-page special section of the 1985 Annual Report, examining the important role community foundations play nationally and locally as a catalyst for community improvement.

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Carol D. Rugg
Principal Writer
Ann Richards
Assistant Writer
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Associate Editor

Staff list through June 15, 1991

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