

THE  
KRESGE  
FOUNDATION

Annual Report  
2012

THE KRESGE FOUNDATION



The Kresge Foundation: **expanding opportunities in America's cities.**

**Imagine a world where opportunity is abundant**, extending to all people regardless of their ZIP code. There's access to health care and higher education, fresh air, fresh food and vital neighborhoods. It's safe to dream, and realistic to expect membership in the economic mainstream.

In 2012, we began concentrating our efforts in America's cities. That's where the majority of the population lives, and where potential for increasing widespread opportunity is greatest. The threads that align our programs with our mission also connect us with our partners and extend to those most in need. Read about the people of Syracuse, Detroit, Los Angeles, Palm Beach/Broward/Miami-Dade and Monroe counties, East Cleveland, San Antonio, Columbus and so many other communities across the nation.

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School kids cheer the opening of the Detroit RiverFront Playpark near Rivard Plaza on the city's revitalized riverfront. Our Detroit Program was among the funders – part of its focus on investing in neighborhoods.

Photo by Lon Horwedel



“As a strategic philanthropy, we aim to advance specific objectives. We have a more complete tool set to view issues broadly, to take measured risk and to advance opportunity for low-income and vulnerable people.”

Photo by Douglas Schaible

### Letter From the Chairwoman

Reviewing strategy, tightening the message, stress-testing relevance – this is what dynamic organizations do. They take stock of their enterprises to assess what is working, what isn't, what to keep and what to change. It's a natural step in the constant evolution and growth of organizations and, to my mind, a hallmark of the best of them.

In 2012, we at The Kresge Foundation took stock of our grantmaking investments. We looked at our programs and asked: Are they supporting our broad mission to promote human progress? Are our strategies focused laser-like on problems that, if ameliorated, will give greater numbers of individuals the opportunities necessary to lead self-determined lives? In short, would Mr. Kresge be proud enough?

As you can imagine, we identified areas for improvement and applied ourselves to them. That is, after all, what good organizations must do. In the process, we adjusted the scope of our work, deciding to concentrate our efforts in cities – where majorities of low-income people live – in order to heighten the impact of our work.

Overall, I am pleased to say the essential threads of our enterprise are strong – unifying our mission with our staff and programs, the national circumstance, our partners, the locales in which we work and, ultimately, the intended recipients.

### Supply and demand

As part of our taking stock, I spent time thinking about supply and demand.

In the private sector – where I come from – there is a somewhat predictable relationship between supply and demand. Some economic theory subscribes to the notion that there should be an honest equilibrium between the two.

While this can be endlessly debated, there is an intriguing point I want to make: The natural forces at work when demand increases in the private sector are not, by nature, available when demand increases in the not-for-profit sector.

At Kresge, the shrinking supply of monetary resources available to many of the not-for-profit sectors we support has become top of mind. We, and other large philanthropic institutions, find ourselves in a new place.

Few times in American history have philanthropic dollars been more necessary to the national welfare. Few times has private philanthropy seen such gaps in public/government support for the needs of the least fortunate. Yet even the seemingly vast landscape of private philanthropy cannot fill the public-sector pullback.

One answer is that philanthropy must leverage its reach and effectiveness.

We have come to rely on two approaches that are now embedded in our Kresge fabric. First, there is power in collective philanthropic action directed toward a shared goal. We have found and nurtured great partners to do so. Partnering with other foundations to award grants for operating or project support often can make all the difference to an organization working on the front lines to improve access to health care, for example.

Second, there is power in leveraging a combination of tools – grants with loans, or a loan with a linked deposit, or a guaranty that enables another partner to invest or a nonprofit to qualify for a loan in its own right. Through our Social Investment Practice, we are broadening our abilities in this arena.

This fledgling endeavor began a few years ago and hit its stride in 2012. Social investing has expanded how we think about what we do with our money. It enables us to put more of our endowment to work.

As a strategic philanthropy, we aim to advance specific objectives. We have a more complete tool set to view issues broadly, to take measured risk and to advance opportunity for low-income and vulnerable people. We have set a high bar. We manage our resources with a steady hand. Accountability and transparency are musts and givens.

Taking stock has enabled us to clarify our aims and elevate our ambitions. We at Kresge are deeply committed to helping equalize opportunity and making access more fair. In this way, we hope to improve the quality of life of those who struggle and, collectively, strengthen the nation's economic mainstream.

We are guided in these endeavors by a board of trustees who bring accomplished lives and generous, decent values to their task, and by staff members who tirelessly and proudly carry out our best interpretation of what our founder, Sebastian Kresge, set us on the course to do.

I invite you to read on and learn more about our progress to date.

Elaine D. Rosen

Chairwoman — The Kresge Foundation



“I want to share the reasoning that led to our commitment to expand opportunities in cities and our varied approaches to do so.”

Photo by Douglas Schaible

## Letter From the President

We at The Kresge Foundation are committed to strengthening American cities by improving the economic, social, cultural and environmental conditions of low-income residents.

That ambition implicates some of the truly gnarly issues of the here and now, from the generational challenges of climate change and poor health outcomes in low-income communities, to more localized challenges embedded in the revitalization of Detroit and the role of arts and culture in building the vitality of inner-city neighborhoods. These challenges are neither one-dimensional nor static, neither discrete nor susceptible to technical solutions.

They are instead multifaceted, fluid and interrelated, requiring us to poke and prod at flashes of possibility. They necessitate that we embrace new ideas, take risk, tap into the creativity and innovation of partners, work outside the normal fence lines, and not shy away from having a clear and committed point of view.

I want to share the reasoning that led to our commitment to expand opportunities in cities and our varied approaches to doing so.

## People and Cities

We begin with the premise that we seek to help those who historically have been denied full access to the economic mainstream. And we've chosen to focus our attention on cities. It is fair to ask whether our framework is about cities or about low-income people. Do we place our chips on straight-line routes to improving the life conditions of low-income people? Or do we bet on the broader enhancement of urban life, which will in turn improve the lives of marginalized and more affluent communities alike? It is a serious and nuanced question. The answer has to be “Both.”

We have chosen to work along a spectrum. At one end, we provide funding to partners, aimed at stimulating direct results for low-income people: small businesses, schools, health clinics or human service organizations in low-income neighborhoods. At the other end, we invest in activities or infrastructure that benefit all city residents, but will flow benefits indirectly to a city's most isolated and disinvested neighborhoods. In the middle, there will be activities that have qualities of each: an urban environmental resilience strategy, for example, that simultaneously seeks to buffer low-income communities from the most immediate effects of climate change and attempts to help broader communities anticipate and adapt to a wider circle of impacts that will emerge over the longer term.

## Why Cities?

We believe that cities of the 21st century, even more than in centuries past, will be America's great incubators of genius, creativity, possibility — and also hardship. Metropolitan areas are home to nearly 82 percent of the U.S. population. The heart of these areas, cities, offers the density of people, activities, skills and ideas that serendipitously or intentionally circulate, ricochet, recombine and catalyze, creating the preconditions for innovation. Their complex networks and diverse subcultures are conducive to dismantling stale and unproductive approaches to persistent problems — or, equally, to introducing new or imaginatively recycled ones.<sup>1</sup>

The broad systems shaping cities have unique drivers: distinct regulatory, financial and administrative machinery; idiosyncratic political and governmental leadership structures; dedicated funding; historical identity; and countless others. As desperately in need and vitally important to our nation's future as rural America is, the nature of its drivers is very different.

That is not to say that it is possible to come at city systems without reference to the broader regional context of which cities are a part. Indeed, metropolitan areas are increasingly the scale of reference for meaningful analysis of transportation systems, housing-employment connections, watersheds, regional revenue sharing, global competitiveness, audience development for cultural organizations and the like.

But the nesting of cities within the metropolitan context is just that — a nested relationship. There will be times when a metropolitan area will be directly relevant to what we at Kresge want to accomplish. In those instances, there is every reason to work “inside-out” — grounding our engagement within the manageable scope of the local circumstance while remaining elastic in our need to understand relationships with broader contextual dynamics.

<sup>1</sup> With thanks to Steven Johnson, *Where Good Ideas Come From* (Penguin Group, New York: 2010).

## What Tools Will We Use?

Our earlier, longstanding way of working at Kresge — offering capital challenge grants to build nonprofit capacity — defined us indelibly. We believed that we could best serve the nonprofit ecosystem by perfecting and adhering to a single tool. But times have changed, and so, too, have our aspirations.

As we've chosen to wrestle with more multifaceted problems, we've recognized that the tools we call on must be concordantly diverse, shaped by the context of the situation:

- **We can provide a wide array of capital infusions** and novel incentive structures — from planning grants to prize competitions, from facilities capital to loans, from operating support to loan guarantees, from program grants to equity investments in support of our mission.
- **We can convene people** as a way of forging relationships, promoting joint inquiry and fostering concerted action.
- **We can pursue strategic communications** to strengthen public understanding of, and engagement in, critical social objectives and the work of grantees.
- **We can underwrite networks** that amplify impact through the unified efforts of nonprofit organizations working in common purpose.
- **We can selectively build support** for changes in public policy through research, evidence-based models and an infrastructure of advocacy.

The breadth of these tools is not unique to Kresge. We believe, however, that the interplay of four elements of how we choose to work has the potential over time to become distinctive:

- **Seeing in the breadth of our programs a microcosm of systems** that shape opportunity in American cities — arts and culture, community development, environment, health, higher education, human services;
- **Bridging the deep, integrative work** we have undertaken in Detroit and the national programs we pursue;
- **Integrating fully our increasingly diversified financial tools** into the strategies of each of our program teams; and
- **Cross-walking among disciplines**, embracing risk, working in partnership with other foundations and finding joint cause with the public and private sectors.

We can't do our work alone. Nobody can. Because of the magnitude and complexity of the problems. Because of the volatile, uncertain, chaotic and ambiguous nature of the environment. Because of the need to forge with our philanthropic and civic partners the full possible complement of intellectual and financial leverage that can be brought to bear on a situation.

We can, however, be part of a collective effort that seeks to improve multiple dimensions of life in American cities — one that holds meaningful promise for enabling all residents to lead self-determined lives.



Rip Rapson

President and CEO — The Kresge Foundation



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# Programs



# Arts & Culture Program

Building strong, healthy cities by promoting the integration of arts and culture in community revitalization.

**905,689**

Number of U.S. businesses involved in creation or distribution of the arts.



**3.35 million**

Number of U.S. employees involved in creation or distribution of the arts.

Source: Americans for the Arts



Artists Dorene Quinn, Juan Cruz and Lacey McKinney practice their craft and community building, while a Syracuse University-sponsored competition helped create new green housing.

Photos by Craig Melvin



## Syracuse, NY

Gems dot the neighborhood that residents of Syracuse, N.Y., know as the Near West Side. A renovated warehouse building here, a pair of new homes there, a great café, a decidedly hip office space for a literacy organization, once-rusty railroad bridges that are now the canvas for mural-like messages about paying bills and living with winter weather.

"It feels like something that was lively in the past is coming back again," says Dorene Quinn, a sculptor whose street-level studio contributes to the new energy.

There's real progress in revitalizing the community of 3,300, adds Maarten Jacobs of the Near West Side Initiative. But much more work awaits. The disinvestment that followed the decline of local manufacturing left a neighborhood where half the residents live in poverty.

Along with like-minded partners, the Near West Side Initiative works to revive the neighborhood and the prospects for the people who call it home. Our Arts & Culture Program has added its support with a direct grant and through a contribution to ArtPlace, a national funding collaborative that also supports the initiative. Visible in everything from the design of repurposed commercial properties and new energy-efficient homes to activities like a communitywide photo contest, an arts sensibility yields economic and social benefits, says Jacobs. "It makes a difference. People in the neighborhood feel ownership when their voices are heard."

Support for initiatives that honor those voices is part of our effort to strengthen community revitalization by tapping the power of arts and culture.



"I want to be able to contribute to my community, and to be in a place where people who walk by and see me using a forge stop to ask what I'm doing."

Dorene Quinn - sculptor

# Detroit

## Program

Using a comprehensive framework to promote long-term economic opportunity in our hometown.



**150,000**

Number of Detroiters who took part in community discussions and other outreach activities that informed the strategic framework dubbed **Detroit Future City**.

With

**700,000**

City residents, that's a bit more than **20%**

Source: Detroit Future City Report



### Detroit

When Dennis Nordmoe thinks about Detroiters pulling together to revitalize the city, he feels pride in the neighborhood where he works and a sense of responsibility.

“We hope to be an example of unambiguous success,” says Nordmoe, who leads Urban Neighborhood Initiatives, a nonprofit organization in southwest Detroit’s Springwells Village neighborhood.

**The successes are evident.** A densely populated area of about 17,000 people, Springwells Village is a mix of white, African American, Arab American and more newly arrived residents from Mexico and Central America. After losing manufacturing that was once at its heart, Springwells has rebounded in recent years thanks to those new arrivals and to public, private and philanthropic investment.



The Springwells Village neighborhood is enlivened by murals, a neighborhood center, preschool education, youth development and other opportunities.

Photos by Lon Horwedel

A business association improved facades, community development nonprofits renovated commercial and residential buildings, entrepreneurs opened restaurants and shops, families restored homes. Nordmoe’s organization put young people to work painting murals, organized a new preschool opportunity and offered tutoring and adult education. Our direct investment in parks enhanced the neighborhood. Our support for other nonprofits like Local Initiatives Support Corp. allowed partners to lend a hand.

“We benefit from being a close-knit community,” says Nordmoe. “People look out for one another and make social connections that hold them here.”

Those are, in fact, qualities Detroiters rallying around the Detroit Future City planning framework appreciate. Informed by community members’ insights, the new framework highlights opportunities for fostering economic growth and ensuring vibrant, healthy neighborhoods, providing a road map for revitalization efforts for decades to come. We are pleased to have supported the work and will use it to guide future grantmaking.

Our Detroit Program represents our primary community development effort. Grants made through our national Community Development Program portfolio appear on Pages 45 to 46.



Los Angeles

# Education Program

Promoting postsecondary access and success for low-income, first-generation and underrepresented students.

There's no place in the United States where young people are less likely to earn a postsecondary degree than south Los Angeles. Incomes are low and relatively few families have experience going to college.

**"Parents want their children to go on to school," says David Rattray of the nonprofit Unite LA, "but they don't know the system."**

An affiliate of the Los Angeles Area Chamber of Commerce, Unite LA works in partnership with business organizations, community volunteers and schools to change that. One of its more powerful tools is an outreach effort that takes essential college and financial-aid know-how to neighborhoods across the region.

Hundreds of "Cash for College" workshops – and a citywide college and career convention – provide individual assistance in completing college financial-aid applications for students and parents. Our Education Program helps fund the effort.

**It pays off: In 2011, 6,754 students filled out applications and were awarded \$37.1 million in grants.**

A survey by the Tomas Rivera Policy Institute at the University of Southern California showed that 90 percent of Latino parents want their children to attend college, but did not know how to get them there or how to pay for it, Rattray says. "This helps demystify it."

Testimonials at the workshops from young people enrolled in colleges and pursuing computer science, engineering, medicine and other fields make it seem possible.

Support for the California "Cash for College" Program is one of the ways we're helping nonprofits expand access to higher education and help low-income and underserved people join the economic mainstream.



**800,000**

The number of additional college graduates needed each year through 2025 to meet the nation's growing workforce needs.

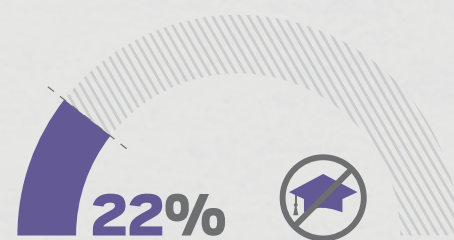
Source: National Center for Higher Education Management Systems



**\$1 million**

Lifetime earnings boost from a bachelor's degree over a high school diploma.

Source: U.S. Department of Education



Proportion of 25–64 year olds in the U.S. who have some college credits.

Source: U.S. Census Bureau



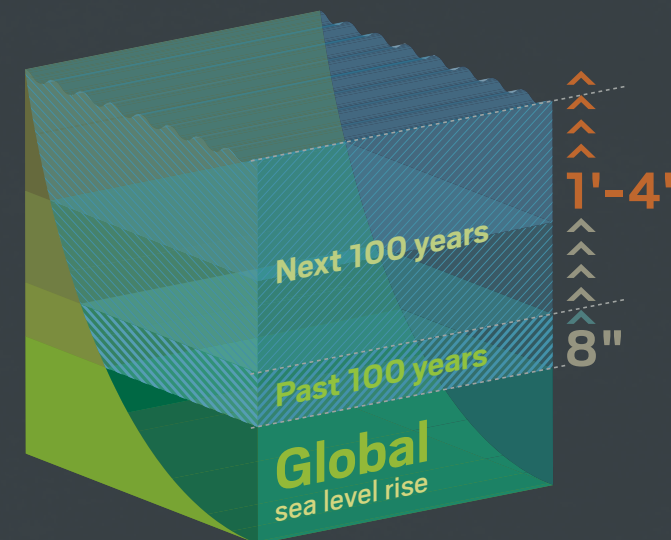
"Cash for College" workshops along with a college and career convention help students navigate a complex financial-aid system.

Photos by Lauren Ward

# Environment

## Program

Advancing work to reduce greenhouse-gas emissions and develop new knowledge and practices for adapting to climate change.



Source: Draft: National Climate Assessment and Development Advisory Committee

Higher seas mean **more frequent and intense storms and storm surges.**

Projections indicate that **New York City's once-a-century coastal floods could occur every 10 years.**

Source: U.S. Global Change Research Program "Global Climate Change Impacts in the United States"



**Palm Beach, Broward, Miami-Dade and Monroe counties, Fla.**

Southeast Florida, a 200-mile stretch from Palm Beach to Key West, is home to more than 5.5 million people who find themselves in the crosshairs of a changing climate. More intense storms – fed by higher sea levels, surging tides and hotter temperatures – chew away beaches, taint freshwater sources, overwhelm sewer systems and swamp homes and buildings.



The Historic Stranahan House Museum on Fort Lauderdale's New River provides an example. Originally a trading post, the 1901 structure is culturally valuable and increasingly vulnerable. The river, which flows from the Everglades to the Atlantic Ocean, has nowhere to go when severe weather prevents it from draining to the ocean. The sea has already risen more than a foot in this area since the house was built.

In the face of clear threats, four counties – Palm Beach, Broward, Miami-Dade and Monroe – united to ensure water supplies, transportation networks, buildings and other infrastructure are better prepared for more severe climate-related stresses.

The bipartisan Southeast Florida Regional Climate Change Compact allows the economically, politically and culturally diverse counties to solve problems together.

Our grant to the Institute for Sustainable Communities helped the compact partners prepare a comprehensive plan with more than 100 recommendations for strengthening their communities. Additional support will help the partners move forward.

Funding for the compact process is an example of the way we're helping communities prepare for climate change while we work to mitigate its severity.

Severe weather in late 2012 tore away stretches of sidewalk and the road surface on State Road A1A, a route that runs along the Atlantic Ocean. In Fort Lauderdale, the New River encroaches on a historic structure, that has stood near its banks for more than 100 years.

Photos by Paul Krashefski



Cleveland

# Health

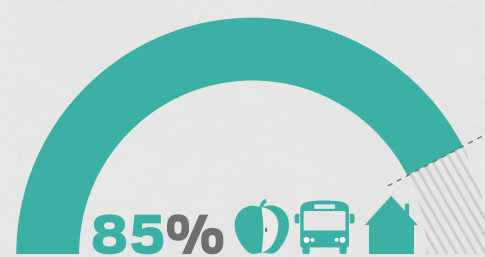
## Program

Working to reduce health disparities among children and adults by addressing conditions that lead to poor health outcomes.



Young people in East Cleveland talk about when their families came to the area and where they lived previously as part of an effort to build community and roll back violence.

Photos by Lon Horwedel



Percentage of primary care physicians and pediatricians who said in a recent national survey they believe that their patients' social needs – for example, **access to nutritious food, reliable transportation and adequate housing** – are just as important as medical treatment for addressing their medical conditions.

Source: Institute for Alternative Futures: "Community Health Centers Leveraging the Social Determinants of Health"

### \$76.6 billion

Children's health care costs attributable to diseases of environmental origin in 2008.

Source: Health Affairs: *The Staggering Costs of Environmental Disease in Children, Estimated at \$76.6 billion in 2008*

Cleveland

One bangs the bass drum in the marching band, another plays varsity baseball. One wants to be a fashion photographer, another "maybe a journalist."

These are typical teen realities and dreams, but growing up in blighted East Cleveland these teens face challenges no teen should face. They all worry for their personal safety, and the safety of family and friends. More than half are worried by the sound of gunshots in the night. But these Shaw High School students are among more than a dozen teen ambassadors on a mission to help their peers re-engage with one another and their community.

Working together, a diverse group of community organizations determined that violence and the frayed sense of community were leading issues affecting the health of the community. The group mapped a response and a program to replace hopelessness among youth with a sense of empowerment.

Supported by our Health Program's \$6 million Safety Net Enhancement Initiative, the East Cleveland collaborators have trained the youth in topics from safe sex to healthy eating. They've begun the next step – to share what they've learned.

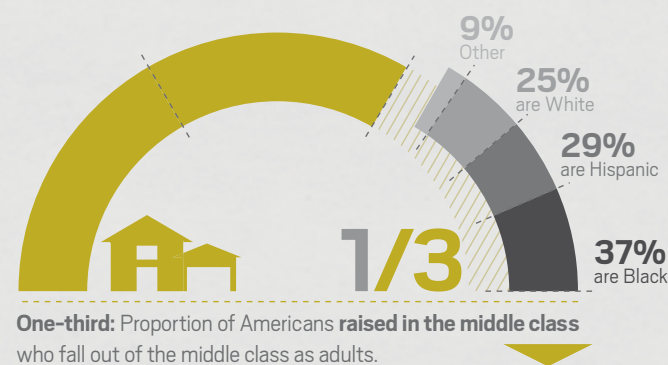
Similar efforts are under way in communities in Arizona, California, Hawaii, Massachusetts, Michigan, New Mexico and South Carolina where we hope to develop partnership models for tackling health problems that disproportionately affect low-income and vulnerable people. They're models that some of the communities already imagine applying to other problems.

Fostering community health partnerships is one of the ways we're working to reduce health disparities and promote conditions and environments that lead to positive health outcomes for all Americans.

# Human Services

## Program

Improving the quality of life and economic security of vulnerable people by strengthening human services organizations.



Source: Pew Charitable Trusts, "Downward Mobility from the Middle Class: Waking Up from the American Dream"



Source: Urban Institute, "Child Poverty and Its Lasting Consequence"



San Antonio

The arrival of Maria Vazquez's third child triggered big changes. A single mother, Vazquez asked how this family could survive on her salary as a waitress. And she thought: "I don't want my kids to see me struggling all my life."

She went back to high school to finally earn her diploma. Her next step was the Good Careers Academy operated by Goodwill Industries of San Antonio and Alamo Community Colleges. At a renovated downtown facility, she enrolled in a reasonably priced two-month program to train as a certified nursing assistant. "Everybody was trying to improve their life. Everybody was tired of just living on minimum wage," she says of her classmates.

With demand high for grads of medical and technical programs, the Good Careers Academy – guided by an industry alliance council including employers and industry experts – creates opportunities for low-income minorities facing barriers to employment. Certifications include medical assistants, supply-chain technicians and customer service.



The 6,800-square-foot building includes technology so downtown instructors can interact with students at three other San Antonio sites, and potentially across the country. A student support program called Good Choices – funded by our Human Services Program – is critical to the academy's 90 percent completion rate. It's one example of how we team up with nonprofit organizations and networks striving to give disadvantaged and low-income individuals and families pathways out of poverty.

And when Maria Vazquez passes her last certification test, she'll be back at the academy for job placement as she continues on that path.

Maria Vazquez trains as a nursing assistant at the Goodwill Careers Academy.

Photos by Alan Warren

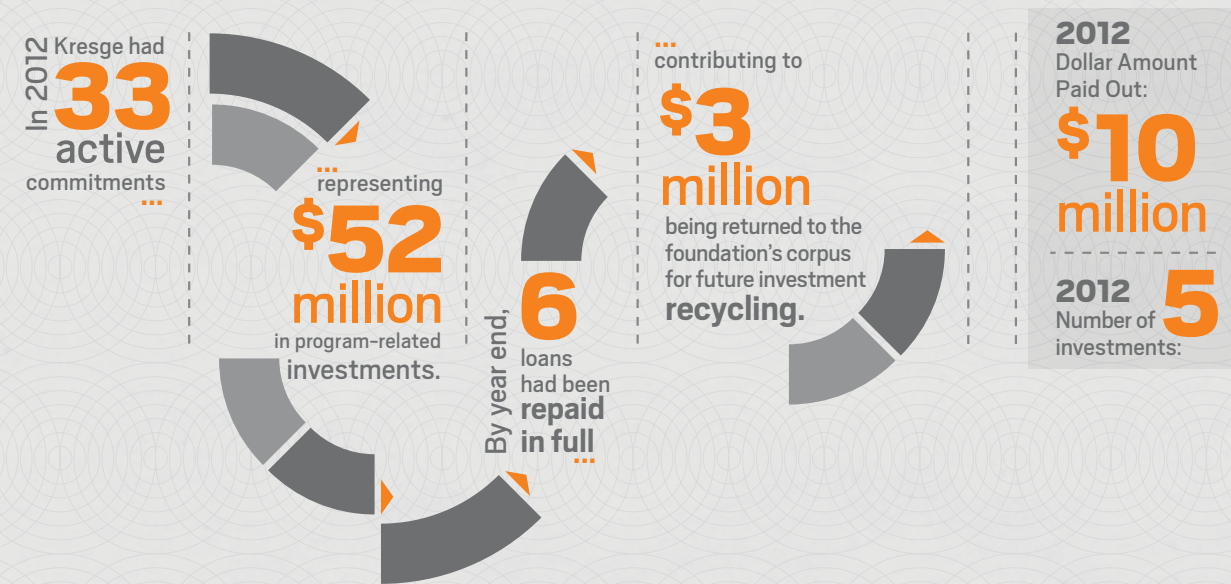


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# Reports

## Social Investment Practice

### Active commitments



### New commitments

The Social Investment Practice closed on the following five investments in 2012:

#### Healthy Futures Fund New York

**\$6 million loan /** A \$100 million investment fund, established by Kresge, Morgan Stanley and the Local Initiatives Support Corporation (LISC), utilizes Low Income Housing Tax Credits and New Market Tax Credits to expand access to health care and affordable housing for low-income residents. (See description on opposite page.)

#### IFF Chicago

**\$5 million loan /** IFF is a regional community development financial institution that provides loans and real estate consulting to nonprofits serving low-income communities in the Midwest. This 10-year, low-interest loan enables IFF to respond to the increased demand for loan financing from community health centers in Indiana and Wisconsin.

#### Invest Detroit Foundation Detroit

**\$1 million loan /** This 10-year, low-interest loan to Invest Detroit Foundation, a community development financial institution, provides financing for downtown and midtown businesses in the city that are unable to access traditional bank credit and helps spur growth in these fledgling commercial centers.

#### Low Income Investment Fund and The Reinvestment Fund San Francisco and Philadelphia

**\$5 million guaranty /** This guaranty supports a \$25 million demonstration pilot, underwritten jointly by the Low Income Investment Fund and The Reinvestment Fund, to make financial capital available to community health centers serving low-income individuals and to create more standardized, scalable lending products for the sector.

#### Opportunity Finance Network Philadelphia

**\$10 million loan /** Opportunity Finance Network is a national network of community development financial institutions. This 10-year, low-interest loan helps fund the NEXT Awards, providing capital to high-performance CDFIs which, in turn, lend to small businesses and nonprofit organizations in low- and moderate-income communities.

Affordable housing and access to health services are in short supply for many low-income individuals in the United States – a critical circumstance our Health Program team is working to change.

To complement Health Program grantmaking efforts, our Social Investment Practice recommended a multipartner program-related investment that would attack both problems at once.

The result is the Healthy Futures Fund, a \$100 million investment fund created by Kresge, Morgan Stanley and the Local Initiatives Support Corp. The fund will support the construction of 500 affordable housing units with integrated health services as well as eight federally qualified health centers that will serve an estimated 75,000 people.

In addition, the fund will foster collaboration between affordable housing developers and health-care providers, constituencies that often work side-by-side in low-income neighborhoods but rarely in a coordinated way.

Morgan Stanley is investing \$63 million in equity through federal Low Income Housing Tax Credits and New Markets Tax Credits. Kresge, along with Local Initiatives Support Corp. and Morgan Stanley, is providing another \$37 million in loan and grant capital for the projects.

"This is the painful reality: low-income people generally experience higher levels of sickness and disease and have lower life expectancies," says Michael Rubinger, president and CEO of the Local Initiatives Support Corp. "With this fund, we can help move families from deteriorating apartments into quality, affordable homes and provide them with first-rate health care. That can be life-changing."

For Tony Ancors, 77, his affordable apartment has proven life-changing. When he had a stroke, he had to move to a nursing home. He would still be there if it weren't for National Church Residences, a developer and operator of affordable housing and skilled nursing-care facilities in Ohio and a Kresge grantee. The nonprofit is just the sort of organization the Healthy Futures Fund seeks to support.

Former nursing home resident Tony Ancors lives at a National Church Residences property outside Columbus.

Photo by Lon Horwedel





## 2012 Financial Report

Our endowment generates the funding that we make available to nonprofit organizations.

As a private foundation, we are required by the U.S. tax code to distribute at least 5 percent of our assets each year.

Our investment staff, partnering with our Board of Trustees and finance staff, work to allow us to do that – and more, when advisable – and still have resources to support Kresge's mission long into the future.

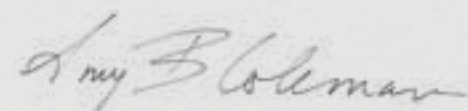
Return on investments varies from year to year. To create predictability for the nonprofits we support, we cushion those fluctuations using a set ceiling and floor for our grantmaking budget. That may mean dipping into the endowment if earnings are lower and then recovering in years when earnings are higher.

We believe a level of consistency benefits the nonprofit sector. An exception came during the economic crisis, when we increased 2008 and 2009 grantmaking in response to the heightened needs.

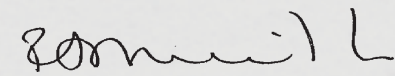
In 2012, our Board of Trustees approved 410 awards totaling \$130.5 million; \$150.3 million was paid out to grantees over the course of the year. Our Social Investment Practice made another \$10 million available to organizations whose efforts support our goals through program-related investments. We distributed 5.4 percent of our beginning-of-year assets.

For the five years ending Dec. 31, 2012, the endowment has returned 3.1 percent per annum. The return in 2012 was 13.6 percent, well ahead of our internal benchmarks.

The accompanying chart shows fluctuations in the endowment and annual payouts. The latter include grants, program-related investments and IRS-qualified exempt expenditures.

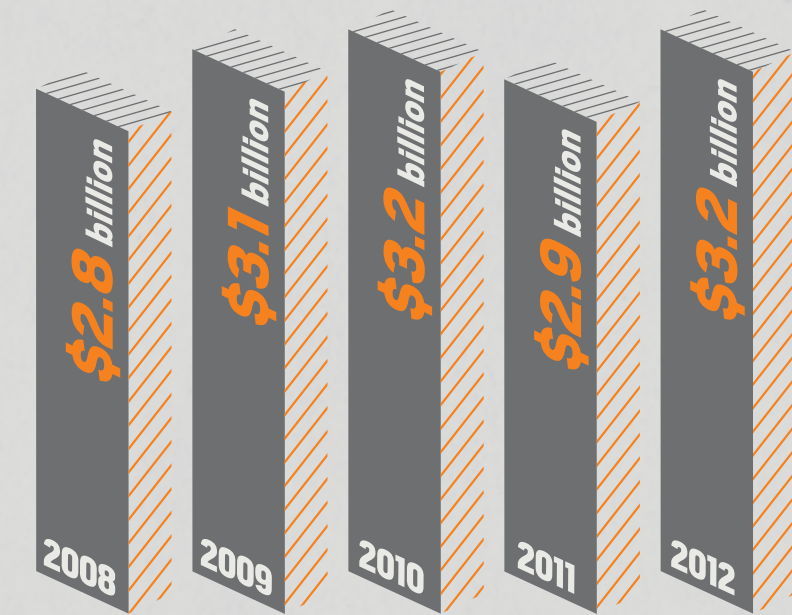


**Amy B. Coleman**  
Vice President and Chief Financial Officer

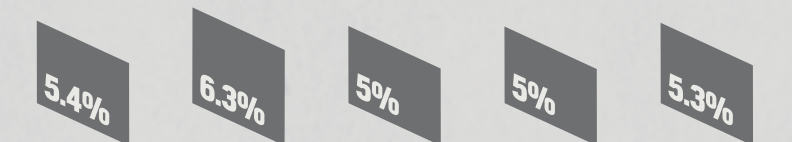


**Robert J. Manilla**  
Vice President and Chief Investment Officer

## The Kresge Foundation (A Michigan Trustee Corporation) Investment Asset Values

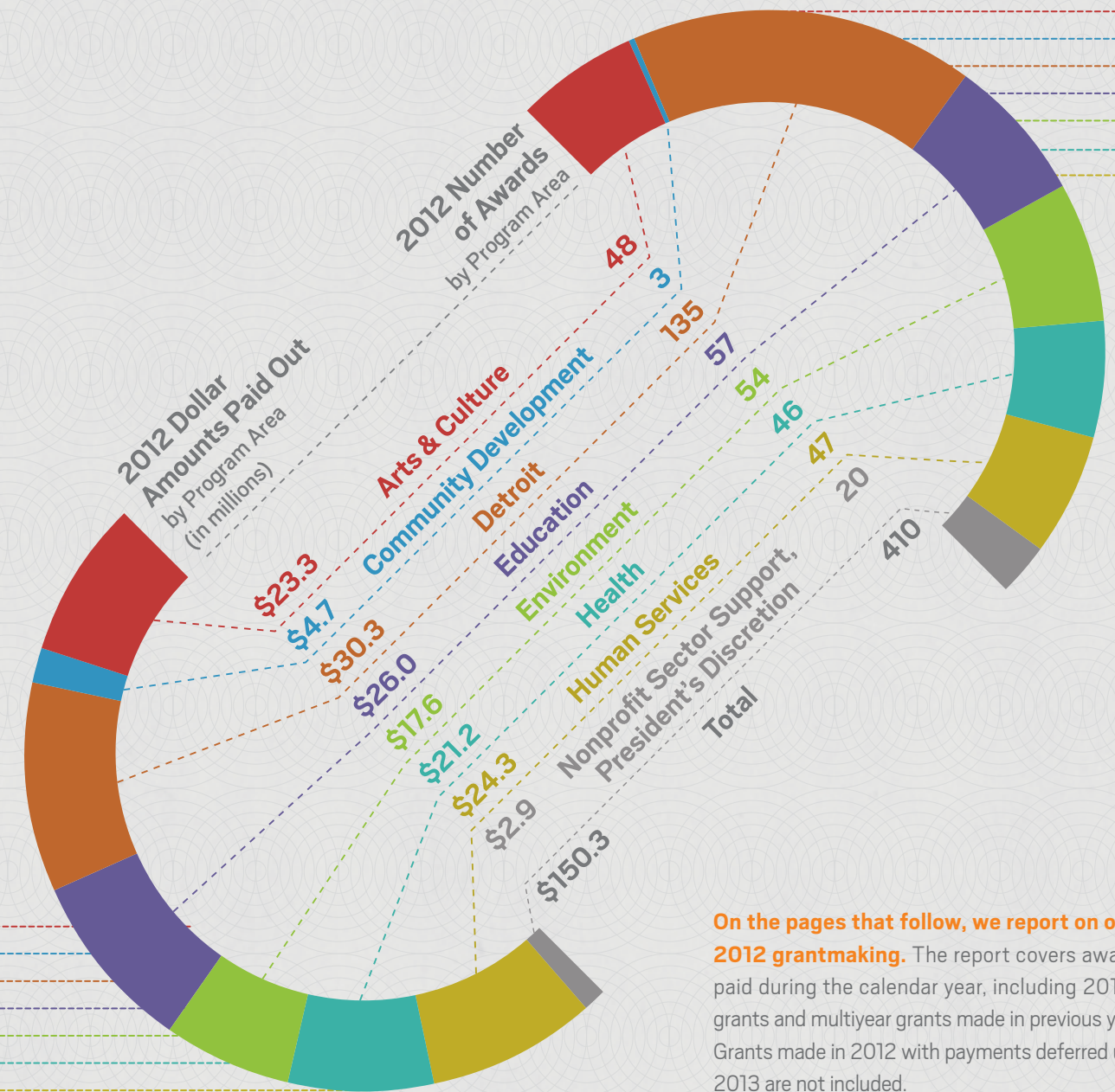


Qualified exempt expenditures as percentage of endowment





## Overall Grant Activity

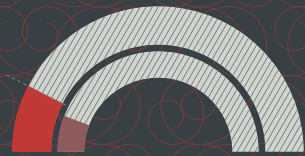


On the pages that follow, we report on our 2012 grantmaking. The report covers awards paid during the calendar year, including 2012 grants and multiyear grants made in previous years. Grants made in 2012 with payments deferred until 2013 are not included.

Grants

In 2012:

**\$23.3** Million  
**48** Awards



**Action Greensboro**  
Greensboro, N.C.

**\$150,000 /** Action Greensboro supports business development and community-revitalization projects and serves as the fiscal agent for the Elsewhere Living Museum, which fosters artistic and educational programs to enliven Greensboro. This grant is being used to complete repairs and renovations to the museum building, formerly a downtown thrift store, and to sustain its arts programming.

**Allied Media Projects**  
Detroit

**\$75,000 /** Bridging community media and social movements, Allied Media Projects, or AMP, develops and shares models to help communities nationwide use the digital-media arts as a transformative tool for visioning, problem-solving and organizing. This two-year, \$150,000 grant provides funding for its current activities and additional resources to advance its training and educational programming.

**Alternate Roots Inc.**  
Atlanta

**\$100,000 /** The service organization brings together low-income residents, artists and anchor institutions to address issues in economically disadvantaged communities. A three-year, \$300,000 grant funds ongoing programs and services that contribute directly to the vitality of inner-city neighborhoods.

**American Symphony Orchestra League**  
New York

**\$200,000 /** The league links a network of 850 orchestras across North America and serves as a nexus of knowledge and innovation, advocacy and leadership advancement for managers, musicians, volunteers and boards. This grant supports the development and piloting of a capitalization diagnostic tool to help orchestras reimagine their business and operating models and achieve healthier financial outcomes.

**ARCH Development Corp.**  
Washington

**\$111,500 /** The community-based organization incorporates the arts and the creative economy into its comprehensive approach for promoting sustainable economic development in the historic Anacostia neighborhood, located in the nation's capital. A two-year, \$223,000 grant enables ARCH to continue existing programs and develop new initiatives to reinvigorate the neighborhood and repopulate its empty storefronts by attracting artists, arts organizations and green businesses.

**Arden Theatre Co.**  
Philadelphia

**\$290,000 /** The full-service professional regional theater company, located in the historic Old City neighborhood, offers high-quality theatrical and educational productions and programs to artists, audiences and students in the greater Philadelphia area. This grant provides seed money for a building-reserves fund that is used to pay for ongoing maintenance and repairs of the theater's facilities.

**Artists for Humanity**  
Boston

**\$250,000 /** Artists for Humanity combines workforce development in the creative industries and academic achievement for teens. This two-year, \$500,000 grant supports an arts micro-enterprise with a year-round apprenticeship and support program for youth during out-of-school time.

**Arts Council of Greater Baton Rouge**  
Baton Rouge, La.

**\$150,000 /** The council serves as a catalyst for the arts by providing arts education, jobs, programs and events in and around Baton Rouge. Assisted by this two-year, \$300,000 grant, the council is spearheading the development of arts-based planning strategies and the implementation of pilot projects designed to promote economic revitalization in the Old South Baton Rouge neighborhood.

**Artspace**  
Salt Lake City

**\$200,000 /** Artspace creates affordable housing and commercial space for artists, cultural organizations and nonprofits in Salt Lake City as part of its mission to revitalize neighborhoods and promote stable, vibrant, safe communities. This grant is being used to develop Artspace Solar Gardens as a mixed-use creative community in the historic Granary District, which stands to benefit from the increase in resident artists and arts-related organizations and businesses.

**Artspace Projects Inc.** (2011 grant)  
Minneapolis

**\$1,500,000 /** A national leader in developing, owning and managing affordable live/work space for artists, Artspace reclaims abandoned buildings and renovates historic structures that help anchor arts districts and contribute to broader community revitalization. The organization is scaling up its real estate activities and community-building impact, assisted by this two-year \$3 million grant.

**Artspace Projects Inc.**  
Minneapolis

**\$250,000 /** Artspace Projects is a national leader in developing, owning and managing affordable live/work space for artists. It also serves as the fiscal agent for the Chicago-based ReBuild Foundation, which is using this grant money to purchase equipment and provide new community-based arts programming for the Dorchester Artist Housing Collaborative on the city's South Side.

**AS220**  
Providence, R.I.

**\$150,000 /** Serving as a hub for creative activity and an anchor for downtown revitalization, the community-based arts organization provides support and opportunities for artists, operates art-production facilities and gallery space, and engages at-risk students and incarcerated youth through art classes, workshops and mentoring. This two-year, \$300,000 grant underwrites AS220's general operations and enables it to expand its programmatic activities.

**Asian Arts Initiative** (2011 grant)  
Philadelphia

**\$150,000 /** The community-based, multidisciplinary arts center invites artists and community members to create art around the diverse experiences of Asian Americans, to address the social context and to effect positive change. This two-year, \$300,000 grant provides operating support and seeds a building-reserves fund.

**The Boston Foundation**  
Boston

**\$100,000 /** The foundation provides capacity-building services to Boston arts and cultural organizations. This two-year, \$200,000 grant supports a pilot project to promote cultural economic development and a cultural identity for the Uphams Corner neighborhood by incorporating arts and culture in the community planning process, which advances Boston's economic revitalization of the nine-mile Fairmont Indigo Line transit corridor.

**Center for Creative Arts**  
St. Louis

**\$500,000 /** The city's largest multidisciplinary arts institution engages 50,000 St. Louis area residents annually through its theatrical performances, educational classes, artists' residencies, art exhibits and outreach program for low-income youth. This grant strengthens the center's building-reserves fund for capital repairs and renovations.

**Center for Great Neighborhoods of Covington**  
Covington, Ky.

**\$168,000 /** The center equips residents with tools and resources to improve the quality of their lives and neighborhoods by supporting community-development projects that incorporate arts and culture. This grant supports the renovation of six row houses in the Lee-Holman Historic District for use as affordable live/work space for artists.

**Children’s Museum of Pittsburgh** (2011 grant)  
Pittsburgh

**\$500,000 /** The award-winning museum engages adults and children from all walks of life through interactive exhibits, wide-ranging outreach programs and community redevelopment initiatives. This two-year, \$750,000 grant bolsters the museum’s building-reserves fund and supports its system-replacement plan, as part of its comprehensive capitalization strategy.

**City of Asylum/Pittsburgh**  
Pittsburgh

**\$50,000 /** The organization works to create a thriving community for writers, readers and neighbors in Pittsburgh’s Central Northside neighborhood by transforming blighted properties into venues for literary and community programs and energizing civic spaces through public art with text-based components. A two-year, \$100,000 grant strengthens these neighborhood-stabilization strategies, including the rehabilitation of three vacant buildings.

**City of Wilson**  
Wilson, N.C.

**\$500,000 /** The City of Wilson is pursuing a comprehensive strategy to develop its downtown and is leveraging the unique asset of local artist Vollis Simpson, creator of kinetic, wind-powered, large-scale sculptures. This grant supports a public-private effort to create the Vollis Simpson Whirligig Park.

**Cleveland Public Theatre** (2011 grant)  
Cleveland

**\$500,000 /** The theater develops socially conscious theatrical works, engages underserved communities, empowers participants to work for community change and serves as an anchor in an arts-led community revitalization effort. This two-year, \$1,000,000 grant seeds a building-reserves fund for the theater’s four historic buildings, as part of its comprehensive capitalization strategy.

**Community Partnership for Arts and Culture**  
Cleveland

**\$209,000 /** The partnership works to leverage arts and culture as an engine for revitalization by fostering cross-sector collaborations and policies that support the infusion of creative energy into common goals. A three-year, \$625,000 grant is being used to refine and advance its programs and services.

**Cornerstone Theater Co.** (2011 grant)  
Los Angeles

**\$150,000 /** The multiethnic, ensemble-based theater company commissions and produces original works and contemporary adaptations of classics that combine the artistry of professional and community collaborators. This three-year, \$450,000 grant, made in collaboration with three of our programs, funds the development and presentation of The Hunger Cycle, a series of dramatic productions based on personal narrations that seeks to heighten awareness and involvement in the nation’s hunger crisis.

**COSACOSA art at large Inc.**  
Philadelphia

**\$15,000 /** The organization collaborates with city residents on the creation of new public artworks specific to the concerns of Philadelphia neighborhoods and reasserts art’s role as a catalyst for community dialogue, creative cooperation and positive change. Funding is being used to create three Site and Sound community-art gardens as part of a redevelopment and revitalization effort in the Nicetown-Tioga neighborhood.

**Creative Capital Foundation** (2009 grant)  
New York

**\$150,000 /** Through its Professional Development Program workshops, the foundation provides executive coaching in self-management, strategic planning, fundraising and promotion to artists, enabling them to achieve their artistic, financial and long-term career goals. This four-year, \$1.5 million grant strengthens and updates the program’s offerings and extends its reach to additional artists in underserved communities.

**Cultural Development Corp.**  
Washington

**\$100,000 /** The organization creates opportunities, housing and work space for artists and arts groups that contribute to community development and quality of life in the nation’s capital. This three-year, \$300,000 grant supports the development of affordable office and programming space for artist-driven projects and small arts organizations.

**Efforts of Grace** (2011 grant)  
New Orleans

**\$100,000 /** The organization develops programs, activities and creative works highlighting positive contributions made by African Americans to their communities, and operates the Ashé Cultural Arts Center in New Orleans. This three-year, \$300,000 grant provides general operating support, technical assistance for a systems-replacement plan and seed money for building-reserves and operating-reserves funds.

**Fells Point Creative Alliance**  
Baltimore

**\$400,000 /** The alliance supports Maryland artists through artists’ housing and services, and is the cornerstone of several collaborative development initiatives in the Highlandtown neighborhood. Grant money seeds a building-reserves fund for facility repairs and replacement, as part of the organization’s comprehensive capitalization plan.

**First Peoples Fund** (2011 grant)  
Rapid City, S.D.

**\$50,000 /** The fund works to preserve and advance American Indian and Alaska Native arts and culture by providing financial support and market opportunities for creative, community-centered First Peoples artists. This two-year, \$100,000 grant for operations helps the organization expand its programs and participation.

**Friends of Peralta Hacienda Historical Park**  
Oakland, Calif.

**\$30,000 /** Friends is pursuing a new model for historical house museums by reframing its work to focus on the current residents of the Fruitvale District and by promoting a sense of pride and identity among its residents. This three-year, \$90,000 grant supports grassroots efforts to promote cultural understanding, historical healing and a sense of community in the district.

**GALA Inc.**  
Washington

**\$125,000 /** Through the development and production of works that explore the breadth of Latino performing arts, Grupo de Artistas Latinoamericanos, or GALA, provides opportunities for Latino artists, educates youth and engages the community in an exchange of ideas and perspectives. This grant augments GALA’s building-reserves fund and supports needed repairs and equipment replacements in its theater.

**Grantmakers in the Arts** (2011 grant)  
Seattle

**\$20,000 /** The national membership organization for private- and public-sector grantmakers seeks to support arts funders and to strengthen and expand the field of arts philanthropy. This two-year, \$60,000 grant underwrites 12 daylong seminars on capitalization for local and regional arts and culture funders.

**Grantmakers in the Arts**  
Seattle

**\$50,000 /** The national membership organization for professional private- and public-sector grantmakers for arts and arts-related activities seeks to support arts funders and to strengthen and expand the field of arts philanthropy. A three-year, \$150,000 grant enables Grantmakers to fund professional-development programs, conferences, publications and research that advance the use of philanthropic resources on behalf of arts and culture.

**Guadalupe Cultural Arts Center**  
San Antonio

**\$150,000 /** The center blends its efforts to advance Chicano/Latino culture with other necessary elements for community building, including education, nutrition and economic development. Funding from this two-year, \$300,000 grant enables the center to continue its program activities and contribute to the revitalization of the city’s Guadalupe Corridor.

**Intermedia Arts of Minnesota**  
Minneapolis

**\$130,000 /** Now in its 39th year, Intermedia Arts serves as a catalyst for community building and leadership development among artists, educators and community-development professionals. The organization is using this three-year, \$355,000 grant to complete its strategic planning, seed a building-reserves fund, expand its collaborative partnerships and raise the visibility of programs designed to advance arts and social best practices.

**Just Buffalo Literary Center**  
Buffalo, N.Y.

**\$60,000 /** One of the 10 largest literary-arts centers in the nation, it serves as a neighborhood anchor for a burgeoning cultural district and neighborhood revitalization effort. A two-year, \$120,000 grant is helping to fund Just Buffalo’s current literary-arts program.

**Levine Museum of the New South**  
Charlotte, N.C.

**\$890,000 /** As a regional civic anchor institution, the museum provides a comprehensive interpretation of post-Civil War southern society and uses history as a catalyst for community engagement and dialogue, as well as a focal point for lifelong learning. This grant enables the museum to strengthen its building-reserves fund and complete exterior repairs to its facility.

**Mississippi Museum of Art**  
Jackson, Miss.

**\$1,000,000 /** Mississippi's largest art museum originates and hosts national and international exhibitions, promotes the state's artistic heritage, and is changing its business model to engage the voice of its visitors. This grant supports a building-reserves fund to address long-term maintenance and repairs, and advances a comprehensive capitalization strategy.

**National Arts Strategies** (2011 grant)  
Alexandria, Va.

**\$1,083,000 /** The organization builds capacity in the arts and culture sector by providing graduate-level education and leadership development programs for executives and boards of trustees. This multiyear, \$1.62 million grant for operations underwrites current and future leadership-development programs for the arts sector.

**National Dance Institute of New Mexico**  
Santa Fe, N.M.

**\$1,000,000 /** The institute offers school-based, after-school, summer and advanced-training programs in arts and physical education to underserved children in urban, rural and Native American communities throughout New Mexico. Money from this grant enables the institute to strengthen its building-reserves fund and complete the renovation of a historic theater in Albuquerque.

**National Opinion Research Center at the University of Chicago**  
Chicago

**\$151,227 /** The academic research organization serves the public interest and improves lives by conducting objective social-science research that supports informed decision-making. Based on a three-year national study of large-scale building projects undertaken by arts institutions, the center is using this grant to develop practical tools and resources that can help decision-makers within the field execute and manage cultural-facilities projects.

**National Performance Network**  
New Orleans

**\$257,500 /** The national organization supports established and emerging artists in the creation and touring of contemporary performing and visual arts, and serves as the fiscal sponsor for the Network of Ensemble Theaters, or NET, a coalition of performing-arts ensembles and practitioners. This grant assists NET in planning, implementing and evaluating its "Micro-Fest USA: Revitalize, Reconnect, Renew" project, a series of arts and cultural events tied to community revitalization that is being held in four communities, including Detroit, over two years.

**Near Westside Initiative**  
Syracuse, N.Y.

**\$125,000 /** The organization is a collaborative body of different agencies and institutions, including Syracuse University, working to combine the power of art, technology and innovation with neighborhood values and culture to revitalize Syracuse's Near Westside neighborhood. This three-year, \$250,000 grant advances joint efforts to transform the Westside's SALT District into a vibrant, sustainable community.

**New York Council of Nonprofits Inc.**  
Albany, N.Y.

**\$40,000 /** The statewide organization works to strengthen the nonprofit sector and serves as the fiscal agent for SoHarlem, a place-based social enterprise that aligns art with workforce development to provide Harlem residents with jobs and career opportunities in the cultural industry. SoHarlem is using this grant for program expansion and outreach focused on training the cultural workforce and supporting cultural entrepreneurs.

**Nonprofit Finance Fund** (2009 grant)  
New York

**\$559,167 /** The national nonprofit lender and financial consulting organization works with nonprofits to help strengthen their financial health and improve their capacities to serve their communities. This seven-year, \$4 million grant creates a program of education and financial incentives for a cohort of previously funded children's museums and community schools of music and art to address their building maintenance and repair needs within the context of their overall capitalization position.

**Intermedia Arts**  
Minneapolis, Minn.  
\$130,000



Intermedia Arts plays a central role locally and nationally as a catalyst for community building and leadership development among artists, educators, and community-development professionals. Here a participant in a youth-program produces a TV show for teens. A three-year \$355,000 grant provides operating support, strategic planning assistance and seeds a building reserves fund.

Photo by B Fresh Photography and Media

**Nonprofit Finance Fund** (2011 grant)  
New York

**\$500,000 /** The national nonprofit lender and financial consulting organization works with nonprofits to help strengthen their financial health and improve their capacities to serve their communities, and manages the ArtPlace Initiative, a funder collaborative working alongside the National Endowment for the Arts to accelerate creative placemaking across the U.S. This two-year, \$2 million grant provides funding for the second year of the ArtPlace Initiative, which uses investments in the arts and other creative efforts to advance economic and revitalization in cities.

**Nonprofit Finance Fund**  
New York

**\$2,000,000 /** The national nonprofit lender and financial consulting organization works with nonprofits to help strengthen their financial health and improve their capacities to serve their communities. This grant supports the ArtPlace Initiative, a national funder collaborative with NFF serving as investment and grant manager, working to place arts and culture at the center of economic development in U.S. cities and towns.

**Oakland Museum of California**  
Oakland, Calif.

**\$250,000 /** With its focus on art, history and the natural environment, the museum imparts an understanding of the state and its global impact to both residents and visitors. Funding from a two-year, \$500,000 grant enables the museum to explore new models of community engagement and to deepen its connection to surrounding communities.

**Pew Charitable Trusts** (2009 grant)  
Washington

**\$500,000 /** The charitable organization is committed to advancing fact-based solutions and making goal-driven investments that improve public policy, inform the public and stimulate civic life. This three-year, \$1.2 million grant supports Pew's Cultural Data Project, a Web-based data-collection and dissemination system designed to strengthen the national nonprofit cultural sector, by providing expansion capital, advancing collaborative data collection and analysis and supporting the development of a national research agenda.

**Pew Charitable Trusts**  
Washington

**\$500,000 /** The charitable organization is committed to advancing fact-based solutions and making goal-driven investments that improve public policy, inform the public and stimulate civic life. This grant supports Pew's Cultural Data Project, a Web-based data collection and dissemination system designed to strengthen the national nonprofit cultural sector, as it transitions into an independent nonprofit corporation.

**Philadelphia Mural Arts Advocates**  
Philadelphia

**\$200,000 /** The Mural Arts Program unites artists and communities through an engaged, collaborative process rooted in the traditions of mural making, to create art that transforms public spaces and individual lives. This two-year, \$400,000 grant supports completion of additional murals and other placemaking projects in low-income neighborhoods, and seeds an operating reserve fund.

**The Phipps Center for the Arts**  
Hudson, Wis.

**\$75,000 /** The center presents visual, educational and performing-arts programs, serving 26,000 residents annually. This grant supports the St. Croix River Bench and Art Trail Project, which engages the community in creating public art benches along the river valley to attract visitors and build appreciation for the region's natural and cultural offerings.

**Project Row Houses** (2010 grant)  
Houston

**\$150,000 /** Based in Houston's Third Ward, Project Row Houses has created an environment where art can create real social change, based on four key components: a public art/installation program, the Young Mothers Residential Program, an after-school and summer education program for youth K-12 and an affordable housing program. This three-year, \$450,000 grant, awarded in collaboration with our Community Development Program, provides general operating support and seeds a building-reserves fund.

**Queens Museum of Art**  
Queens, N.Y.

**\$125,000 /** The cultural anchor institution serves as a catalyst for civic engagement and community revitalization, and provides programming that directly relates to the contemporary urban life of its community. A three-year, \$375,000 grant supports its socially engaged work within the Corona Park neighborhood.

**AS220**  
Providence, R.I.  
\$150,000



A hub for creative activity and a model for downtown revitalization, the community-based arts organization AS220 in Providence, R.I., provides support and opportunities for artists, operates art-production facilities and gallery space, and engages at-risk youth through art classes, workshops, and mentoring. This mural, designed by acclaimed artist Shepard Fairey, is an AS220 commission.

Photo by Miguel Rosario, AS220

**Rhode Island Philharmonic Orchestra & Music School**  
East Providence, R.I.

**\$1,000,000 /** The performing arts and education organization is the first and largest combined professional orchestra and community music school in the United States, and serves 150,000 people annually through its performance offerings, music classes and outreach programs. Grant money is being used for a building-reserves fund and facility maintenance.

**Southwest Community Mental Health Services Group Inc.**  
Detroit

**\$7,000 /** This Kresge Community Arts Grant supports completion of a public art project in Southwest Detroit.

**Southwest Initiative Foundation**  
Hutchinson, Minn.

**\$75,000 /** The foundation serves as a catalyst for social and economic growth in southwest Minnesota and as a fiscal sponsor for Clean Up the River Environment, or CURE, a grassroots organization seeking to restore and protect the Upper Minnesota River watershed. This two-year, \$150,000 grant supports the Arts & Environment Sense of Place-based Community Economic Development Program, an initiative that uses the arts to raise community awareness of river-quality issues.

**Springboard for the Arts**  
St. Paul, Minn.

**\$150,000 /** Springboard works to build stronger, more vibrant communities, neighborhoods and economies by providing artists with essential skills, information and services, and integrating artistic individuals into the socioeconomic fabric of the city. The organization is using a two-year, \$300,000 grant to support Irrigate, a cross-sector initiative to use arts and culture to preserve neighborhood identities and spur commercial activity along the new Central Corridor Light Rail Transit Line.

**Walker Art Center**  
Minneapolis

**\$400,000 /** With its focus on contemporary visual, performing and media arts, the center takes a global multidisciplinary approach to the creation, presentation, interpretation, collection and preservation of art. This grant helps to ensure that the center's building-reserves fund is able to underwrite the cost of facility repairs over the next decade.

**Wing Luke Museum of the Asian Pacific American Experience**  
Seattle

**\$200,000 /** The Wing Luke Museum connects visitors to the rich history, culture and art of Asian Pacific Americans through innovative community-led programs that encourage multigenerational understanding and promote social justice. This two-year, \$400,000 grant for general operations enables the museum to refine and expand its programs and services.

**Women's Housing and Economic Development Corp.**  
Bronx, N.Y.

**\$75,000 /** The organization provides affordable housing, education, family support and economic development to families in the Bronx who struggle with poverty. This two-year, \$150,000 grant benefits the Bronx Music Heritage Center by funding the purchase of rehearsal/performance space for local musicians, the production of musical performances prior to the center's opening, and the creation of an archive of Bronx musical and cultural artifacts.

**Working Films**  
Wilmington, N.C.

**\$100,000 /** The independent media organization focuses on the art of community and audience engagement and links persuasive, provocative documentary films to long-term community organizing and cutting-edge activism. This grant supports the Reel Engagement Initiative, a media project that involves filmmakers, nonprofits, policymakers and activists in the creation of documentaries and story-driven narratives to address economic and environmental justice and human and civil rights.

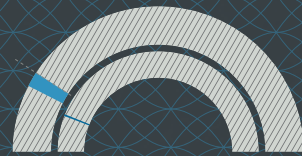
**Youth Radio**  
Oakland, Calif.

**\$275,000 /** Each year, award-winning Youth Radio provides broadcast and production training to low-income youth, who create original high-quality media content for local and national outlets, both mainstream and alternative. A two-year, \$550,000 grant supports the organization's current activities, the completion of a comprehensive capitalization plan, and seeds an operating reserve.



In 2012:

**\$4.7** Million  
**3** Awards



## The Brookings Institution (2011 grant) Washington

**\$800,000** / Brookings' Metropolitan Policy Program focuses attention on the vital role cities play as engines of economic growth and global competitiveness. This three-year, \$1.2 million grant supports research, policy and outreach activities that advance the economic transformation of Michigan's metropolitan areas.

## Emerge Community Development (2011 grant) Minneapolis

**\$200,000** / The nonprofit corporation provides economic opportunities to north Minneapolis residents through its portfolio of workforce, housing, social enterprise and community development programs. Assisted by this two-year, \$300,000 grant, EmERGE is renovating a historic library for use as a neighborhood technology, training and placement hub.

## German Marshall Fund of the United States (2010 grant) Washington

**\$250,000** / The nonpartisan public-policy and grantmaking institution promotes greater cooperation and understanding between North America and Europe. This three-year, \$750,000 grant enables U.S. leaders from cities including Detroit to participate in the Comparative Domestic Policy program, and establishes Detroit as a participating city in the Marshall Memorial Fellowship program.

## Housing Partnership Network Inc. Boston

**\$75,000** / The national network of nonprofit housing developers and lenders seeks to build affordable housing that uplifts low- and moderate-income residents and contributes to more vibrant communities. Assistance from a two-year, \$200,000 grant enables the network to advance and expand its work nationwide.

## Jobs for the Future (2011 grant) Boston

**\$400,000** / This nonprofit organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. This three-year, \$600,000 grant, requested on behalf of the National Fund for Workforce Solutions, supports the expansion of workforce development partnerships and meets the matching requirements for a federal grant initiative.

## L.A. Family Housing (2011 grant) North Hollywood, Calif.

**\$125,000** / The organization helps families transition out of homelessness and poverty through a continuum of housing, enhanced with supportive services, delivered through three shelters and 18 permanent rental properties. This two-year, \$250,000 grant funds the expansion of its model Housing Stability Program, which provides affordable, permanent housing and comprehensive wraparound services to chronically homeless families.

## Living Cities Inc.: The National Community Development Initiative (2010 grant) New York

**\$1,000,000** / The philanthropic, corporate and public-sector partnership was established to bring community-development opportunities and the financial power of mainstream markets to urban neighborhoods and residents. This three-year, \$3,000,000 grant supports the work of Living Cities, especially through its Integration Initiative, a new program to foster models for systems reform and regional cooperation in distressed communities.

## Local Initiatives Support Corp. (2011 grant) New York

**\$675,000** / The national community-development intermediary works through 30 local offices in 25 states to revitalize the nation's neighborhoods. It helps community-based organizations gain access to financial capital, expertise and policy support to create affordable housing and commercial activity. This two-year, \$1,425,000 grant continues support for the expansion of its Building Sustainable Communities initiative, a multifaceted approach to revitalization in cities and rural areas.

## Restaurant Opportunities Centers United Inc. (2011 grant) New York

**\$100,000** / Founded in New York City after the 9/11 terrorist attacks, the restaurant-workers organization, with 8,000 members in eight locations, seeks to improve the pay and job conditions of the nation's 10 million low-wage restaurant workers. This two-year, \$200,000 grant supports the expansion of COLORS, a worker-owned cooperative restaurant that provides employment, job training and a source of affordable local food, to new sites in New Orleans and Washington and a second location in New York.

## Smart Growth America Washington

**\$75,000** / The national organization researches, advocates and leads coalitions to bring smart-growth practices to communities nationwide. This two-year, \$140,000 grant expands the efforts of LOCUS, a national network of real-estate developers and investors who advocate sustainable, walkable urban development in metropolitan areas and help to shape federal and state policies on smart-growth issues.

## Urban Institute (2011 grant) Washington

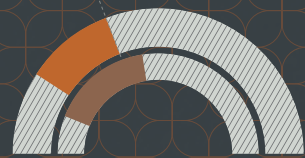
**\$125,000** / The nonpartisan economic and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. This two-year, \$200,000 grant funds the second phase of the What Works Collaborative: Building and Sharing Solutions for Housing and Urban Policy, a collaboration of national foundations and four leading research institutions engaging in the development of innovative policies and approaches to the current urban crisis.

## Youngstown Neighborhood Development Corp. Youngstown, Ohio

**\$150,000** / The public-private neighborhood-development organization is implementing the Youngstown 2010 plan, which calls for a smaller, greener city that leverages its resources and capitalizes on its cultural amenities and business advantages. A three-year, \$375,000 grant supports the rollout of this citywide agenda for community reinvestment and revitalization in three demonstration neighborhoods.

In 2012:

**\$30.3** Million  
**135** Awards



**Accounting Aid Society**  
Detroit

**\$75,000 /** Through volunteers and partnerships, the organization assists low- and moderate-income families and households with local, state and federal income-tax filings, as well as filings for property-tax refunds and tax credits. This two-year, \$150,000 grant supports the Northwest Neighborhood Tax Center, which provides free tax assistance and asset-building resources to residents of Northwest Detroit.

**American Civil Liberties Union Fund of Michigan**  
Detroit

**\$75,000 /** Michigan's state ACLU chapter works to defend residents' civil liberties at the most local level. This three-year, \$225,000 grant enables the chapter to address systemic civil-rights issues affecting Detroit and other urban communities and to expand its services statewide.

**Arise Detroit!** (2011 grant)  
Detroit

**\$150,000 /** Working with 300 community partners, the organization has engaged more than 3,000 volunteers in hundreds of community-service programs benefiting youth, families and neighborhoods. This two-year, \$300,000 grant funds the recruitment of additional volunteers, the launch of a weekly ARISE Detroit! Network radio show and service to the community on its annual citywide Neighborhoods Day.

**ArtServe Michigan Inc.**  
Wixom, Mich.

**\$133,000 /** The statewide organization fosters the potential of Michigan's arts and cultural sector in ways that enhance the health, well-being and quality of life for residents and communities. Funding supports a professional-development program for 12 literary and 12 performing artists who have been awarded 2012 Kresge Artist Fellowships during the fourth year of the Kresge Arts in Detroit initiative.

**ArtServe Michigan Inc.**  
Wixom, Mich.

**\$75,000 /** The statewide organization uses advocacy, capacity building and strategic communications, in partnership with constituents, stakeholders and the broader community, to cultivate the creative potential of Michigan's arts and cultural sector in ways that enhance the health, well-being and quality of life for residents and communities. ArtServe Michigan is using this two-year, \$175,000 grant to support its organizational work in building a robust arts and culture ecosystem.

**Belle Isle Conservancy**  
Detroit

**\$150,000 /** The conservancy is dedicated to preserving, protecting, restoring and enhancing Detroit's 982-acre Belle Isle Park. A two-year, \$300,000 grant provides funding to increase the organization's growth and capacity to engage the community and attract private and public resources.

**The Center for Leadership Innovation**  
Ellicott City, Md.

**\$50,000 /** The institute offers training and coaching to prepare current and emerging leaders in the community-development and nonprofit sectors. This grant funds the second year of the Michigan Latino Nonprofit Leadership Academy, which focuses on developing Latino nonprofit leaders, building organizational capacity and encouraging peer-to-peer networking.

**The Center for Michigan Inc.** (2011 grant)  
Ann Arbor, Mich.

**\$125,000 /** The center is a "think and do tank" that has engaged Michigan residents in dialogue about priorities and developed a citizen-driven action plan to bolster the state's prosperity. This two-year, \$250,000 grant provides funding for the center's newest campaign to engage frontline "education consumers" in community conversations about education-policy issues and to elevate the importance of education access and quality in the state.

**Central Detroit Christian Community Development Corp.**  
Detroit

**\$25,000 /** The faith-based organization provides housing, workforce training, neighborhood-beautification and youth-development services designed to bolster Central Detroit neighborhoods and empower residents. This grant supports the transformation of two city blocks into a town square, as part of a multiphase community-stabilization project around Peaches and Greens, a food center in the neighborhood.

**Citizens Research Council of Michigan**  
Livonia, Mich.

**\$286,170 /** The state's oldest public-policy research organization provides policymakers with unbiased, independent information on significant issues related to state and local government organization and finance. Grant money enables the council to assist the newly established Michigan Office of Great Start in researching the system required to provide coordinated, high-quality early childhood services and improve outcomes for Michigan children from birth to grade three.

**College for Creative Studies**  
Detroit

**\$419,500 /** The Detroit-based institution of arts and design offers bachelor's and master's degrees to students while preparing them for careers in the professional world. The college administers the Kresge Eminent Artist and Artist Fellowship programs and is using this three-year, \$1.77 million grant to fund two Eminent Artist awards and 36 artist fellowships during the fifth and sixth years of the Kresge Arts in Detroit initiative.

**College for Creative Studies**  
Detroit

**\$175,000 /** The Detroit-based institution of arts and design offers bachelor's and master's degrees to students while preparing them for careers in the professional world. A two-year, \$300,000 grant provides operational funding for the Detroit Creative Corridor Center and helps support creative, innovative businesses.

**College for Creative Studies**  
Detroit

**\$150,000 /** The Detroit-based institution of arts and design offers bachelor's and master's degrees to students while preparing them for careers in the professional world. The college is using this funding to create video documentation of Eminent Artists and Artist Fellows selected between 2011 and 2012 through the Kresge Arts in Detroit initiative.

**Corporation for Supportive Housing** (2011 grant)  
Brighton, Mich.

**\$100,000 /** The national intermediary provides financial and technical assistance to communities to develop permanent supportive housing for people who are homeless because of unemployment and chronic health issues. This three-year, \$300,000 grant supports the metropolitan Detroit office's launch of a new initiative to provide 50 people with permanent homes and an array of supportive services.

**Council of Michigan Foundations Inc.** (2011 grant)  
Grand Haven, Mich.

**\$100,000 /** The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities, and serves as the fiscal agent for the new Michigan Office of Urban and Metropolitan Initiatives established by Gov. Rick Snyder. This two-year, \$200,000 grant assists the office in developing and delivering a policy agenda to revitalize Michigan's major cities and strengthen their economies.

**Council of Michigan Foundations Inc.**  
Grand Haven, Mich.

**\$65,000 /** The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities. This two-year, \$130,000 grant funds the Office of the Foundation Liaison, a cabinet-level position established within state government to help identify and broker strategic partnerships between the state and foundations that could lead to policy reforms which improve the lives of Michigan families and children.

**Cultural Alliance of Southeastern Michigan**  
Detroit

**\$125,000 /** The professional association provides research, advocacy, marketing and professional-development services to nonprofit arts and culture organizations in a seven-county area. A two-year, \$255,000 grant enables the alliance to deliver services to member organizations and strengthen the arts and culture sector in Detroit and the surrounding region.

**Demos: A Network for Ideas and Action Ltd.** (2010 grant)  
New York

**\$75,000 /** The nonpartisan, public-policy research and advocacy organization anchors the Building Movement Project, which has worked in Detroit to bolster the capability of neighborhood groups to address systemic issues. With this three-year, \$225,000 grant, the project is establishing community-engagement labs in two Detroit neighborhoods to identify emerging leaders and increase resident participation.

**Detroit Area Pre-College Engineering Program**  
Detroit

**\$100,000 /** The program provides out-of-school educational enrichment to prepare students to pursue careers in science, technology, engineering and mathematics. Funding from a three-year, \$300,000 grant is being used to increase participation by underrepresented youth in its core programs and to design and implement a sustainable revenue model.

**Detroit Catholic Pastoral Alliance** (2011 grant)  
Detroit

**\$100,000 /** The community development coalition was founded by 14 churches in Detroit working to improve the quality of life along the Gratiot Avenue corridor. This two-year, \$200,000 grant supports the alliance's Gratiot Avenue Redevelopment Initiative, a mixed-use commercial/residential project.

**Detroit Development Fund**  
Detroit

**\$100,000 /** The community-development financial institution assists in revitalizing economically distressed areas of Detroit by providing loans and technical assistance to small-business owners, developers, building owners and contractors. This grant helps to fund the Detroit Grocer Working Capital program, which makes financing available to full-service independent neighborhood grocers in the city.

**Detroit Economic Growth Association** (2011 grant)  
Detroit

**\$333,000 /** The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This three-year, \$1 million grant for expansion of the Green Grocer Project increases access to full-service grocery stores that provide fresh, locally grown produce in Detroit's neighborhoods.

**Detroit Economic Growth Association**  
Detroit

**\$350,000 /** The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This grant supports efforts to build a stronger, more vibrant business environment and to promote commercial development and job growth in the city.

**Detroit Economic Growth Association**  
Detroit

**\$2,500,000 /** The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. Funding is being used to establish the governing consortium and program-management office for the implementation of the Detroit Future City Strategic Framework Plan, a comprehensive blueprint for the city's future that engages residents in understanding and guiding Detroit in its policy, planning and fiscal decision-making to create a shared, achievable new vision for the city.

**Detroit Economic Growth Association**  
Detroit

**\$1,200,000 /** The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This grant provides funding to support the final phase of the development of the association's Detroit Future City Strategic Framework Plan, which engages residents in understanding and guiding Detroit in its future policy, planning and fiscal decision-making to achieve a new, transformational vision for the city.

**Detroit Economic Growth Association**  
Detroit

**\$200,000 /** The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, downtown redevelopment and financing programs. This grant supports efforts to revitalize a two-mile stretch of the historic Livernois Avenue corridor and to complete the development of a streetscape-improvement plan.

**Detroit Historical Society**  
Detroit

**\$500,000 /** The society, which currently manages the Detroit Historical Museum and the Dossin Great Lakes Museum, seeks to educate and inspire Detroit residents and visitors by preserving and portraying the region's unique history and culture. Grant funding supports the Past>Forward Campaign to raise more than \$20 million for new and expanded exhibits, technology upgrades, educational offerings and enhancements at the two museums.

**The Detroit Institute of Arts** (2011 grant)  
Detroit

**\$800,000 /** The DIA, one of the nation's leading visual arts institutions, is building on the facility expansion and redesign of the display of its 60,000-work collection, completed in 2007, to enhance its reputation and expand its impact as an important cultural anchor in Detroit's Midtown district. This five-year, conditional \$4 million grant provides flexible support during the institution's transition to financial stability.

**Detroit Land Bank Authority** (2011 grant)  
Detroit

**\$300,000 /** The land bank was established by the Detroit City Council in 2008 to promote neighborhood stabilization and economic growth through the acquisition, management and disposition of tax-delinquent properties that have reverted to city ownership. Funding from this two-year, \$600,000 grant allows the land bank to expand its staff and to establish a structure that accelerates Detroit's neighborhood-revitalization efforts.

**Detroit Parent Network** (2011 grant)  
Detroit

**\$100,000 /** The Detroit Parent Network strengthens parental involvement with children in the home, at school and in the community through workshops, support groups and training sessions in leadership, advocacy and public speaking. This three-year, \$300,000 grant for general operations helps DPN increase the number of families it serves.

**Detroit Riverfront Conservancy Inc.**  
Detroit

**\$75,000 /** The public-private partnership has created public access to Detroit's riverfront and served as a catalyst for economic development in the city by developing five and a half miles of the riverfront, stretching from the Ambassador Bridge to the MacArthur (Belle Isle) Bridge. This funding supports the design and construction of a safe, inspiring play park adjacent to Rivard Plaza for children from underserved neighborhoods bordering the riverfront.

**Detroit Symphony Orchestra Hall Inc.**  
Detroit

**\$500,000 /** The Detroit Symphony Orchestra, a cultural icon and one of America's top-ranked performance organizations, attracts more than 400,000 people annually to its concerts and community education and outreach programs. Funding supports the orchestra while it restructures its operations for long-term sustainability and works to build its audience and patron base.

**Detroit Wayne County Health Authority** (2011 grant)  
Detroit

**\$500,000 /** The health authority serves uninsured and underinsured Detroit and Wayne County residents, and sponsors the Wayne Children's Healthcare Access Program, a partnership of health and human-services providers, practitioners, educators and advocates. This two-year, \$1 million grant supports the partnership's launch of a pediatric medical-home program in Detroit to improve health outcomes among children while lowering costs.

**Downtown Detroit Partnership Inc.** (2011 grant)  
Detroit

**\$200,000 /** The Downtown Detroit Partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. This three-year, \$650,000 grant commitment underwrites the partnership's programs and operations for three years.

**Eastern Market Corp.** (2011 grant)  
Detroit

**\$500,000 /** Eastern Market has supplied the area with fresh food since 1891 and currently draws more than 2 million market visitors to downtown Detroit annually. This three-year, \$1 million grant is going toward general support and the renovation of Shed 5 to expand programs and add a community kitchen.

**Eastern Market Corp.**  
Detroit

**\$100,000 /** Eastern Market has supplied the area with fresh food since 1891 and currently draws more than 2 million market visitors to downtown Detroit annually. Eastern Market Corp. is serving as the fiscal sponsor for this grant to the Mt. Elliott Makerspace, a nonprofit community workshop located on Detroit’s East Side, which encourages people to develop and fabricate innovative, commercially viable products and services.

**Eastern Market Corp.**  
Detroit

**\$145,000 /** Eastern Market has supplied the area with fresh food since 1891 and currently draws more than 2 million market visitors to downtown Detroit annually. Eastern Market Corp. is using this funding to develop financing strategies to support redevelopment and community-improvement projects.

**Education Trust Inc.**  
Washington

**\$150,000 /** The advocacy and research organization focuses on identifying and eliminating gaps in educational opportunity and achievement, especially for low-income and underrepresented students. Operational support provided by this three-year, \$375,000 grant for the statewide affiliate, Education Trust-Midwest, bolsters efforts to reduce gaps in academic opportunity in Michigan.

**Enterprise Community Partners Inc.** (2011 grant)  
Columbia, Md.

**\$90,000 /** Enterprise sponsors the Rose Architectural Fellowship, which guides emerging architects into community-based architectural design. This three-year, \$270,000 grant is being used to place a Rose Fellow with the University of Detroit Mercy’s Detroit Collaborative Design Center.

**Excellent Schools Detroit**  
Detroit

**\$334,000 /** The organization is implementing strategies in public-will building, talent development, school creation, accountability and early childhood education to improve student achievement and ensure all Detroit children have access to a high-quality education. This three-year, \$1 million grant supports the organization’s work to transform Detroit’s systems for educating students.

**Fair Food Network** (2009 grant)  
Ann Arbor, Mich.

**\$245,000 /** The nonprofit organization partners with other stakeholders to support access to healthy, fresh, sustainably grown food. This four-year, \$980,000 grant supports the launch of Fair Food Detroit, a program to help Detroit realize the economic and health potential of locally produced food.

**Fair Food Network** (2011 grant)  
Ann Arbor, Mich.

**\$100,000 /** The nonprofit organization partners with other stakeholders to support access to healthy, fresh, sustainably grown food. This three-year, \$300,000 grant provides funding for the Double Up Food Bucks pilot program at 60 farmers markets statewide and several independent Detroit-area grocers.

**First Children’s Finance**  
Minneapolis

**\$50,000 /** The national financing and advisory institution strengthens the business infrastructure of child care and early education through strategic investments in care providers’ facilities and operations across 10 states. Grant money supports the Michigan office, which provides financial and business-development assistance to high-quality child-care enterprises serving low- and moderate-income families in Detroit and statewide.

**Focus: HOPE**  
Detroit

**\$250,000 /** Since 1968, Focus: HOPE has served as a major provider of social-service, educational, training and workforce-development programs to address the problems of hunger, racial divisions, economic disparities and insufficient educational opportunities. Grant funding enables the organization to strengthen its operations and realign its growth strategy.

**Forgotten Harvest**  
Oak Park, Mich.

**\$500,000 /** Metropolitan Detroit’s food-rescue organization works to relieve hunger in the Detroit metropolitan community by collecting surplus, prepared and perishable food from groceries, restaurants, dairies, wholesalers and other Health Department-approved sources and delivering it to emergency food providers. This grant supports comprehensive infrastructure and program expansion needed to double food distribution to 36 million pounds in 2013 from 19 million pounds in 2010.



**Detroit Economic Growth Association**  
Detroit  
\$2,500,000

The nonprofit economic-growth arm of the Detroit Economic Growth Corp. engages in business attraction, urban redevelopment and financing programs. Funding helps establish the governing consortium and program-management office for implementing the Detroit Future City framework, a blueprint for the city’s future that engages residents in understanding and guiding Detroit in its policy, planning and fiscal decision making to create a shared, achievable new vision for the city.

Photo by Lon Horwedel

**Friends School in Detroit**  
Detroit

**\$30,000 /** Friends School offers a curriculum based on respect for the individual and the community for children in preschool through the eighth grade who come from diverse racial, ethnic and socioeconomic backgrounds. This neighborhood-oriented grant supports the school’s efforts toward long-term sustainability.

**German Marshall Fund of the United States**  
Washington

**\$64,000 /** The nonpartisan public-policy and grantmaking institution promotes greater cooperation and understanding between North America and Europe. The German Marshall Fund was selected to manage the Strong Cities, Strong Communities Fellowship Program and is using this two-year, \$128,000 grant to fund the two-year placement of one fellow in Detroit.

**Grassroots Solutions**  
Minneapolis

**\$400,000 /** The firm helps nonprofits, corporations, labor unions and other stakeholders organize, train and mobilize grassroots supporters for projects and campaigns. Through this grant, Grassroots is strengthening community engagement on the city’s Detroit Works Project long-term planning process, the M-1 Rail Streetcar project and other efforts related to the Detroit Program’s Re-Imagining Detroit 2020 framework.

**Grassroots Solutions**  
Minneapolis

**\$110,000 /** The firm helps nonprofits, corporations, labor unions and other stakeholders organize, train and mobilize grassroots supporters for projects and campaigns. This additional funding enables Grassroots to continue its advisory role in strengthening community engagement on the city’s Detroit Works Project long-term planning process, the M-1 Rail Streetcar project and other efforts related to the Detroit Program’s Re-Imagining Detroit 2020 framework.

**The Greening of Detroit** (2010 grant)  
Detroit

**\$250,000 /** Founded in 1989 to enhance the beauty of the city of Detroit through the reforestation of its public areas, the Greening also provides educational programs and development projects. This three-year, \$700,000 grant supports organizational capacity-building.

**Heritage Works**

Detroit

**\$35,000 /** The cultural-arts organization supports the creative, educational and vocational development of all children and families by providing programs in cultural enrichment, performance and visual arts, health and wellness and academic and professional skills. Grant money funds the Intersections project, a collaborative initiative in the North Corktown/Briggs neighborhood to complete the transformation of vacant lots into a community-centered pocket park commemorating Martin Luther King Jr. and Rosa Parks.

**Initiative for a Competitive Inner City Inc.**

Boston

**\$200,580 /** The national organization convenes business and civic leaders to drive innovation and action, transform thinking and accelerate inner-city business growth in order to create jobs, income and wealth for local residents. Funding supports research and analysis of Detroit's key nonindustrial, employment-intensive growth opportunities and optimal land-use strategies for promoting economic development and job creation across all sectors.

**Initiative for a Competitive Inner City Inc.**

Boston

**\$253,800 /** The national organization convenes business and civic leaders to drive innovation and action, transform thinking and accelerate inner-city business growth in order to create jobs, income and wealth for local residents. This grant supports further development of a comprehensive economic-growth and industrial-land-use strategy for Detroit.

**Invest Detroit Foundation** (2011 grant)

Detroit

**\$150,000 /** The foundation, which provides low-cost loans and nontraditional financial assistance to organizations promoting community development and strengthening the physical condition of the city, is a critical partner in the revitalization of the Woodward Corridor. This three-year \$400,000 grant for operational support enables Invest Detroit to ramp up its participation in two major redevelopment initiatives.

**Jefferson East Inc.**

Detroit

**\$175,000 /** Jefferson East fosters business and residential growth and development on Detroit's lower East Side. Grant money enables the association to launch a comprehensive public-safety and commercial-revitalization initiative along Detroit's East Jefferson Corridor.

**Lambert Sanctuaries**

Detroit

**\$85,050 /** Lambert Sanctuaries, which operates as the Greater Woodward Community Development Corporation, is the community development arm of St. Matthew's and St. Joseph's Episcopal Church in Detroit's North End neighborhood. This three-year, \$240,100 grant supports the launch of the Nehemiah Project, which provides low-skilled workers with on-the-job training and certification in green home building and renovation.

**Local Initiatives Support Corp.–Detroit**

Detroit

**\$750,000 /** The Detroit affiliate of the nation's largest community-development support organization provides operating support, technical and capacity-building assistance, project financing and leverage to community-based organizations engaged in revitalizing Detroit neighborhoods. This grant enables the group to continue implementing home preservation and neighborhood-improvement projects in Detroit's Springwells Village, Grandmont-Rosedale and Grand Boulevard-Woodward neighborhoods.

**Matrix Theatre Co.**

Detroit

**\$40,000 /** A cultural anchor of Southwest Detroit, the company uses the transformative power of theater to change lives, build community and foster social justice. Matrix serves as the fiduciary for ARTS 3000, a strategic collaboration of four small nonprofit arts organizations based in Southwest Detroit, which is using this three-year, \$140,000 grant to strengthen the operational capacity and sustainability of each member organization.

**Metropolitan Organizing Strategy Enabling Strength** (2010 grant)

Detroit

**\$100,000 /** Supported by diverse Southeast Michigan faith-based congregations and academic institutions, MOSES trains citizens how to affect public policies to develop more cooperative problem-solving around issues facing residents in underserved communities. MOSES is using this three-year, \$300,000 grant to launch the Millennium Organizing Project, which seeks to engage, coordinate and empower next-generation city and regional leaders and congregations in southeastern Michigan.

**Michigan Community Resources** (2011 grant)

Detroit

**\$225,000 /** The agency provides free legal and development sources to community-based nonprofits that serve Detroit residents. This two-year, \$500,000 grant enables the agency to offer technical, legal and educational assistance to communities engaged in land-use planning and neighborhood stabilization.

**Michigan Community Resources**

Detroit

**\$250,000 /** The agency provides free legal and development resources to community-based nonprofits that serve Detroit residents. Grant money enables the organization to assist neighborhood leaders and community groups with land-use planning and vacant-property maintenance and security initiatives.

**Michigan Education Excellence Foundation**

Lansing, Mich.

**\$1,000,000 /** The foundation supports the Education Achievement Authority of Michigan, or EAA, a new statewide school system that dramatically redesigns public education in low-performing public schools. This grant provides start-up funding for the EAA, which is positioned to operate and improve performance at Michigan's least-successful schools by offering innovative approaches to help increase student achievement.

**Michigan Environmental Council** (2011 grant)

Lansing, Mich.

**\$125,000 /** The coalition of 70 environmental, public health and faith-based organizations promotes state and national public policies to protect Michigan's water, landscape and communities, and supporting programs on energy, environmental health and land use. This two-year, \$275,000 grant underwrites the council's leadership of the new Transportation for Michigan coalition to develop a seamless, intermodal 21st-century transportation system in the state.

**Michigan History Foundation Inc.**

Lansing, Mich.

**\$75,000 /** The foundation raises private funds to support historic preservation and heritage educational projects and programs. Funding supports Michigan Modern, a June 2013 design exhibition and symposium at Cranbrook Art Museum that will illuminate Michigan's mid-20th Century architectural heritage and importance as a center for creativity and design innovation.

**Michigan League for Human Services** (2010 grant)

Lansing, Mich.

**\$150,000 /** Founded in 1912, the nonpartisan statewide membership and advocacy organization, now called the Michigan League for Public Policy, is dedicated to ensuring that Michigan's low-income residents achieve economic security. This two-year, \$300,000 grant for operating support strengthens the league's capacity to collect and analyze data on the needs of residents and disseminate this information to community-based organizations in Detroit and Southeast Michigan.

**Michigan Nonprofit Association** (2011 grant)

Lansing, Mich.

**\$140,000 /** The association is a statewide network, resource center and advocate for Michigan's nonprofit community. The expansion of its Metro Detroit Partnership office, supported by this three-year \$380,000 grant, makes more services and programs available to help nonprofits in southeastern Michigan increase their effectiveness, engagement and relevance.

**Michigan Nonprofit Association**

Lansing, Mich.

**\$290,000 /** The association is a statewide network, resource center and advocate for Michigan's nonprofit community. Grant money enables the organization to administer and strengthen Data Driven Detroit, a regional data collection, storage and analysis center for information related to key social, economic and environmental indicators.

**Michigan Opera Theatre**

Detroit

**\$250,000 /** The opera company serves as a major cultural resource in Detroit by presenting high-caliber opera and dance productions, providing opportunities for emerging talent and facilitating an extensive network of education and outreach opportunities in the community. This grant provides critical financial support to help position the organization for long-term sustainability.

**Michigan Roundtable for Diversity and Inclusion**

Detroit

**\$100,000 /** Through a process of recognition, reconciliation and renewal, the Roundtable engages Michigan communities seeking greater commitment to inclusion and diversity, and advances understanding and appreciation of diverse viewpoints while relieving cultural tensions. A two-year, \$200,000 grant supports the organization's ongoing work in Detroit and other communities across the state.

## Michigan Suburbs Alliance Ferndale, Mich.

**\$125,000** / The coalition of Southeast Michigan's inner-ring suburbs supports policies and projects that end systematic disinvestment in older cities and promote vibrant, healthy communities. This grant helps to engage greater numbers of area residents in a federally funded Alternatives Analysis to evaluate various rapid-transit alternatives for the 27-mile span of Woodward Avenue from downtown Detroit to downtown Pontiac.

## Michigan Unemployment Insurance Project (2011 grant) Ann Arbor, Mich.

**\$50,000** / The independent nonprofit organization, established by the University of Michigan Law School, provides free advice and legal representation to jobless workers filing for unemployment benefits in an eight-county area of Southeast Michigan. This two-year, \$150,000 grant supports the project.

## Michigan Women's Foundation (2011 grant) Detroit

**\$75,000** / Established in 1986 by 30 prominent Michigan women, the statewide foundation is dedicated to improving the economic self-sufficiency and personal well-being of women and girls. Assisted by this two-year, \$150,000 grant, the foundation continues to provide financial capital and technical assistance to female entrepreneurs in Detroit and underserved communities through its Power of 100 Women program and MWF Angel Fund.

## Midtown Detroit Inc. Detroit

**\$1,000,000** / The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. This grant provides funding for its operations, projects and activities related to district planning, anchor engagement and physical revitalization.

## Midtown Detroit Inc. Detroit

**\$250,000** / The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. A two-year, \$500,000 grant funds the planning and production, in 2013, of the second Art X Detroit: Kresge Arts Experience, a biennial, multidisciplinary public festival that showcases the work of Kresge Artist Fellows and Eminent Artists in venues across Midtown.

## Central Detroit Christian Community Development Corporation Detroit \$25,000



Central Detroit Christian's Peaches and Greens neighborhood produce market gives Detroit families greater access to quality fruits and vegetables. A \$25,000 grant funds the first phase of an effort to create a town square around the market, part of the Detroit Program's effort to build strong neighborhoods. Additional funding is following in 2013.

Photo by Lon Horwedel

## Midtown Detroit Inc. Detroit

**\$150,000** / The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. Midtown Detroit is using this grant from the Detroit and Arts & Culture Programs to launch, in 2012, the inaugural DLECTRICITY festival, a free two-day exhibition of contemporary public art designed to illuminate a mile-long stretch of Midtown.

## New Detroit Inc. (2010 grant) Detroit

**\$125,000** / The coalition of leaders from business, labor, media, community-based and civil-rights organizations and educational, health and religious institutions works collaboratively to foster more positive race relations by influencing issues and policies that ensure economic and social equity. This four-year, \$375,500 grant supports the organization's operations and race-relations activities.

## New Urban Learning (2011 grant) Detroit

**\$185,000** / The education-management organization delivers high-quality operational services to schools that are committed to student achievement. This two-year, \$370,000 grant advances the planning and development of a model Educare early childhood center to serve Detroit families and children in the Midtown neighborhood.

## NextEnergy Center Detroit

**\$700,000** / The NextEnergy Center is one of the nation's leading technology and business accelerators focused on alternative and renewable energy. Through this grant, the center is providing planning and technical assistance to help Detroit develop a Green Initiatives and Sustainable Technologies plan that meets revised City Charter requirements and moves the city toward a green economy and a more environmentally sustainable future.

## NextEnergy Center Detroit

**\$135,810** / The NextEnergy Center is Michigan's leading technology and business accelerator focused on alternative and renewable energy. This funding covers planning and technical assistance to help Detroit develop green initiatives and sustainable technologies to move the city toward a green economy and a more environmentally sustainable future.

## Nonprofit Enterprise at Work Inc. Ann Arbor, Mich.

**\$75,000** / Nonprofit Enterprise at Work, or NEW, offers nonprofits in Southeast Michigan the resources, technology and services they need to succeed. NEW is using this grant to develop and refine its business model to help nonprofits develop strong, informed leadership and gain access to funding and other resources that support their organizational and fiscal health.

## Ohio State University Foundation Columbus, Ohio

**\$100,000** / Ohio State University is the home of the Kirwan Institute for the Study of Race and Ethnicity, an interdisciplinary research center focused on understanding the causes and consequences of racial inequity. A two-year, \$200,000 grant supports a Kirwan-led initiative in Detroit to analyze neighborhood conditions and identify ways to promote greater social and racial equity.

## Presbyterian Villages of Michigan (2011 grant) Southfield, Mich.

**\$250,000** / Presbyterian Villages has been a leader since 1945 in quality senior living and services, and currently serves more than 3,000 elderly adults in 24 village locations throughout the state of Michigan. This grant supports planning for the East Jefferson Neighborhood Project, which will offer affordable, healthy housing and high-quality services to 300 low-income, aging residents of the East Jefferson neighborhood in Detroit.

## Project for Public Spaces Inc. New York

**\$100,000** / The nonprofit planning, design and educational organization is dedicated to helping people create and sustain public spaces that build stronger communities. It is using this funding to plan and implement short-term improvements to Belle Isle that increase public utilization and enjoyment of the park and to help create a sustainable model for park management and restoration.

## Restaurant Opportunities Centers United Inc. (2011 grant) New York

**\$100,000** / Founded in New York City, the organization seeks to improve the pay and job conditions of the nation's 10 million low-wage restaurant workers. This two-year, \$200,000 grant allows the Michigan affiliate to launch COLORS of Detroit, a worker-owned cooperative restaurant that provides employment, job training and a source of affordable local food.

**Southwest Detroit Business Association Inc.** (2011 grant)  
Detroit

**\$200,000 /** The coalition of businesses and community interests is committed to facilitating the continuation and enhancement of a stable, economically healthy Southwest Detroit. Assisted by this two-year, \$500,000 grant, the association is reviving a 2.3-mile stretch of the West Vernor Avenue corridor as a thriving commercial district and completing a plan for streetscape improvements.

**Southwest Housing Solutions Corp.** (2011 grant)  
Detroit

**\$150,000 /** Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real estate assets, allowed families facing foreclosure to stay in their homes and assisted first-time homebuyers. This three-year, \$450,000 grant underwrites the consolidation of house-counseling, workforce development and financial literacy services into a single Family Financial Fitness program for low- and moderate-income families.

**Southwest Housing Solutions Corp.**  
Detroit

**\$85,000 /** Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real-estate assets, allowed families facing foreclosure to stay in their homes and assisted first-time homebuyers. This two-year, \$160,000 grant supports the Rebuilding Civil Society Project, a new network of Detroit coalitions working to create up-from-the-ground solutions to the challenges facing the city.

**Starfish Family Services Inc.**  
Inkster, Mich.

**\$150,000 /** Each year, more than 9,000 at-risk children and families in Southeast Michigan receive assistance through the agency's 13 programs and 14 service sites. Through a three-year, \$450,000 grant, Starfish is completing phase two of a comprehensive, long-term early childhood education strategy that improves and expands its current services.

**Teach for America Inc.** (2010 grant)  
New York

**\$330,000 /** Established in 1990 as a national corps of college graduates who teach in underserved schools, Teach for America has become a network of 24,000 individuals and a conduit of committed educational leaders. Using this four-year, \$1 million grant, the organization is re-establishing its site in Detroit, and recruiting, training and placing up to 300 corps members in Detroit public and charter schools.

**THAW Fund**  
Detroit

**\$100,000 /** The Heat And Warmth, or THAW, Fund is an independent agency that provides low-income individuals and families in Michigan with emergency energy assistance. This joint grant from our Detroit and Human Services teams enables the agency and its partners to establish the Michigan Home Energy Solutions Initiative to help low-income consumers achieve energy self-sufficiency, decrease the need for emergency assistance and reduce the number of utility shutoffs due to delinquent payments.

**Third Sector New England Inc.** (2011 grant)  
Boston

**\$25,000 /** Third Sector provides capacity-building programs and services for individual nonprofits and the nonprofit sector. This two-year, \$100,000 grant funds our membership in the Early Childhood Funders' Collaborative, a coalition of foundations and corporate-giving programs dedicated to promoting the positive development of young children.

**Turning Point Inc.** (2011 grant)  
Mount Clemens, Mich.

**\$133,000 /** The organization provides programs and resources that enable victims and survivors of domestic violence, sexual assault and homelessness to regain control of their lives. This three-year, \$400,000 grant provides funding to expand an existing domestic-violence shelter in the metropolitan Detroit area and enhance safety-net support for women, children and families.

**U3 Ventures**  
Philadelphia

**\$350,000 /** U3 Ventures specializes in projects that leverage the employment base, procurement volume and facilities of universities and medical institutions to improve their surrounding neighborhoods. This grant enables U3 Ventures to expand the scope of its work in Detroit to include the design and coordination of community-development initiatives in the Woodward Avenue corridor, where efforts focus on enhancing quality of place, strengthening the local economy and early childhood education system, optimizing land use and creating jobs.

**University of Detroit Mercy** (2011 grant)  
Detroit

**\$125,000 /** The university delivers student-centered undergraduate and graduate education in an urban context, and is home to the Detroit Collaborative Design Center, a community outreach program of the School of Architecture. This three-year, \$375,000 grant provides general operating support for the design center.

**Vanguard Community Development Corp.** (2011 grant)  
Detroit

**\$150,000 /** The comprehensive, holistic community service and development organization works to facilitate, coordinate and ignite educational, economic and community growth and investment in the Central Woodward-North End neighborhood of Detroit. This two-year, \$300,000 grant funds its operations and builds its organizational capacity.

**The Villages Community Development Corp.**  
Detroit

**\$75,000 /** The community development corporation is working to accelerate economic development in the Villages of Detroit, a collection of six historic neighborhoods located on the city's lower east side. Funding supports a planning process for the revitalization of the Van Dyke Avenue commercial corridor between Jefferson and Kercheval avenues, and advances a comprehensive neighborhood business-development strategy.

**Volunteers in Prevention, Probation & Prisons Inc.** (2011 grant)  
Detroit

**\$50,000 /** The organization, known as VIP Mentoring, uses its network of volunteer mentors to nurture and enrich the lives of children living in the Detroit area and 12 Michigan counties. This two-year, \$125,000 grant extends one-to-one adult mentoring to 446 children who have incarcerated parents.

**WARM Training Center**  
Detroit

**\$150,000 /** The center promotes the development of resource-efficient, affordable, healthy homes and communities through education, training and technical assistance. Through this three-year, \$250,000 grant, the center is building staff capacity in financial management, data analysis and marketing to help maintain its operations while it realigns its growth strategy.

**Wayne County KidSpace**  
Detroit

**\$46,100 /** KidSpace offers affordable, professional child care for infants and pre-kindergarten-age children. This three-year, \$218,450 grant promotes the expansion of high-quality early childhood education in Detroit's downtown, Midtown and North End neighborhoods.

**Wayne State University** (2011 grant)  
Detroit

**\$1,500,000 /** Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs, and is the implementing agency for the Detroit Revitalization Fellows Program. The program places mid-career redevelopment professionals in two-year fellowships at public and nonprofit organizations in metropolitan Detroit.

**Wayne State University**  
Detroit

**\$100,000 /** Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. This two-year, \$200,000 grant supports the Math Corps Program, a signature academic enrichment and mentoring initiative for Detroit middle school and high school students pioneered by the university's Center for Excellence and Equity in Mathematics.

**Wayne State University**  
Detroit

**\$91,990 /** Wayne State is a comprehensive, urban research university and the coordinator of the Woodward Corridor Early Childhood Consortium. A four-year, \$245,970 grant strengthens the consortium, a program of the university's School of Education and Merrill Palmer Skillman Institute for Child and Family Development, and advances community efforts to promote quality child care in Detroit's downtown, Midtown and North End neighborhoods.

**Wayne State University**  
Detroit

**\$100,000 /** Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. Funding from this three-year, \$300,000 grant enables the university's Center for Urban Studies to continue its management of the Detroit/Wayne County Green and Healthy Homes Initiative, a collaborative effort to expand the number of green, healthy homes citywide.

**Young Nation**  
Detroit

**\$20,000 /** The community-based Southwest Detroit youth group promotes the holistic development of young people in urban settings through relationship building, community education and passion-driven projects. Grant money supports The Alley Project, or TAP Gallery, a multifaceted program to create new spaces where neighborhood residents can engage in arts and cultural activities.

## Kresge Arts in Detroit

One of the Detroit Program's strategic objectives is a multifaceted approach to support and develop Wayne, Oakland and Macomb county artists, and arts and cultural institutions and organizations. Called Kresge Arts in Detroit, it includes the Kresge Eminent Artist Award and Kresge Artist Fellowships. We believe these arts and culture efforts contribute to an essential quality of life that is vibrant, diverse and self-enriching.

### Kresge Eminent Artist

**Award-winning poet, editor and educator Naomi Long Madgett was the 2012 Kresge Eminent Artist and awarded a \$50,000 prize.**

A professor-emeritus of English at Eastern Michigan University, Madgett is the author of 10 books of poetry, a pair of textbooks and the 2006 memoir "Pilgrim Journey." She also has edited two anthologies, and her poems have appeared in scores of collections at home and abroad. Her work has been recognized with an American Book Award, the Governor of Michigan's Artist Award, three honorary degrees, several lifetime-achievement awards and induction into three halls of fame. Madgett was named Poet Laureate of Detroit in 2001. Lotus Press, which she founded in 1972, has published more than 90 collections of poetry written by emerging and established poets.

Previous Eminent Artists include literary artist and educator Bill Harris, jazz trumpeter and composer Marcus Belgrave, and visual artist Charles McGee.

Photo by Julie Pincus

### Kresge Artist Fellowships

**In 2012, 24 Kresge Artist Fellowships, each with an unrestricted stipend of \$25,000, were awarded to artists from metropolitan Detroit.** / The fellowships seek to advance and encourage the creative vision, commitment and careers of Detroit artists in a wide range of artistic disciplines, and to elevate the profile of the artistic community in the region. Fellows also receive professional development opportunities from ArtServe Michigan. Detroit's College for Creative Studies administers the fellowships as well as the Eminent Artist Award.



**2012 performing arts fellows:**

Terry Peake, Natasha "T" Miller, Xiao Dong Wei, Bryce Harding ("Mr. Chips"), Chris Pottinger, Don "Doop" Duprie, Kris Johnson, Ara Topouzian, Blaksmith of Passalacqua, and (center front) Maria Costa and "Mister" of Passalacqua.

**2012 literary fellows:**

(front) Mark Stryker, Kim Hunter, Lolita Hernandez, Mary Jo Firth Gillett, Kathleen Pfeiffer, Ken Meisel; (rear) Cheryl A. Alston, Stephen Jones, Michael Hurtt, Heidi Kaloustian, Peter Markus, and Marsha Music.



Photos by Lon Horwedel



**Kresge Arts Support**

Since 2007, we have provided \$15.3 million in operating support to small, midsize and large organizations in metropolitan Detroit’s Wayne, Oakland and Macomb counties. In 2012, we awarded \$4.24 million to more than 60 organizations through our Detroit Program’s arts support effort. The multiyear awards went to:

**555 Nonprofit Gallery and Studios**

Detroit

**\$10,000** over three years.

**All The World’s A Stage**

Romeo, Mich.

**\$10,000** over three years.

**Anton Art Center**

Mount Clemens, Mich.

**\$25,000** over three years.

**Arab Community Center for Economic and Social Services**

Dearborn, Mich.

**\$100,000** over three years.

**Arts & Scraps**

Detroit

**\$40,000** over three years.

**Arts League of Michigan Inc.**

Detroit

**\$70,000** over three years.

**Birmingham Bloomfield Art Center Inc.**

Birmingham, Mich.

**\$70,000** over three years.

**Chamber Music Society of Detroit**

Farmington Hills, Mich.

**\$45,000** over three years.

**Charles H. Wright Museum of African American History**

Detroit

**\$170,000** over two years.

**College for Creative Studies**

Detroit

**\$90,000** over three years.

**Cranbrook Educational Community**

Bloomfield Hills, Mich.

**\$130,000** over two years.

**Detroit Artists Market**

Detroit

**\$30,000** over three years.

**Detroit Chamber Winds & Strings**

Southfield, Mich.

**\$40,000** over three years.

**Detroit Children’s Choir Inc.**

Detroit

**\$10,000** over three years.

**Detroit Historical Society**

Detroit

**\$100,000** over three years.

**The Detroit Institute of Arts**

Detroit

**\$200,000** over two years.

**Detroit International Jazz Festival Foundation**

Harper Woods, Mich.

**\$60,000** over two years.

**Detroit Public Library Friends Foundation Inc.**

Detroit

**\$40,000** over three years.

**Detroit Public Television**

Wixom, Mich.

**\$100,000** over three years.

**Detroit Public Television**

Wixom, Mich.

**\$200,000** over two years.

**Detroit Repertory Theatre**

Detroit

**\$60,000** over two years.

**Detroit Symphony Orchestra Hall Inc.**

Detroit

**\$200,000** over two years.

**Detroit Zoological Society**

Royal Oak, Mich.

**\$200,000** over two years.

**Eisenhower Dance Ensemble**

Southfield, Mich.

**\$35,000** over three years.

**FAR Conservatory of Therapeutic and Performing Arts**

Birmingham, Mich.

**\$40,000** over three years.

**Great Lakes Chamber Music Festival Operating Corp.**

Southfield, Mich.

**\$25,000** over three years.

**Grosse Pointe Theatre Inc.**

Grosse Pointe, Mich.

**\$20,000** over three years.

**The Heidelberg Project**

Detroit

**\$50,000** over three years.

**The Henry Ford**

Dearborn, Mich.

**\$200,000** over two years.

**Heritage Works**

Detroit

**\$18,000** over three years.

**Holocaust Memorial Center**

Farmington Hills, Mich.

**\$40,000** over three years.

**Huron Valley Council for the Arts**

Highland, Mich.

**\$10,000** over three years.

**InsideOut Literary Arts Project**

Detroit

**\$80,000** over three years.

**Jewish Ensemble Theatre Co.**

West Bloomfield, Mich.

**\$50,000** over three years.

**Kresge Arts Support**

**Living Arts**

Detroit

**\$45,000** over three years.

**Macomb Community College**

Warren, Mich.

**\$110,000** over two years.

**Marygrove College**

Detroit

**\$25,000** over three years.

**Matrix Theatre Co. Inc.**

Detroit

**\$50,000** over three years.

**Michigan Opera Theatre**

Detroit

**\$200,000** over two years.

**Michigan Philharmonic**

Plymouth, Mich.

**\$10,000** over three years.

**Michigan Science Center**

Detroit

**\$70,000** over two years.

**Michigan State University**

East Lansing, Mich.

**\$30,000** over three years.

**Mosaic Youth Theatre of Detroit**

Detroit

**\$90,000** over three years.

**Motor City Brass Band**

Southfield, Mich.

**\$10,000** over three years.

**Motown Museum**

Detroit

**\$25,000** over three years.

**Museum of Contemporary Art Detroit**

Detroit

**\$100,000** over three years.

**Music Hall Center for the Performing Arts Inc.**

Detroit

**\$160,000** over two years.

**Oakland University**

Rochester, Mich.

**\$10,000** over three years.

**Oakland University**

Rochester, Mich.

**\$25,000** over three years.

**Paint Creek Center for the Arts**

Rochester, Mich.

**\$30,000** over three years.

**Pewabic Pottery**

Detroit

**\$100,000** over three years.

**Plowshares Theatre Co.**

Detroit

**\$30,000** over three years.

**Power House Productions**

Detroit

**\$10,000** over three years.

**PuppetART**

Detroit

**\$17,000** over three years.

**Rackham Symphony Choir**

Grosse Pointe, Mich.

**\$20,000** over three years.

**The Scarab Club**

Detroit

**\$30,000** over three years.

**Southwest Detroit Business Association Inc.**

Detroit

**\$25,000** over three years.

**Sphinx Organization Inc.**

Detroit

**\$130,000** over two years.

**Stagecrafters**

Royal Oak, Mich.

**\$40,000** over three years.

**The Theatre Ensemble**

Rochester, Mich.

**\$50,000** over three years.

**Troy Historical Society**

Troy, Mich.

**\$30,000** over three years.

**VSA Michigan**

Detroit

**\$25,000** over three years.

**Wayne State University**

Detroit

**\$60,000** over three years.

**Wayne State University**

Detroit

**\$70,000** over three years.

**Wayne State University**

Detroit

**\$10,000** over three years.

**Wayne State University**

Detroit

**\$50,000** over three years.

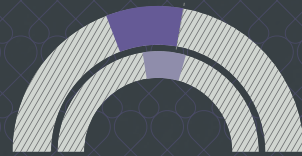
**YMCA of Metropolitan Detroit**

Detroit

**\$55,000** over three years.

In 2012:

**\$26.0** Million  
**57** Awards



**ACCESS** (2011 grant)  
Boston

**\$225,000** / ACCESS, now known as uAspire, promotes college access for underserved students by offering free college-affordability programs to high school students in Boston and Springfield, Mass. This three-year, \$700,000 grant supports a national expansion into three new cities, the extension of financial-aid counseling to 20,000 additional students and the development of a certification program in college financial-aid advising.

**Achieving the Dream**  
Silver Spring, Md.

**\$970,000** / The national reform initiative seeks to increase the academic success of community college students, particularly low-income and students of color. This three-year, \$2.04 million grant supports leadership development for community college presidents and trustees, the addition of three community colleges to the initiative and the sharing of lessons learned in the pursuit of postsecondary reform by U.S. and South African higher education leaders.

**Alumni Association of the University of Michigan** (2011 grant)  
Ann Arbor, Mich.

**\$100,000** / The alumni association is an independent, membership organization that offers alumni programs and services and supports the University of Michigan. This two-year, \$200,000 grant provides funding for the association's LEAD Scholars Program, which uses scholarships and targeted outreach to recruit, retain and graduate underrepresented minority students.

**American Association of Community Colleges**  
Washington

**\$500,000** / The association is the leading advocacy and membership organization for the nation's 1,200 community colleges and their nearly 12 million students. This grant enables AACC to mount a public relations campaign to help shape understanding of the role, value and agenda of community colleges, and to create buy-in for implementing recommendations made by the 21st-Century Commission on the Future of Community Colleges.

**American Council on Education** (2011 grant)  
Washington

**\$100,000** / ACE, the nation's major higher-education coordinating body, seeks to increase educational access and attainment for traditional and nontraditional learners. This three-year, \$375,000 grant supports the national coordination of an annual College Application Week in each state to highlight the resources available to help low-income and first-generation students pursue postsecondary education.

**American Council on Education**  
Washington

**\$758,000** / The nation's major higher education coordinating body, seeks to increase educational access and attainment for traditional and nontraditional learners. This grant funds the Toolkit for Veteran Friendly Institutions, a project to familiarize veterans with their education benefits and postsecondary options under the new GI Bill and to encourage colleges to create programs and services that support veterans' education-attainment goals.

**American Council on Education**  
Washington

**\$600,000** / The nation's major higher education coordinating body seeks to increase education access and attainment for traditional and nontraditional learners. ACE is using this grant to develop a comprehensive national initiative to increase U.S. adult learning and degree-attainment rates.

**American Public Media**  
St. Paul, Minn.

**\$200,000** / The media organization is the largest owner and operator of public radio stations and a premier producer and distributor of public radio programming, including Marketplace, which attracts more than 9 million listeners weekly. A three-year, \$450,000 grant enables Marketplace to increase the scope and frequency of its higher education coverage and to enhance public understanding of America's educational system.

**Arkansas Association of Two-Year Colleges** (2011 grant)  
Little Rock, Ark.

**\$250,000** / The association for the state's 22 public community colleges seeks to enhance student performance. This two-year, \$650,000 grant helps improve developmental education through the promotion of successful reform models.

**Arkansas Association of Two-Year Colleges**  
Little Rock, Ark.

**\$300,000** / The association for the state's 22 public community colleges seeks to enhance student performance. This two-year, \$500,000 grant, part of the national "Credit When It's Due" initiative, funds the development of a credit-tracking and notification structure for a statewide reverse transfer program, which awards associate degrees to degree-eligible students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

**Association of Community College Trustees**  
Washington

**\$43,000** / ACCT is a membership association of governing boards representing more than 6,500 elected and appointed trustees who govern 1,200 community, technical and junior colleges. Funding is being used to sponsor "Leadership Counts: An Essential Dialogue," a one-day, high-level meeting focused on the challenges and opportunities related to identifying, developing and supporting community college leaders who can advance a student-success agenda.

**Association of Community College Trustees**  
Washington

**\$250,000** / ACCT is a membership association of governing boards representing more than 6,500 elected and appointed trustees who oversee 1,200 community, technical and junior colleges located in the United States and abroad. This two-year, \$400,000 grant enables ACCT to expand and improve its educational offerings for trustees and strengthen the capacity of governing boards and presidents to pursue reforms that increase the rate of college degree attainment.

**Brandon Roberts + Associates**  
Chevy Chase, Md.

**\$475,000** / The consulting firm manages, on behalf of a funders' collaborative, the Working Poor Families Project, or WFPF, a national initiative focused on state workforce-development policies involving education and skills training for adults, economic development and income and work supports. This two-year, \$950,000 grant, awarded by the Education and Human Services teams, enables WFPF to assist its network of nonprofit organizations, operating across 23 states, in strengthening state policies on behalf of low-income working families.

**Campaign for College Opportunity**  
Los Angeles

**\$350,000** / The broad-based coalition of business, labor, ethnic, religious and civic organizations works to ensure that California's next generation of students has the opportunity to attend college and succeed. This three-year, \$750,000 grant advances organizational efforts to increase college completion by raising public awareness, strengthening statewide support and identifying policy solutions related to affordability, transfer and funding.

## Carnegie Foundation for the Advancement of Teaching Stanford, Calif.

**\$1,500,000 /** The independent policy and research center seeks to transform U.S. education through innovations in teaching practice, student learning and knowledge building. This three-year, \$2 million grant supports the piloting and national expansion of two new developmental mathematical curriculums, Statway and Quantway, designed to help community college students more quickly and successfully transition to credit-bearing college mathematics courses.

## Center for Community Change Washington

**\$110,000 /** The center strengthens, connects and mobilizes grassroots groups to enhance their leadership, voice and power. This grant supports the Young Invincibles' Campaign for Young America national youth bus tour of 16 states and the launch of an online discussion platform, which are intended to mobilize and empower young adults to play a leading role in expanding educational and economic opportunities.

## Center for Law and Social Policy Washington

**\$315,000 /** The center improves the lives of low-income people by developing and advocating for federal, state and local policies to strengthen families and create pathways to postsecondary education and work. CLASP co-manages the Benefits Access for College Completion initiative and is using this three-year, \$800,000 grant to support a learning community that is developing sustainable policies and practices to help all eligible students connect with the public benefits to which they are entitled.

## CEOs for Cities Chicago

**\$31,000 /** The network of civic leaders is spearheading the advancement of the next generation of great American cities. This additional grant funding enables CEOs for Cities to offer a series of four informational webinars to cities competing in the Talent Dividend Prize competition, which awards \$1 million to the city that achieves the greatest increase in the number of college degrees granted per 1,000 residents over a three-year period.

## College Summit Washington

**\$250,000 /** The nationally recognized college access organization provides college preparation services to low-income and underrepresented students in 170 high schools in 12 states. Through this three-year, \$750,000 grant, College Summit is expanding in the public Los Angeles Unified School District, where it provides 10,000 students annually with the support services they need to enter and succeed in college.

## The Community College of Baltimore County Baltimore

**\$500,000 /** The multicampus two-year college provides undergraduate education, workforce development, technology training and lifelong learning to nearly 70,000 people annually in the Baltimore metropolitan area. This grant funds the expansion of its Accelerated Learning Program, a successful approach to improving student success in developmental English courses, and a pilot launch of the program at up to 10 Michigan community colleges.

## Council for Adult and Experiential Learning Chicago

**\$850,000 /** Known as CAEL, the council provides colleges, universities, businesses, labor organizations and state and local governments with tools and strategies to improve learning opportunities for working adults. This two-year, \$1.2 million grant funds the enhancement and expansion of services and products offered by LearningCounts.org, a national online center to assess college-level learning acquired outside a traditional classroom setting for academic credit.

## El Paso Community College El Paso, Texas

**\$645,000 /** EPCC is committed to student success, and offers more than 130 academic programs and 350 personal enrichment and continuing education courses at five campuses in El Paso County. This grant supports the planning and initial implementation of a strategy to increase degree completion by military personnel, veterans and their dependents, in partnership with the University of Texas at El Paso and other four-year institutions.

## Excelsior College Albany, N.Y.

**\$345,000 /** Excelsior College is a leader in online and distance learning, and assists adult learners in reaching their educational goals by providing efficient, affordable access to higher education through multiple avenues to degree completion. This two-year, \$639,000 grant creates and pilots an open-source, interactive, multimedia Online Writing Lab for community college students needing developmental writing training.

## Forum for the Future of Higher Education (2011 grant) Cambridge, Mass.

**\$40,000 /** The independent organization, located on the Massachusetts Institute of Technology campus, is a community of academic leaders and scholars who explore new thinking and ideas that affect the future of higher education. This four-year, \$160,000 grant enables forum members to study innovative ways of using learning media and technologies to improve academic productivity.

## Foundation for California Community Colleges Sacramento, Calif.

**\$475,000 /** Known as FCCC, the foundation serves California's 112 community colleges, providing resource development and advancement, program and grant management, systemwide purchasing, financial services, information technology and career-training support. This two-year, \$845,000 grant underwrites the development of a statewide student-awareness campaign and online resource center to help more community college students complete their degrees.

## Governors State University (2011 grant) University Park, Ill.

**\$200,000 /** The upper-division university, where course work begins at the junior baccalaureate level, is the only public institution of higher education in Chicago's south suburban area. This three-year, \$875,000 grant funds the expansion of the university's Dual Degree Program, which aims to increase the transfer rate of students from six local community colleges.

## Houston Community College Foundation (2011 grant) Houston

**\$200,000 /** The foundation supports Houston Community College, one of the nation's largest and most diverse two-year colleges, which serves 75,000 predominantly low-income and minority students at its six campuses. This four-year, \$800,000 grant funds the Adult Degree Completion Initiative, which includes the college's Veterans Outreach program and five-week Parent Academy.

## Incight Co. (2010 grant) Portland, Ore.

**\$98,000 /** Founded by two wheelchair-dependent college graduates, Incight operates the Students Transitioning and Realizing Talent program, which provides disabled high school students with the tools, resources and support to chart their course into postsecondary education. This four-year, \$375,000 grant expands Incight's direct services for START participants while they are in high school and college and strengthens the college access and success pipeline of students with disabilities.

## The Institute for College Access and Success (2011 grant) Oakland, Calif.

**\$250,000 /** Known as TICAS, the nonpartisan organization works to make higher education more accessible and affordable for students through policy research, educational outreach, and advocacy. This three-year, \$750,000 grant supports the organization's general operations, giving it greater flexibility to respond to new policy developments while pursuing its strategic agenda.

## Institute of International Education New York

**\$100,000 /** The institute fosters mutual understanding, develops global leaders and protects academic freedom worldwide through educational exchange and training programs. This grant engages IIE as the administrator of a Travel and Learning Fund that enables U.S. and South African representatives to attend conferences, training opportunities and meetings focused on higher education issues.

## Jobs for the Future Boston

**\$250,000 /** The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. A three-year, \$750,000 grant enables JFF to provide technical assistance to Student Success Centers in Michigan, Ohio and Arkansas and to expand the model to additional states.

## Macomb Community College (2009 grant) Warren, Mich.

**\$100,000 /** Thousands of college students earn college degrees or receive advanced training at this community college, the only publicly funded higher education institution in Detroit's suburban Macomb County. This five-year, \$620,000 grant supports the college's participation in Achieving the Dream.

## MDRC New York

**\$250,000 /** MDRC combines research, experience and know-how to improve the lives of low-income individuals and influence public policy and practice. With grant funding, MDRC is expanding its College Match Program, which helps high-achieving, low-income urban high school students in Chicago and New York City apply to and enroll in more selective colleges.

### Michigan College Access Network Lansing, Mich.

**\$425,000 /** The network seeks to increase college readiness, participation and completion rates in Michigan, particularly among low-income, first-generation and minority students. This grant provides funding for start-up grants to support the growth and development of six Local College Access Networks in the state; and enables the organization to serve as a fiduciary for a national conference focused on outcomes of the U.S. Department of Education's Free Application for Federal Student Aid completion project.

### Michigan Community College Association (2010 grant) Lansing, Mich.

**\$250,000 /** The trade association for Michigan's 28 community colleges provides coordination, professional development and legislative advocacy for its members. This three-year, \$1.05 million grant establishes the Center for Student Success to serve as a statewide hub for coordinating a cohesive research, policy and practice agenda aimed at increasing college degree attainment in Michigan.

### Michigan Community College Association Lansing, Mich.

**\$500,000 /** The trade association for Michigan's 28 community colleges provides coordination, professional development and legislative advocacy for its members. This grant, part of the national "Credit When It's Due" initiative, supports the creation of a Michigan Statewide Reverse Transfer Consortium to systematize the awarding of associate degrees to students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

### Michigan Community College Association Lansing, Mich.

**\$200,000 /** The trade association for Michigan's 28 community colleges provides coordination, professional development and legislative advocacy for its members. This two-year, \$650,000 grant is being used by the Michigan Center for Student Success to improve the design and structure of career pathways programs for adult learners enrolled at community colleges.

### National College Access Network (2010 grant) Washington

**\$340,000 /** The National College Access Network develops program and evaluation models, disseminates best practices and offers wide-ranging services to member organizations, including community-based college-access programs, statewide college-access networks and postsecondary education institutions in 44 states. Funding from this three-year, \$980,000 grant is being used to develop innovative programs, services and technologies that build members' capacity to support college access and success for underrepresented students.

### National Conference of State Legislatures Foundation for State Legislatures (2010 grant) Denver

**\$70,000 /** The bipartisan national organization works to improve the quality and effectiveness of state legislatures, foster interstate cooperation and ensure states have a voice in the federal system. This addition to a 2010 grant of \$145,000 funds the implementation of a series of mini-workshops that engage national leaders in a dialog about the issues involved in improving Latino student college achievement.

### National Council for Community and Education Partnerships Washington

**\$348,000 /** The council creates and leverages broad-based education and community partnerships to improve public education, raise academic-achievement levels and increase access to higher education for low-income students. This two-year, \$610,000 grant enables NCCEP to develop an advocacy strategy to generate continued support for Gaining Early Awareness and Readiness for Undergraduate Programs, or GEAR UP, a backbone federal college-access initiative serving 500,000 students in 43 states and four territories.

### New Profit Inc. Cambridge, Mass.

**\$1,000,000 /** The national venture philanthropy fund provides multiyear financial and strategic support to innovative social entrepreneurs and the organizations they lead, and serves as the intermediary organization for the Pathways Fund, a Social Innovation Fund supported effort to boost college attainment. This grant helps to strengthen six key national organizations, allowing them to achieve faster growth, increased sustainability and greater impact in promoting college access and success for underserved students.

### Ohio Association of Community Colleges Columbus, Ohio

**\$300,000 /** The membership organization serves as a policy and programming advocate for Ohio's community colleges and their 300,000 students. A two-year, \$500,000 grant supports the launch of a Student Success Center to act as a hub for coordinating statewide efforts to increase college student persistence and degree completion in the state.

### The Posse Foundation (2011 grant) New York

**\$100,000 /** The foundation recruits talented, low-income students from inner-city high schools who may be overlooked by traditional college-admissions processes and sends cohorts of these students on full scholarships to 40 selective colleges nationwide. The foundation is using this three-year, \$300,000 grant to launch a Posse chapter in Houston, its ninth urban site.

### Public Agenda New York

**\$533,000 /** Public Agenda is a public opinion research and public engagement organization that helps communities address important policy issues. This grant funds a research project focused on how prospective students and employers view for-profit colleges, and to shed light on the knowledge, values and beliefs that factor into their college selection and hiring decisions.

### Research for Action Inc. Philadelphia

**\$150,000 /** The independent research organization conducts rigorous studies designed to provide a broad range of educational stakeholders with the information they need to improve student outcomes and strengthen schools and communities. Funding will develop a state report card system to grade for-profit postsecondary educational institutions and give regulators and consumers more information about the effectiveness and value of these educational opportunities.

### RP Group (2011 grant) Berkeley, Calif.

**\$230,000 /** The RP Group is a professional association for California community college institutional researchers and planners. This three-year, \$600,000 grant provides funding for a study to identify cost-effective student-support services that improve community college transfer and degree completion, and to disseminate the findings throughout the state's community college system.

### Second Nature Inc. Boston

**\$440,000 /** Second Nature helps colleges and universities lower energy use, operational costs and greenhouse gas emissions. Second Nature is using this three-year, \$546,000 joint grant from Kresge's Education and Environment Programs to pursue a strategic planning process and to assess and evaluate its core programs, create a strategic plan, and increase the number of American College and University Presidents' Climate Commitment signatories.

### Single Stop USA Inc. (2010 grant) New York

**\$150,000 /** The organization coordinates the delivery of critical benefits to low-income families through its computerized "one-stop shop" model, which facilitates access to a suite of services using a sophisticated screening and enrollment tool. The launch of Single Stop at Miami Dade College, supported by this two-year, \$1.15 million grant, connects students with the public benefits, tax credits and services for which they are eligible, and thereby reduces their financial barriers to degree completion.

### Single Stop USA Inc. New York

**\$1,000,000 /** The organization coordinates the delivery of critical benefits to low-income families through its computerized "one-stop shop" model, which facilitates access to a suite of services using a sophisticated screening and enrollment tool. A three-year, \$1.25 million grant underwrites efforts to institutionalize the Single Stop model at Miami Dade College and lays the groundwork for scaling the program at community colleges nationwide.

### Southern University System Foundation Baton Rouge, La.

**\$75,000 /** The foundation raises and manages private gifts to the Southern University System that promote academic excellence on all five university campuses. This grant supports the creation of the system's Five-Fifths Agenda for America, which seeks to increase African American male postsecondary-degree attainment by elevating the role of historically black colleges and universities as drivers of innovation and educational excellence.

**United Negro College Fund** (2011 grant)  
Fairfax, Va.

**\$400,000 /** Known as UNCF, the fund is the nation’s largest educational assistance organization for minorities. This two-year, \$1.4 million grant provides technical, staffing and grant assistance to six schools participating in UNCF’s Institute for Capacity Building advancement-training program, and opens its annual learning institute to Hispanic Serving Institutions and Tribal Colleges and Universities.

**University of Hawaii Foundation**  
Honolulu

**\$262,000 /** The foundation raises gifts to support the University of Hawaii’s 10 campuses and its students and programs. This two-year, \$434,000 grant, part of the national “Credit When It’s Due” initiative, enables the university to scale up and systematize its reverse-transfer system, which awards associate degrees to students who transferred from community colleges to four-year institutions without first receiving the two-year credential.

**University of Pennsylvania**  
Philadelphia

**\$150,000 /** The university’s faculty includes one of the nation’s leading scholars on minority-serving institutions. This grant funds the planning phase for a new Center for Minority-Serving Institutions, which will conduct research, convene scholars, improve leadership practices and promote collaborative efforts to address common challenges.

**University of Pennsylvania**  
Philadelphia

**\$25,000 /** The university offers a broad range of academic departments, an extensive research enterprise and a number of community-outreach and public-service programs. This two-year, \$50,000 grant supports the Graduate School of Education’s continued publication and promotion of Change magazine, a nonprofit publication that reports on contemporary issues in higher education and advances the national agenda on creating sustainable pathways to college-degree attainment.

**The University of Texas at Austin**  
Austin, Texas

**\$500,000 /** The university offers undergraduate and graduate education and supports research and public service. Its College of Education houses the Center for Community College Student Engagement, which is using this two-year, \$740,000 grant to launch a large-scale exploration of the experiences and challenges that men of color encounter in community colleges.

**The University of Texas at El Paso**  
El Paso, Texas

**\$645,000 /** The university is recognized nationally for its leadership in changing the face of U.S. higher education. This grant supports UTEP’s work in the planning and initial implementation of a strategy to increase degree completion among active military personnel, veterans and their dependents, in partnership with El Paso Community College.

**U.S. Department of Education**  
Washington

**\$25,000 /** The department promotes student achievement and preparation for global competitiveness by fostering educational excellence and equity. This grant supported the October 2012 Innovation and Productivity in Postsecondary Education Symposium, which convened 150 national leaders to address the challenges facing today’s college students and to identify technological advances in higher education teaching and learning.

**U.S. Department of Education**  
Washington

**\$37,500 /** The department promotes student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access. The Secretary of Education oversees the White House Initiative on Historically Black Colleges and Universities, a federal program established in 1980 to strengthen and expand the capacity of minority-serving institutions to provide quality education. This addition to a grant originally made in 2011 and revised by the Education team supported the 2012 National HBCU Conference.

**Western Michigan University Foundation** (2011 grant)  
Kalamazoo, Mich.

**\$425,000 /** The university is a leader in recruiting and educating young people who have aged out of foster care. Funding from this multiyear, \$700,000 grant enables the university to spearhead statewide efforts to improve college access and achievement for former foster youth.

**Yes We Must Coalition**  
Wayland, Mass.

**\$100,000 /** The coalition strives to increase low-income and underrepresented students’ college-degree attainment at small, independent, nonprofit colleges and universities. This grant underwrites a strategic planning process to increase the capability of its 27 member institutions to support, advocate for and graduate low-income and underrepresented students.

**Education: South Africa**

**Durban University of Technology**  
Durban, South Africa

**\$170,000 /** The university offers undergraduate and graduate degrees in science, engineering and technology at multiple campuses in Durban and Pietermaritzburg. This seven-year, \$660,000 grant supports DUT’s participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.

**Rhodes University** (2009 grant)  
Grahamstown, South Africa

**\$166,000 /** Located in a rural part of the Eastern Cape Province, South Africa’s smallest university strives to be an outstanding, internationally respected academic institution committed to its African identity, democratic ideals and social responsibility. This four-year, \$900,000 grant helps to develop, diversify and retain the university’s next generation of faculty.

**South African Institute for Advancement**  
Woodstock, Cape Town, South Africa

**\$35,000 /** From 2006 to 2010, the institute, known as Inyathelo, managed the original \$10.5 million Kresge Special Initiative in South Africa, which focused on building private advancement capacity at five large teaching institutions. This grant will help Inyathelo to partner with the Rhodes University Business School to develop, implement and deliver an accredited, postgraduate program in advancement.

**South African Institute for Advancement**  
Woodstock, Cape Town, South Africa

**\$640,000 /** From 2006 to 2010, the institute, known as Inyathelo, managed the original \$10.5 million Kresge Special Initiative in South Africa, which focused on building private advancement capacity at five large teaching institutions. This grant funds the planning, grantee selection and initial implementation of a second round of the program, the Kresge-Inyathelo Advanced Initiative, which will promote university advancement through training, consulting, structural reforms, better data management, an annual conference and bonus grants at four South African universities.

**South African Institute for Advancement**  
Woodstock, Cape Town, South Africa

**\$555,000 /** The institute, known as Inyathelo, works to build a vibrant democracy in South Africa by strengthening civil society and higher education organizations, and developing a strong philanthropic movement. This grant supports planning, research, convening and initial implementation efforts to develop a sustainable model for increasing student access and success at South African universities.

**University of Johannesburg**  
Johannesburg, South Africa

**\$150,000 /** The university has built a culture of inclusion and broad-based academic architecture, ranging from vocational and traditional to professional and postgraduate, across four campuses. This seven-year, \$640,000 grant supports UJ’s participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.

**University of Pretoria**  
Pretoria, South Africa

**\$55,000 /** The university has evolved from a mainly white, Afrikaner institution to a multicultural, nonracial university that fully embraces the new South Africa. This grant provides funding for a January 2013 conference highlighting South African postsecondary student success initiatives.

**The University of the Free State**  
Bloemfontein, South Africa

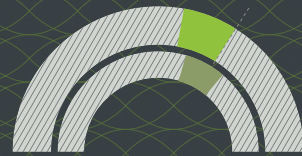
**\$190,000 /** The multicultural, nonracial, bilingual public university serves 33,000 students on its three campuses. This grant funds the three-year national expansion of the South African Survey of Student Engagement, or SASSE, to 36 universities and colleges as part of an effort to improve student completion and success in South African postsecondary education.

**The University of the Free State**  
Bloemfontein, South Africa

**\$150,000 /** The multicultural, bilingual university offers undergraduate and postgraduate degrees in seven disciplines to 33,000 students across three campuses. This seven-year, \$640,000 grant supports its participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.

In 2012:

**\$17.6** Million  
**54** Awards



**2030 Inc./Architecture 2030** (2011 grant)  
Santa Fe, N.M.

**\$200,000** / Architecture 2030 seeks to reduce greenhouse gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This grant provides ongoing support for the Seattle 2030 District, a downtown area targeting dramatic improvements in the energy performance of new and existing buildings as well as transportation and new funding for the development of a similar high-performance building district in downtown Cleveland.

**2030 Inc./Architecture 2030**  
Santa Fe, N.M.

**\$350,000** / Architecture 2030 seeks to reduce greenhouse gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This grant provides ongoing support for the Seattle 2030 District, a downtown area targeting dramatic improvements in the energy performance of new and existing buildings as well as transportation and new funding for the development of a similar high-performance building district in downtown Cleveland.

**Alliance for Water Efficiency** (2011 grant)  
Chicago

**\$120,000** / The alliance of stakeholders from utilities, manufacturers, academic institutions, environmental groups and government agencies works through education, advocacy, technical assistance and the development of codes and standards to promote efficient, sustainable water use in the United States and Canada. This two-year, \$240,000 grant provides operating support for the organization.

**Alliance to Save Energy** (2011 grant)  
Washington

**\$325,000** / The coalition leverages its connections with corporations, industry groups, utilities, financial institutions, government agencies and environmental organizations to create broad-based support for energy-efficiency policies and programs. This two-year, \$650,000 grant supports the alliance's work in advancing innovative policies, consistent energy-efficiency evaluation approaches and better building operations.

**American Council for an Energy-Efficient Economy** (2011 grant)  
Washington

**\$400,000** / The national organization has a strong track record of leading and supporting improvements in the efficiency of America's energy use through its publications, advocacy work in Congress and development of appliance-efficiency standards and model building codes. This two-year, \$800,000 grant underwrites the council's general operations, enabling it to pursue its work in critical areas such as policy, behavior, transportation, water and communications.

**American Rivers** (2011 grant)  
Washington

**\$250,000** / As a national leader in climate change adaptation, American Rivers seeks to build resilience in human and natural communities by prescribing climate-smart practices and policies that can be implemented to promote healthy rivers. This two-year, \$500,000 grant enables the organization to continue its demonstration projects and national legislative and regulatory advocacy work.

**Carpe Diem West**  
Sausalito, Calif.

**\$200,000** / To ensure a more sustainable future for the American West, Carpe Diem West engages water leaders to develop innovative solutions for dealing with water scarcity in a changing climate. This two-year, \$360,000 grant provides continuing support for the organization's efforts to advance improved water-resources policies and practices.

**Center for Neighborhood Technology**  
Chicago

**\$171,649** / Dedicated to promoting more livable, sustainable communities, the center develops and pioneers strategies to use natural resources more efficiently and equitably. This two-year, \$350,000 grant funds the development of a one-stop energy-efficiency retrofit model for Chicago's two- to four-unit multifamily housing market and the expansion of the model to incorporate water efficiency and environmentally sustainable methods of storm-water management.

**Center for Planning Excellence**  
Baton Rouge, La.

**\$50,000** / The organization helps communities create and enact master plans for transportation and infrastructure, equitable housing, environmental sustainability and the built environment. This two-year, \$100,000 grant underwrites the formation of a Coastal Planning Consortium and publication of a Comprehensive Coastal Resource Guide to advance local planning and zoning strategies that increase climate preparedness in Louisiana's coastal communities.

**Center for Rural Affairs** (2011 grant)  
Lyons, Neb.

**\$110,000** / Since it was established in 1973, the center has evolved into one of the nation's leading rural organizations, known for its pioneering work to rebuild rural America and reform federal policy. This two-year, \$210,000 grant bolsters the center's efforts to provide a strong rural voice in clean-energy transmission policy and planning for large-scale wind farm development in the Upper Midwest and Great Plains.

**The Center for Social Inclusion**  
New York

**\$150,000** / The center identifies causes of racial inequity at a systems level and works with partners to promote equity and fairness. This grant furthers the expansion of the center's Energy Democracy project and its role as a catalyst for racial inclusion in green-economy solutions by funding research and reporting on innovative energy-efficiency and renewable-energy models being deployed by communities of color.

**Ceres** (2011 grant)  
Boston

**\$200,000** / The advocacy organization works to integrate sustainability into day-to-day business practices to improve the health of the planet and its inhabitants. Assisted by this two-year, \$500,000 grant, Ceres is launching an initiative that creates incentives for the insurance industry and other capital-market investors to embrace policies and practices that mitigate climate change.

**City and County of San Francisco** (2011 grant)  
San Francisco

**\$60,000** / In 2011, San Francisco adopted the Existing Commercial Buildings Energy Performance Ordinance, requiring commercial-property owners to benchmark their buildings' annual energy use and make that information publicly available. This 18-month, \$180,000 grant supports the San Francisco Department of the Environment's implementation of the city's new rating and disclosure policy, which drives greater energy savings and strengthens the case for early adoption by other cities.

**Clean Air-Cool Planet** (2010 grant)  
Portsmouth, N.H.

**\$260,000** / The organization, known as CA-CP, has ramped up efforts to help its partners in colleges, universities, community groups, government agencies and other stakeholder organizations develop and implement strategies to reduce carbon emissions. This two-year, \$550,000 grant funds a program to foster adaptation planning and preparedness for climate change in coastal communities across the Northeast.

**Clean Energy Group Inc.**  
Montpelier, Vt.

**\$150,000 /** The national advocacy organization works in the United States and internationally on innovative technology, finance and policy programs related to clean energy and climate change. A two-year, \$300,000 grant supports an initiative that will assist communities to use municipal bonds and other types of public debt financing for clean-energy projects.

**Climate and Energy Project** (2011 grant)  
Lawrence, Kan.

**\$175,000 /** The regional organization advocates reducing greenhouse-gas emissions in America's heartland through the advancement of energy efficiency and renewable energy. Funding from this two-year, \$350,000 grant bolsters organizational efforts to build public demand and policy support for the development of wind energy and infrastructure in that region.

**Climate Central Inc.**  
Princeton, N.J.

**\$250,000 /** The organization conducts scientific research on climate change and informs the public of key findings related to climate science, energy and impacts such as sea-level rise. This two-year, \$500,000 grant enables Climate Central to develop an online mapping resource that depicts the threat of sea level rise to socially vulnerable U.S. coastal areas in support of adaptation efforts.

**The Community Foundation  
for the National Capital Region**  
Washington

**\$150,000 /** The foundation is home to nearly 700 donor-advised and field-of-interest funds formed by individuals, families and corporations that seek to bring about positive change in the Washington metropolitan area. This two-year, \$200,000 grant is being used to pilot a commercial property-assessed clean energy finance program that encourages real-estate owners to make energy-efficiency improvements to their commercial and multifamily buildings in the nation's capital.

**Conservation Biology Institute** (2011 grant)  
Corvallis, Ore.

**\$200,000 /** The regional organization advocates reducing greenhouse-gas emissions in America's heartland through the advancement of energy efficiency and renewable energy. Funding from this two-year, \$350,000 grant bolsters organizational efforts to build public demand and policy support for the development of wind energy and infrastructure in that region.

**Earthjustice**  
San Francisco

**\$200,000 /** The public-interest law firm dedicates its expertise and resources to protecting the environment and defending the right of all people to live in healthy surroundings. Funding advances Earthjustice's work to encourage the U.S. Department of Energy to raise the level of energy-efficiency standards for buildings, appliances and equipment and to improve labeling, enforcement and compliance with those standards.

**EcoAdapt**  
Bainbridge Island, Wash.

**\$70,000 /** EcoAdapt brings together diverse constituents from the conservation, policy, science and development communities to reshape the response to climate change and support the implementation of adaptation strategies. Funding enables EcoAdapt to become the sole manager of the Web-based Climate Adaptation Knowledge Exchange, or CAKE.

**EcoAdapt**  
Bainbridge Island, Wash.

**\$350,000 /** EcoAdapt brings together diverse constituents from the conservation, policy, science and development communities to reshape the response to climate change and support the implementation of adaptation strategies. This two-year, \$675,000 grant for general operations enables the organization to expand and deepen its climate-change adaptation programs and services.

**The Energy Foundation**  
San Francisco

**\$150,000 /** The partnership of philanthropic investors assists in the transition to a sustainable energy future by promoting energy efficiency and renewable energy. Through this grant, the foundation is exploring opportunities to build strong energy-efficiency retrofit markets in five building sectors and developing a coordinated agenda for philanthropic action and investment.

**Environmental Defense Fund Inc.**  
New York

**\$270,000 /** The longstanding, independent advocacy group links science, economics and law to create innovative, equitable and cost-effective solutions to the most urgent environmental problems. Funding from this two-year, \$540,000 grant supports its multifaceted strategy for strengthening the economy of Mississippi River Delta communities, restoring degraded natural wetlands and shaping the activities of public agencies.

**Environmental Grantmakers Association**  
New York

**\$41,230 /** The association helps member organizations increase their effectiveness as environmental grantmakers by sharing information on their different experiences and perspectives, collaborating to tap into synergies and networking to strengthen their common bonds. Grant funding provides membership support for its operations over the next two years.

**Environmental Law and Policy Center** (2011 grant)  
Chicago

**\$350,000 /** The center is a leading environmental public interest and legal advocacy organization in the Midwest. This two-year, \$750,000 grant advances the group's efforts to increase the adoption, effective implementation and expansion of strong, successful energy policies throughout the Midwest.

**Fresh Energy** (2011 grant)  
St. Paul, Minn.

**\$125,000 /** The organization provides research, advocacy and innovative policy models, and engages citizen support for renewable energy. This two-year, \$250,000 grant enables Fresh Energy to participate in policy and planning for electricity infrastructure and helps to bring renewable energy to market in the Midwest.

**Freshwater Future**  
Petoskey, Mich.

**\$210,000 /** The organization supports grassroots watershed groups and citizens working locally to protect and restore aquatic habitats throughout the Great Lakes Basin. This two-year, \$420,000 grant enables Freshwater Future to provide climate-change information, training and technical assistance to urban leaders at community climate symposia in four Great Lakes cities and to continue its Great Lakes Community Climate small-grants program, which supports local projects.

**Funders Network for Smart  
Growth and Livable Communities Inc.**  
Coral Gables, Fla.

**\$100,000 /** Working at the intersection of health, community development and environment, this network of funding organizations promotes sustainable, socially equitable, economically sound land-use decisions leading to smarter growth policies and practices. This combined grant from our Environment, Community Development and Health programs provides additional support for the organization's general operations.

**Futurewise**  
Seattle

**\$100,000 /** The statewide public interest group works to promote healthy communities and cities while protecting farmland, forests and shorelines. This grant is being used to assist communities in King County with the implementation of the STAR Community Rating System, a tool for evaluating and improving the social, economic and environmental sustainability of U.S. cities.

**Garrison Institute**  
Garrison, N.Y.

**\$100,000 /** The nonsectarian organization supports program initiatives that give teachers, caregivers, environmentalists and other stakeholders working on the frontlines of social and environmental engagement the rigorous, innovative, contemplative-based tools and approaches they need to succeed. It is using a two-year, \$195,000 grant to support the Climate, Mind and Behavior Program, which seeks to develop effective people-centered approaches for addressing climate change.

**Geos Institute**  
Ashland, Ore.

**\$10,116 /** The organization uses science to help people predict, reduce and prepare for climate-change effects. This increase to a grant originally made in 2011 supported organizing a two-day workshop in Portland, Ore., in early 2012, where our grantees and other practitioners were tasked with synthesizing lessons learned from three years of climate-change adaptation work.

**Geos Institute**  
Ashland, Ore.

**\$200,000 /** The organization uses science to help communities predict, reduce and prepare for climate-change effects. This two-year, \$400,000 grant enables Geos to amplify, diversify and strengthen its ClimateWise scientific-consulting unit, which specializes in helping communities project the local effects of climate change and develop actions to minimize and prepare for them.

**Global Philanthropy Partnership**  
Chicago

**\$75,000 /** The organization works to promote international giving, raise awareness of global development issues and instill greater understanding of the field of global philanthropy. Funding provides support for the partnership's Urban Sustainability Directors Network, which encourages the sharing of best practices by sustainability directors representing North American communities with nearly 50 million residents, and contributes to the increased sustainability and resilience of urban centers.



## Global Philanthropy Partnership Chicago

**\$200,000 /** The organization works to promote international giving, raise awareness of global development issues and instill greater understanding of the field of global philanthropy. This grant funds the launch of the STAR Community Rating System, the first national rating system and framework for cities to use in evaluating, comparing and improving their social, economic and environmental sustainability.

## Green Building Alliance Pittsburgh

**\$150,000 /** Through its programs and initiatives, the alliance promotes the creation of healthy, high-performing places for everyone while providing leadership that connects knowledge, transformative ideas and collaborative action. This grant is being used to develop the Pittsburgh 2030 District, a downtown area targeting aggressive improvements in the energy performance of new and existing buildings as well as transportation.

## Green For All Oakland, Calif.

**\$200,000 /** The national organization seeks to build an inclusive green economy while reducing environmental harm and increasing large-scale employment opportunities for disadvantaged communities. Funding is being used to develop, pilot and replicate innovative energy- and water-efficiency models that strengthen community resilience while generating economic and quality-of-life benefits for low-income individuals.

## Groundswell Inc. Washington

**\$150,000 /** The organization leverages community demand and purchasing power to make clean energy and energy-efficiency upgrades affordable while creating investment, jobs and local entrepreneurial opportunity. Funding supports its general operations.

## Gulf Restoration Network (2010 grant) New Orleans

**\$350,000 /** The coalition of public-interest and environmental organizations is committed to protecting and restoring the Gulf of Mexico coastal area. A two-year, \$700,000 grant strengthens partnership efforts to advance ecosystem restoration and nonstructural approaches that increase the climate preparedness and sustainability of communities in coastal Louisiana and the greater New Orleans region.

## Headwaters Economics Inc. Bozeman, Mont.

**\$200,000 /** The organization works to improve community development and land management agendas in the western United States by conducting cutting-edge research and informing key decision-makers. Assisted by a two-year, \$400,000 grant, Headwaters Economics is creating customized economic and fiscal-analysis tools to help western U.S. communities develop and implement cost-effective climate-adaptation plans.

## Institute for Market Transformation Inc. Washington

**\$150,000 /** The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. This grant bolsters the organization's work to improve municipal energy policy, remove financing barriers for energy efficiency, strengthen energy codes and compliance, and promote green leases to instill best practices in energy conservation.

## Institute for Market Transformation Inc. Washington

**\$1,200,000 /** The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. A three-year, \$3.23 million grant supports the launch of the City Energy Project to accelerate the creation and implementation of local energy-efficiency policies and programs in 10 U.S. cities.

## Institute for Sustainable Communities (2011 grant) Montpelier, Vt.

**\$300,000 /** The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience to the impacts of climate disruption. This two-year, \$700,000 grant supports both the Climate Leadership Academy and the Urban Sustainability Leadership Academy, which prepare local leaders to spearhead development and implementation of climate-action plans in their communities.

## Institute for Sustainable Communities Montpelier, Vt.

**\$100,000 /** The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience to the impacts of climate disruption. Grant funding is being used to establish a national professional association for practitioners in the field of climate-change adaptation.

## Institute for Sustainable Communities Montpelier, Vt.

**\$310,000 /** The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience to the impacts of climate disruption. A three-year, \$975,000 grant supports the implementation of the Southeast Florida Regional Climate Change Compact, a groundbreaking project to coordinate greenhouse-gas reduction and climate-change adaptation across cities in four Florida counties.

## International Living Future Institute Portland, Ore.

**\$200,000 /** The institute offers green-building and infrastructure solutions for buildings, neighborhoods and cities. Funding from a two-year, \$400,000 grant supports the expansion of the Living Building Challenge, the built environment's most rigorous performance standard, and helps strengthen its relevance to affordable housing owners and developers.

## Island Press – Center for Resource Economics (2010 grant) Washington

**\$150,000 /** Its titles in print, author programs and online presence make Island Press a leading publishing house of books on environmental issues and a communicator of environmental ideas. This two-year, \$500,000 grant renews Kresge's support for the Climate Adaptation Knowledge Exchange website infrastructure and incentivizes fundraising efforts.

## Island Press – Center for Resource Economics Washington

**\$200,000 /** Its titles in print, author programs and online presence make Island Press a leading publishing house of books on environmental issues and a communicator of environmental ideas. Assisted by a two-year, \$300,000 grant, its Built Environment Program is developing a new series of books focused on climate-change resilience, with an emphasis on urban aspects and social justice.

## Land Information Access Association Traverse City, Mich.

**\$214,000 /** The association provides technical, scientific, informational and educational services to citizens, nonprofit groups and local governments for land use planning, resource management, emergency management planning and environmental protection. This two-year, \$384,000 grant funds the development and testing of approaches that can help Michigan communities prepare for and adapt to the challenges of climate change.

## Land Trust Alliance (2008 grant) Washington

**\$500,000 /** The national organization promotes land conservation by providing research, policy, advocacy and training to 1,700 land trusts across the nation. This \$1 million endowment grant (half of which is subject to a challenge requirement) and three-year, \$250,000 program grant will help the alliance's subsidiary, the Land Trust Accreditation Commission, implement a new land-trust accreditation program and achieve financial self-sufficiency.

## Local Government Commission Sacramento, Calif.

**\$280,000 /** The nonpartisan membership organization provides technical and networking services to elected officials, city planners and other key leaders committed to achieving more livable, prosperous and sustainable communities. Funding from a two-year, \$485,000 grant enables the commission to establish a cross-sector consortium to implement a climate-resilience agenda for the San Joaquin Valley and headwaters region of central California.

## The Mayor's Fund to Advance New York City New York

**\$37,500 /** The organization serves as a vehicle for foundations, corporations and individuals to contribute to the city's public programs. This grant provides additional funding for a project to implement more stringent energy-saving building codes in New York City, which has set a goal to reduce greenhouse-gas emissions to 30 percent below 2005 levels by 2030.

## Metropolitan Transportation Commission Oakland, Calif.

**\$85,700 /** The agency oversees the planning, coordination and financing of transportation in the nine-county San Francisco Bay Area. This grant funds a planning process, administered by the Bay Area Joint Policy Committee, to engage stakeholders in designing and organizing a collaborative on climate and energy resilience that supports local and regional action.

## Model Forest Policy Program Inc. Sagle, Idaho

**\$300,000 /** The national organization is dedicated to promoting forest stewardship and sustainable forestry practices by public and private forest landowners. A two-year, \$600,000 grant helps to expand the Climate Solutions University, a collaborative educational initiative that trains leaders of rural communities to prepare for climate-change impacts by developing climate-wise local land- and water-use management strategies.

**National Housing Trust**  
Washington

**\$125,000 /** The organization works to ensure that federally subsidized and privately owned rental housing remains affordable, accessible and sustainable. Through this grant, the trust is establishing collaborative partnerships with utilities, state agencies and energy-conservation advocates to develop initiatives for channeling additional funding toward energy-efficiency retrofits of affordable, multifamily rental housing in eight states and the District of Columbia.

**National Wildlife Federation** (2011 grant)  
Reston, Va.

**\$150,000 /** The conservation organization works to protect and restore wildlife habitat, confront global warming and connect people with nature. This two-year, \$300,000 grant renews support for the Healing Our Waters – Great Lakes Coalition, cofounded by the federation to help promote policy reform to restore the lakes' health and to foster climate-smart uses of federal funding.

**National Wildlife Federation**  
Reston, Va.

**\$200,000 /** The conservation organization works to protect and restore wildlife habitat, confront climate change and connect people with nature. This grant supports its restoration partnership with the National Oceanic and Atmospheric Administration, which seeks to improve the climate preparedness of natural and urban coastlines around the Great Lakes and Chesapeake Bay.

**Natural Resources Defense Council** (2011 grant)  
New York

**\$300,000 /** The national organization has been a leader in building the environmental movement and helping formulate environmental laws. This two-year, \$625,000 grant supports the council's Center for Energy Efficiency Standards, which collaborates with a broad coalition of stakeholders to achieve reductions in energy use by increasing the efficiency of appliances, equipment, electronics and lighting.

**The Nature Conservancy** (2011 grant)  
Arlington, Va.

**\$200,000 /** Since 1951, the organization has protected more than 119 million acres of land and 5,000 miles of rivers worldwide and established chapters in 30 countries. This two-year, \$400,000 grant continues support for the Nature Conservancy's Climate Change Adaptation Program, which is working to develop and strengthen adaptation strategies around the globe.

**New Venture Fund** (2011 grant)  
Washington

**\$125,000 /** The organization provides project-implementation and intermediary services to the philanthropic sector for public interest projects focused on conservation, global health, education, music, the arts and other areas. This two-year, \$250,000 grant supports the PACENow initiative to promote the use of Property Assessed Clean Energy financing to drive energy retrofits of homes and commercial buildings.

**New York City Energy Efficiency Corp.** (2011 grant)  
New York

**\$200,000 /** The corporation was established in 2010 to develop financing products to fund energy-efficiency retrofits in commercial, institutional, nonprofit and multifamily buildings. This two-year, \$500,000 grant support for general operations allows the corporation to advance New York City's energy and climate goals.

**Oxfam America Inc.**  
Boston

**\$200,000 /** The U.S.-based international relief and development organization, one of 14 affiliates worldwide, creates lasting solutions to poverty, hunger and injustice. A three-year, \$600,000 grant bolsters Oxfam's efforts to provide socially vulnerable communities along the Gulf of Mexico coast with access to resources that increase their resilience to climate change and generate economic opportunities.

**People United for Sustainable Housing Inc.**  
Buffalo, N.Y.

**\$140,000 /** The grassroots community organization mobilizes residents to create strong neighborhoods with high-quality affordable housing, expand local hiring opportunities and advance economic justice on Buffalo's West Side. A two-year, \$280,000 grant helps to strengthen and replicate the Green Development Zone model, a multifaceted effort to build a robust, sustainable community and reduce greenhouse gas emissions in a 25-block area of the city.

**Portland Sustainability Institute**  
Portland, Ore.

**\$100,000 /** The organization brings together business and sustainability leaders to incubate partnerships, drive innovation and solve tough problems on a metropolitan scale. This grant, recommended by the Environment and Community Development teams, is being used to establish and support EcoDistricts, which are neighborhoods that commit to achieving ambitious sustainability-performance goals, guiding district investments and community action and tracking the results over time.

**Progressive America Fund/Center for Working Families**  
New York

**\$200,000 /** The public-policy research and advocacy organization, which does business as the Center for Working Families, is shaping the implementation of the Green Jobs/Green NY Act to ensure that low-income communities benefit from a statewide energy-efficiency retrofit program. This grant enables the center to monitor, evaluate and communicate the program's success.

**Public Health Institute**  
Oakland, Calif.

**\$350,000 /** The independent organization is dedicated to promoting health, well-being and quality of life for people in California and elsewhere in the nation. The institute is using a two-year, \$650,000 grant from the Environment and Health programs to engage public-health leaders and organizations in government and grassroots efforts to reduce greenhouse gas emissions, improve the climate resilience of communities and bridge the climate gap for disadvantaged areas.

**The Regulatory Assistance Project** (2011 grant)  
Montpelier, Vt.

**\$200,000 /** The organization pursues its goal of decarbonizing the U.S. energy sector by educating and technically assisting government officials, promoting adoption and implementation of environmentally favorable energy policies, and ensuring the accessibility of clean energy. This two-year, \$400,000 grant provides general support for its U.S.-based programs.

**Resource Innovation Group Inc.**  
Eugene, Ore.

**\$100,000 /** The independent research and consulting organization fosters the development and application of innovative thinking and approaches to complex social-ecological problems, including global climate change. Grant money supports Climate Access, an online resource intended to build the communications knowledge, skills and abilities of climate practitioners.

**Rockefeller Philanthropy Advisors** (2011 grant)  
New York

**\$150,000 /** The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. This two-year, \$375,000 grant for the Sustainability Endowments Institute, hosted by Rockefeller, supports the Billion Dollar Green Challenge to encourage colleges and universities to invest a combined \$1 billion in "green" revolving-loan funds that finance energy-efficiency improvements on their campuses.

**Clean Air-Cool Planet**  
Portsmouth, NH  
\$260,000



Clean Air-Cool Planet has ramped up efforts to help its partners in colleges, universities, community groups, government agencies and other stakeholder organizations develop and implement strategies to reduce carbon emissions. The second year of a two-year, \$550,000 grant funds a program to foster adaptation planning and preparedness for climate change in coastal communities across the Northeast. Here, a storm surge crashes over coastal New Hampshire.

Photo by Clean Air-Cool Planet

**Rutgers University Foundation**  
New Brunswick, N.J.

**\$214,000** / The foundation advances Rutgers University's pursuit of excellence in education, research and public service. This two-year, \$400,000 grant underwrites the development of the New Jersey Climate Alliance, a broad-based collaborative of policymakers, practitioners, nonprofit organizations, business leaders and academic experts focused on addressing the impacts of climate change at the state and local levels.

**Sierra Club Foundation** (2010 grant)  
San Francisco

**\$300,000** / The foundation provides financial support to the Sierra Club and other environmental organizations for charitable projects. This two-year, \$600,000 grant advances the Sierra Club's expansion of its Resilient Habitats Campaign, a broad-based initiative to establish strongholds for biodiversity and natural-systems conservation in 10 U.S. regions.

**Sky Island Alliance** (2010 grant)  
Tucson, Ariz.

**\$145,000** / The grassroots organization is dedicated to protecting and restoring the rich natural heritage of native species and habitats in the Sky Island region of the American Southwest and northwestern Mexico. The alliance is using this three-year, \$435,000 grant to engage academic, governmental and environmental advocacy partners in the development of comprehensive, collaborative climate change adaptation strategies for the region.

**Stewards of Affordable Housing**  
Washington

**\$250,000** / The organization provides coordination, best-practices assistance and practice-based regulatory-reform leadership to its membership base of national nonprofit affordable-housing corporations. Grant money supports Stewards' ongoing role as an "idea lab" in pioneering innovative energy-efficiency and clean-energy programs in affordable multifamily rental properties for low-income families, seniors and disabled individuals.

**Tides Canada Foundation** (2011 grant)  
Vancouver, British Columbia, Canada

**\$200,000** / Tides Canada provides innovative philanthropic, financial and project-management services to help philanthropists, foundations, activists, civil organizations and other change-makers address environmental and social challenges. Assisted by this three-year, \$600,000 grant, Tides Canada is coordinating the implementation of the Canadian Boreal Forest Agreement to protect 36 million acres of boreal forest in six Canadian provinces.

**The University of British Columbia**  
Vancouver, British Columbia, Canada

**\$100,000** / The university promotes a learning environment that fosters global citizenship, advances a civil and sustainable society and supports outstanding research to serve the people of British Columbia, Canada, and the world. It is using this grant to develop an academically sound, practically grounded understanding of the concept of regenerative neighborhoods, or EcoDistricts, and to oversee two projects planned for the campus.

**University of Central Florida** (2011 grant)  
Orlando, Fla.

**\$250,000** / The nation's second-largest university serves more than 58,000 students. With funding from this three-year, \$700,000 grant, the university is conducting a statewide study to assess the threats that sea-level rise poses to nature and people in the state, and to develop adaptation strategies for mitigating climate change effects.

**University of Michigan** (2011 grant)  
Ann Arbor, Mich.

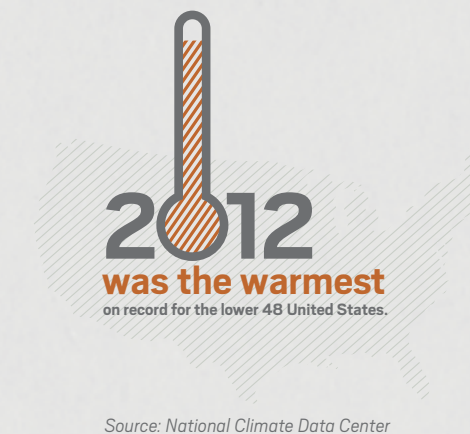
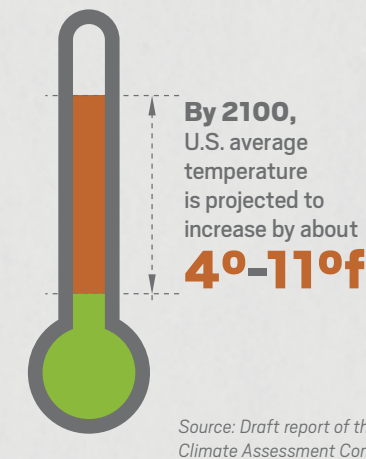
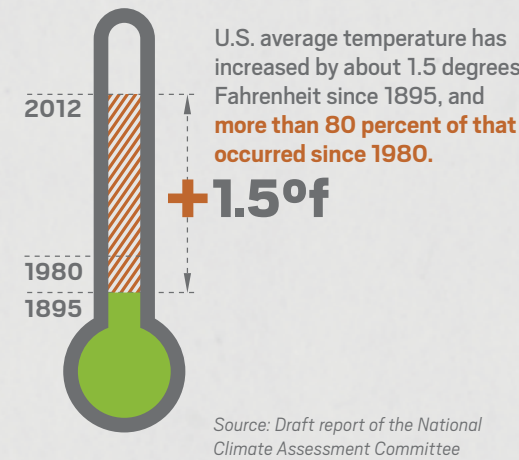
**\$250,000** / The nation's leading university for research spending is home to the Graham Environmental Sustainability Institute, which fosters cross-disciplinary collaboration to create a better understanding of complex sustainability issues and solutions. This three-year, \$600,000 grant funds the Great Lakes Adaptation Assessment for Cities, an initiative to develop and expand urban climate-adaptation and sustainability projects in five Great Lakes-area cities.

**The University of Montana**  
Missoula, Mont.

**\$466,244** / The public research university houses the School of Natural Resources and Environmental Policy, which coordinates the Roundtable on the Crown of the Continent, a 150-member coalition dedicated to advancing sustainability objectives for the 18 million-acre region. This grant advances the Roundtable's collaborative work with member communities, tribes, landowners and federal and state agencies to implement climate-change adaptation projects.

**Vermont Energy Investment Corp.**  
Burlington, Vt.

**\$180,000** / The organization designs and delivers programs that reduce the economic and environmental costs of energy consumption through the use of energy-efficiency and renewable-energy technologies. Grant money funds the development of a viable business plan for a nonprofit Public Purpose Energy Services Company, which targets the underserved market of small and midsize commercial, industrial, institutional and multifamily-residential buildings.



**Wildlife Conservation Society** (2011 grant)  
Bronx, N.Y.

**\$350,000** / The world's oldest and largest conservation organization operates five zoological parks, manages 500 projects worldwide and educates millions of visitors. This two-year, \$600,000 grant allows the society to develop and implement landscape-specific climate change adaptation strategies in Ontario's boreal forest while continuing its current planning work in Arctic Alaska, the Yellowstone Rockies and Adirondack Park.

**Wildlife Conservation Society**  
Bronx, N.Y.

**\$40,250** / The world's oldest and largest conservation organization operates five zoological parks, manages 500 projects worldwide and educates millions of visitors. The society, which administers the Climate Adaptation Opportunity Fund, is using this one-year grant to support communications and outreach to inform applicants to the climate-adaptation fund about the scientific information and guidance resources available to them.

**Wind on the Wires**  
St. Paul, Minn.

**\$175,000** / Working side by side with utilities, operators of electric-transmission grids, regulators and other stakeholders, the organization aims to bring wind power to market in the Midwest. This grant funding for general operations supports planning, education and policy efforts to advance the development of clean-energy infrastructure.

**Yale University** (2010 grant)  
New Haven, Conn.

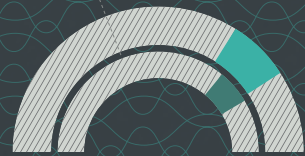
**\$200,000** / The Yale School of Forestry and Environmental Studies offers graduate-level degree programs and serves as a locus for environmental research. This two-year, \$500,000 grant is being used to convene a science panel that is developing a framework and demonstration projects to guide resource management, land-use planning and development decisions within the context of climate change and its effects.

**Yale University**  
New Haven, Conn.

**\$26,000** / The Yale School of Forestry and Environmental Studies offers graduate-level degree programs and serves as a locus for environmental research. This grant increases the original funding amount and extends the two-year time period of a 2010 grant to convene a science panel that is developing a framework and demonstration projects to guide resource management, land-use planning and development decisions within the context of climate change and its effects.

In 2012:

**\$21.2** Million  
**46** Awards



**Air Alliance Houston**  
Houston

**\$106,000** / As the region's leading clean-air advocacy organization, Air Alliance Houston seeks to influence public policy on air quality and environmental-health issues to protect residents' health and improve their quality of life. A three-year, \$330,000 grant helps to strengthen the Texas Healthy Port Communities Network, a coalition of community groups working with nonprofit and university-based scientists to reduce the adverse effects of diesel and industrial pollution around the Houston port region.

**Alameda County Community Development Agency**  
Oakland, Calif.

**\$299,091** / The agency's Childhood Lead Poisoning Prevention Program has reduced lead hazards for Alameda County children through remediation efforts, home evaluations, case management and training in lead-safe construction practices. This three-year, \$750,000 grant supports the Advancing Safe and Healthy Homes for Children and Families initiative in promoting healthy housing and improving health outcomes for vulnerable populations through on-site interventions, policy development and code enforcement.

**American Public Health Association** (2011 grant)  
Washington

**\$54,000** / The association is the world's oldest, largest and most diverse organization of public health professionals. This two-year, \$129,600 grant supports the environment section's activities, including lectures, scholarships and educational sessions at the association's annual conference.

**American Public Health Association**  
Washington

**\$200,000** / The world's oldest, largest and most diverse organization of public health professionals anchors the Center for School Health and Education project. This grant will develop, pilot and evaluate two school-based clinics that can serve as models for improving the health environment for children in school settings.

**Asian & Pacific Islander American Health Forum**  
San Francisco

**\$100,000** / The organization influences policy, mobilizes communities and strengthens programs and organizations to improve the health of Asian Americans, Native Hawaiians and Pacific Islanders. This grant underwrites the design and testing of an advocacy and policy training strategy that can build the capacity of community-based health networks across 15 states to address the health inequities affecting underrepresented groups.

**Capital Link Inc.**  
Boston

**\$50,000** / The national organization provides high-quality, affordable advisory and lending services to nonprofit community health centers seeking to finance capital projects that expand community-based health care. Through this grant, Capital Link is studying the feasibility of developing a national data set of financial and operational benchmarks and metrics that would enable Federally Qualified Health Centers to improve their operations, leverage best practices and attract financial support.

**Center for Health, Environment and Justice**  
Falls Church, Va.

**\$100,000** / The advocacy organization seeks to build healthy communities characterized by social justice, economic well-being and democratic governance. This grant underwrites its ongoing efforts to improve indoor and outdoor air quality around schools and to provide outreach, education and technical assistance to mobilize public support to protect low-income children from toxic hazards.

**Center for Public Integrity**  
Washington

**\$175,000** / The longstanding, well-respected, nonpartisan investigative news organization works to enhance democracy by revealing abuses of power, corruption and betrayal of trust by powerful public and private institutions. A two-year, \$350,000 grant for general operations supports its journalistic reporting on important health and environmental-justice issues.

**Center for Science in the Public Interest** (2011 grant)  
Washington

**\$250,000** / The national health advocacy organization specializes in nutrition, food safety and obesity prevention. This three-year, \$650,000 grant helps to fund the center's national campaign to reduce the consumption of sugar-sweetened beverages, which have been linked directly to obesity, particularly among consumers in low-income communities of color.

**Center on Race, Poverty, & the Environment** (2010 grant)  
San Francisco

**\$250,000** / Created in 1989, the organization helps low-income, minority, grassroots groups in rural areas address the disproportionate burden of pollution and environmental health hazards. A three-year, \$750,000 grant supports two related projects in California's San Joaquin Valley: a land-use project to help residents shape land-use decisions in their communities and an air project to reduce greenhouse-gas emissions from dairy farms.

**Children's Environmental Health Network**  
Washington

**\$100,000** / The nation's first and leading advocate for protecting children from environmental harm plays a key role in shaping both health research and policy. This three-year, \$300,000 grant funds Eco-Healthy Child Care, a national training and environmental-assessment program for child-care facilities that endorses providers who are committed to creating a safer, healthier environment for children.

**City of Newark**  
Newark, N.J.

**\$50,000** / The city's Department of Child and Family Well-Being provides comprehensive health-care, social and environmental services for Newark citizens and other consumers to ensure an optimal level of health and welfare. Grant assistance enables the city to develop a strategy for transitioning its current Get The Lead Out program to a comprehensive healthy-homes model.

**Comite de Apoyo a Los Trabajadores Agrícolas Inc.** (2011 grant)  
Glassboro, N.J.

**\$100,000** / The grassroots organization is a leading advocate for agricultural workers and has raised awareness among thousands of trabajadores (workers) and their families about important health issues such as pesticide exposure and its link to health problems. This three-year, \$275,000 grant enables the Food Justice Project to deliver affordable organic food and ongoing nutrition education to low-income rural residents in Bridgeton, N.J., and Kennett Square, Pa.

**Commonweal** (2010 grant)  
Bollinas, Calif.

**\$75,000** / For more than 30 years, the organization has fostered improvements in human and environmental health through its programmatic work with cancer patients, health care professionals, at-risk youth and affinity groups. A three-year, \$225,000 grant supports several programs related to environmental health, including the Collaborative on Health and the Environment, the Biomonitoring Resource Center, Cancer Help and the new Environmental Health Primary Prevention Training Program.

**Communities for a Better Environment**  
Huntington Park, Calif.

**\$200,000 /** Through grassroots activism, environmental research and legal assistance, the environmental-justice organization helps minority residents in underserved, industrialized communities throughout California change policies and practices that threaten their health. This grant funds its ongoing work to prevent and reduce pollution and to build healthy, sustainable neighborhoods.

**Community Catalyst Inc.** (2011 grant)  
Boston

**\$150,000 /** Community Catalyst focuses on building consumer advocacy to shape health care policy. A three-year, \$500,000 grant enables the organization to develop and support effective models for engaging community members, particularly those who are underserved, in hospital community benefit programs.

**Community Partners** (2011 grant)  
Los Angeles

**\$150,000 /** Community Partners' efforts to promote social service innovation include the City Project, which utilizes land-use planning strategies, policy and legal research and community organizing to address environmental disparities and to increase access to natural places for urban communities. This three-year, \$500,000 grant underwrites the continuation and expansion of its work in California.

**DNA People's Legal Services** (2011 grant)  
Window Rock, Ark.

**\$150,000 /** The legal-aid organization works to protect civil rights, promote tribal sovereignty and alleviate civil legal problems for people who live in poverty in the southwestern United States. DNA is using this three-year, \$450,000 grant to expand its medical-legal partnership program, which leverages medical-legal collaboration and direct legal advocacy to reduce health disparities and improve outcomes for low-income Native Americans.

**East Bay Alliance for a Sustainable Economy**  
Oakland, Calif.

**\$75,000 /** The alliance of community, faith and labor organizations advances economic, racial and social justice by building a just economy based on good jobs and healthy communities. A three-year, \$225,000 grant supports its Clean and Safe Ports campaign to win passage of the Clean Ports Act, and its Revive Oakland campaign to create good jobs for Oakland community residents.

**Enterprise Community Partners Inc.**  
Columbia, Md.

**\$250,000 /** Through its Enterprise Green Communities program, this national organization offers wide-ranging assistance to developers for creating affordable, environmentally responsible, low-income housing that meets high standards for green, healthy construction. A two-year, \$500,000 grant funds a comprehensive research study to evaluate the health effects of green, affordable housing on low-income adults and children in three communities.

**Environmental Health Coalition** (2010 grant)  
Oakland, Calif.

**\$225,000 /** The coalition is a leader in advancing public policies and ordinances that protect public health and the environment from toxic pollution in southern California. This three-year, \$675,000 grant supports the adoption of clean-air plans for the Port of San Diego and the San Diego/Tijuana border crossing, as well as the development and dissemination of a community-planning model in California and nationally.

**Environmental Health Coalition**  
Oakland, Calif.

**\$200,000 /** The coalition is a leader in advancing public policies and ordinances that protect public health and the environment from toxic pollution in southern California. It is using this two-year, \$400,000 grant to implement the Green Zones initiative, which creates a progressive statewide framework for improving environmental-health equity and community-based planning for low-income communities.

**Environmental Law and Policy Center of the Midwest**  
Chicago

**\$210,000 /** The center is a leading environmental public-interest and legal advocacy organization in the Midwest. Grant money supports planning for a campaign to reduce diesel pollution from trains, trucks and equipment in Chicago's rail yards and to galvanize community action in low-income and working-class neighborhoods affected by their proximity to the freight-transport facilities on the city's South Side.

**Farmworker Association of Florida Inc.** (2011 grant)  
Apopka, Fla.

**\$150,000 /** The grassroots organization uses education and advocacy to improve the health of farmworkers and their families in low-income agricultural areas throughout Florida. A three-year, \$450,000 grant funds a project to build strategic statewide policies and practices aimed at reducing pesticide exposure for these vulnerable farmworker communities.

**Farmworker Justice Fund Inc.** (2011 grant)  
Washington

**\$200,000 /** The fund is committed to reducing the negative health and environmental effects of overexposure to pesticides for agricultural workers and their family members. This three-year, \$600,000 grant strengthens the organization's efforts to ensure that federal regulations for agricultural pesticides, now under revision, contain significantly strong protections to preserve the health of agricultural-community residents.

**Fiscal Management Associates**  
New York

**\$51,350 /** The consulting group offers financial management advice and capacity-building services to nonprofit organizations and foundations. Through this grant, it is providing the Indiana Primary Health Care Association and the Wisconsin Primary Health Care Association with technical assistance and project-management support to design and implement the Strengthen, Transform, Adapt and Replicate, or STAR, initiative to undergird selected community health centers.

**Fiscal Management Associates**  
New York

**\$22,300 /** The consulting group offers financial-management advice and capacity-building services to nonprofit organizations and foundations. Through this two-year, \$44,600 grant, it is providing the Indiana Primary Health Care Association and the Wisconsin Primary Health Care Association with program-implementation support during the first year of the Strengthen, Transform, Adapt and Replicate, or STAR, initiative to undergird selected community health centers.

**George Washington University** (2011 grant)  
Washington

**\$250,000 /** The university is home to the National Health Policy Forum, a nonpartisan organization that offers federal health policymakers high-level, unbiased information and analysis on key health-policy issues. This two-year, \$850,000 grant allows the forum to expand knowledge and understanding of new models of primary care, the health care safety net, population health, nonmedical determinants of health and the public health infrastructure.

**Georgia State University Research Foundation Inc.**  
Atlanta

**\$200,000 /** The foundation supports research activities at Georgia State University by securing grant financing and obtaining contracts for the performance of sponsored research, development or other programs, which are administered by the university. This three-year, \$600,000 grant provides funding to three organizations working under the foundation's auspices to develop a national accreditation process for the Community HUB model, an innovative community health partnership approach that connects at-risk individuals to health and social services.

**Global Community Monitor**  
El Cerrito, Calif.

**\$100,000 /** The environmental-justice and human rights organization empowers communities to create clean, healthy, sustainable living environments. Through a three-year, \$300,000 grant, Global Community Monitor is able to provide environmental-monitoring assistance to low-income port communities that are addressing the health effects of air pollution from shipping and freight-transport activities.

**Grantmakers in Health**  
Washington

**\$7,500 /** The educational organization serves as a resource center for grantmakers and others seeking expertise and information on the field of health philanthropy. This two-year, \$15,000 grant provides institutional membership support.

**Greater Washington Educational Telecommunications Association Inc.** (2010 grant)  
Arlington, Va.

**\$125,000 /** The nation's third-largest broadcasting station for public television is responsible for the PBS NewsHour, which serves more than 6 million viewers and listeners with its daily news reporting and analysis. This three-year, \$375,000 grant enables the PBS NewsHour to continue its extensive, in-depth coverage of health care reform implementation while promoting robust dialogue on health care issues.

**Greenaction for Health & Environmental Justice**

(2010 grant)

San Francisco

**\$240,000 /** The diverse, multiracial organization strives to protect the health of vulnerable communities from environmental pollution, including contamination from hazardous-waste landfills. Aided by a three-year, \$360,000 grant, Greenaction is pressing government agencies and policymakers to enforce regulations on polluting industries and to consider the cumulative health impacts of chemical-waste disposal in their policy decisions.

**Greensboro Housing Coalition Inc.**

Greensboro, N.C.

**\$250,000 /** The housing-advocacy organization spearheads the Healthy Homes Greensboro initiative to help the community restore housing to healthy conditions, thereby improving health, preserving housing, conserving water and energy and providing a thriving environment. This three-year, \$750,000 grant supports the coalition's efforts to expand its healthy-homes program and achieve better health outcomes for Greensboro residents as part of Kresge's Advancing Safe and Healthy Homes Initiative.

**Health Care Without Harm**

(2011 grant)

Jamaica Plain, Mass.

**\$200,000 /** The environmental health care coalition of 480 organizations in more than 50 countries addresses environmentally damaging health care practices and promotes green-building standards and tools for the health care industry. This three-year, \$600,000 grant supports the launch of the Healthier Hospitals Agenda to improve hospitals' environmental health and patient-safety performance while reducing natural-resource use and waste generation.

**Health Outreach Partners**

(2011 grant)

Oakland, Calif.

**\$150,000 /** The national organization partners with community-based groups to forge strong, effective, sustainable community health models that benefit vulnerable low-income populations. A three-year, \$450,000 grant funds the research and development of five case studies highlighting innovative, replicable modes of transportation that give residents of poor, rural communities access to health care.

**Beaufort-Jasper-Hampton Comprehensive Health Services**

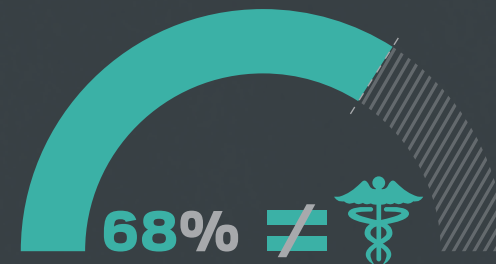
Ridgeland, S. C.

\$250,000



Beaufort-Jasper-Hampton Comprehensive Health Services and its community partners work to ensure comprehensive health and fitness services are available to residents of Sheldon Township, one of South Carolina's poorest rural areas. Here a nurse-practitioner examines a student at Whale Branch Early College High School. The South Carolina community is one of eight nationwide to receive a three-year \$750,000 grant through our Safety Net Enhancement Initiative.

Photo by Theresa Jackson



**Percentage of Americans unaware in 2005 that health care disparities are a problem.** Whites are least aware with 25 percent believing health care is worse for racial and ethnic minorities. Forty-four percent of African Americans and 56 percent of Hispanic Americans said minorities received worse care than whites.

Source: Grantmakers in Health, "Racial and ethnic disparities in health"

**Henry Ford Health System**

(2011 grant)

Detroit

**\$250,000 /** The health care provider offers a wide spectrum of medical services to individuals in metropolitan Detroit and serves as a center for education and medical research. This three-year, \$750,000 grant supports a multisystem, public-private project to improve the coordination and delivery of health and social services in three Detroit neighborhoods, with the goal of reducing infant mortality.

**Human Impact Partners**

Oakland, Calif.

**\$94,150 /** Through the evaluation of health impacts and inequities, the organization seeks to transform the policies, institutions and places that people need to live healthy lives. Funding from a two-year, \$188,300 grant supports communication and education initiatives designed to ensure the fields of Health Impact Assessment and Health in All Policies focus on equity and incorporate community engagement, leadership and empowerment into project work.

**IFF**

(2011 grant)

Chicago

**\$250,000 /** The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. This two-year, \$650,000 grant enables IFF to offer financing and services to expand community health centers in Wisconsin and Indiana.

**IFF**

Chicago

**\$31,935 /** The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. Grant money underwrites a 2012 conference that engages executive leaders from Midwestern community health centers and primary care associates in discussions about innovative health center designs that can improve patient care.

**Indiana Primary Health Care Association**

Indianapolis

**\$250,000 /** The association advocates quality health care for all Indiana residents and supports the development of affordable, accessible community-oriented primary care initiatives, including community health centers. A three-year, \$652,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate, or STAR, initiative in the state's Federally Qualified Health Centers, as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.

**Institute for Agriculture and Trade Policy** (2011 grant)  
Minneapolis

**\$225,000 /** Established in response to the 1986 worldwide farm crisis, the institute works locally and globally to develop policies and best practices that ensure food, farm and trade systems are fair and sustainable. A two-year, \$450,000 grant advances the institute's efforts to reform the nation's food system by developing and promoting a more equitable and healthy model.

**Institute for Alternative Futures**  
Alexandria, Va.

**\$195,000 /** Since its founding in 1977 by noted futurist Alvin Toffler, the institute has developed reports on the future of public health, education, climate change, the information revolution and many other subject areas. This grant is being used to develop alternative scenarios for the future of the nation's rapidly changing public health sector.

**Ironbound Community Corp.**  
Newark, N.J.

**\$165,000 /** The 43-year-old community-based organization provides child care, youth programming, family support and senior services to the multiethnic, working-class Ironbound neighborhood adjacent to Newark's waterfront. This three-year, \$495,000 grant supports a three-year "Take Back the Ports" campaign to galvanize local leaders and grassroots activists to address the adverse environmental-health impacts of diesel pollution on residents living near ports in New Jersey and New York.

**Jessie Smith Noyes Foundation Inc.** (2011 grant)  
New York

**\$150,000 /** The organization promotes sustainable, equitable agricultural and food systems and manages a multiyear project to develop grassroots leadership in food policy. A three-year, \$450,000 grant supports an Eat4Health fellowship program to improve the capability of local leaders from underserved communities to shape the development and outcomes of food-system policies.

**KaBOOM!** (2010 grant)  
Washington

**\$100,000 /** Dedicated to empowering communities to create play spaces for children, KaBOOM! annually offers Playful City USA Certification to cities that submit applications attesting to their willingness and readiness to increase play opportunities in their communities. Funding from this three-year, \$300,000 grant allows KaBOOM! to award 15 challenge grants of \$10,000 each toward the purchase of playground equipment for low-income communities.

**Lehigh Valley Hospital** (2011 grant)  
Allentown, Pa.

**\$200,000 /** The Lehigh Valley Health Network, comprising three hospitals and multiple community-based clinics, is spearheading the transition of electronic medical records from area care providers into a single, shared portal. Lehigh is using this three-year, \$600,000 grant to create a streamlined data-sharing system for hospitals, community health centers and schools that will improve health care for at-risk children.

**Liberty Hill Foundation**  
Los Angeles

**\$250,000 /** As a leading social-change institution, the foundation has addressed poverty, youth violence, education reform and environmental justice while coordinating efforts to affect public policy. This funding supports the final phase of a collaborative project to implement new zoning reforms that reduce pollution exposure and health risks while creating green enterprises in low-income neighborhoods in Los Angeles.

**Local Government Commission**  
Sacramento, Calif.

**\$65,000 /** The nonpartisan membership organization provides inspiration, technical assistance and networking to local elected officials and other dedicated community leaders who are working to create healthy, walkable and resource-efficient communities. Funding allows up to 40 key leaders from the nation's port communities to attend the 2013 New Partners for Smart Growth Conference in Kansas City, Mo.

**Local Initiatives Support Corp.**  
New York

**\$583,000 /** The national organization mobilizes corporate, government and philanthropic support to provide local community-development organizations with funding and technical assistance to transform distressed neighborhoods into healthy, sustainable communities of choice and opportunity. This three-year, \$1.5 million grant for the Healthy Futures Fund complements a \$6 million loan made by our Social Investment Practice and gives community development financial institutions additional financing for Federally Qualified Health Centers, which serve low-income communities. (Learn more about the Social Investment Practice on Page 27.)

**Louisiana Public Health Institute** (2010 grant)  
New Orleans

**\$250,000 /** The public-health intermediary has been engaged in plans to redevelop New Orleans' devastated communities in ways that address not only the primary-care system, but also the environmental and social determinants of health. This three-year, \$750,000 grant funds the implementation phase of the Orleans Neighborhood Health Implementation Plan to assist residents in building a sustainable community of healthy neighborhoods.

**Low Income Investment Fund** (2011 grant)  
San Francisco

**\$275,000 /** Since 1984, the community-development financial institution has created pathways of opportunity for low-income individuals and communities. This two-year, \$650,000 grant underwrites the launch of a joint-venture demonstration program deploying up to \$25 million in capital for new, renovated or expanded Federally Qualified Health Center facilities.

**Media & Policy Center Foundation of California**  
Santa Monica, Calif.

**\$125,000 /** The organization creates televised and coordinated multimedia projects that enlighten, educate and empower individuals seeking to change their lives and communities. This two-year, \$250,000 grant funds community-engagement and outreach strategies to enhance public awareness and understanding of the key messages of "Designing Healthy Communities," a PBS documentary about the impact of community design, land use and transportation on public health.

**Michigan Department of Community Health**  
Lansing, Mich.

**\$80,349 /** Michigan's largest state government department is responsible for health policy and management of publicly funded health-service systems, which serve approximately 2 million residents annually. The department is using a three-year, \$211,443 grant to evaluate its Healthy Homes University Program and to disseminate its findings to key department directors and other stakeholders to advance state and local policy on healthy homes.

**Michigan League for Human Services** (2011 grant)  
Lansing, Mich.

**\$250,000 /** The organization, now known as the Michigan League for Public Policy, is a strong supporter of health care policy reform and serves as the lead agency for the Michigan Consumers for Healthcare Advancement Coalition, an alliance working to ensure the Affordable Care Act meets the needs of Michigan's most vulnerable populations. Assisted by this two-year, \$500,000 grant, the league and other coalition members are developing a unified consumer voice to shape the act's implementation in the state.

**Michigan Primary Care Association** (2011 grant)  
Lansing, Mich.

**\$650,000 /** The association is a member organization composed of Federally Qualified Health Centers in Michigan. A three-year, \$1 million grant enables the association, in partnership with Capital Link, to create a centralized technical-assistance program designed to help the state's health centers plan, initiate and finance capital projects that extend quality care to underserved communities.

**Michigan State University**  
East Lansing, Mich.

**\$150,000 /** The teaching and research university has established the Center for Regional Food Systems, or CRFS, which leverages applied research, education and outreach to advance understanding of and engagement with regional food systems. A three-year, \$450,000 grant enables CRFS to develop and lead the Michigan Food Hub Learning and Innovation Network, an initiative to increase the capacity of local food hubs to supply healthy food profitably to new markets, including underserved communities.

**Morehouse School of Medicine** (2010 grant)  
Atlanta

**\$167,000 /** The school, based at a historically black college, ranks among the nation's leading educators of primary-care physicians and was recently recognized as the top institution among U.S. medical schools for its social mission. With this three-year, \$500,000 grant, the school is implementing a community-driven health-policy program designed to address and reduce health disparities in five low-income, underserved Fulton County communities.

**National Academy of Sciences**  
Washington

**\$700,000 /** The academy is a private society of distinguished scholars engaged in scientific and engineering research and dedicated to furthering the use of science and technology for the public good. The NAS anchors the Institute of Medicine, which is using this three-year, \$1.05 million grant to convene three national roundtables that enlist leading public- and environmental-health experts in formulating the best solutions to address health inequities in the United States.

**National Center for Healthy Housing Inc.** (2010 grant)  
Columbia, Md.

**\$250,000 /** The nonprofit corporation fosters healthy, safe homes for children by engaging in research, reporting, training, and policymaking on housing-related health issues. With this three-year, \$750,000 grant, the center is creating a Community-Based Advocacy for the Healthy Housing Project to implement its National Healthy Housing Action Plan, build a grassroots advocacy network and broaden funding support for healthy housing.

**National Foundation for the Centers for Disease Control and Prevention Inc.**  
Atlanta

**\$305,000 /** Established by the U.S. Congress as an independent organization, the foundation connects the Centers for Disease Control and Prevention with private organizations and individuals to build effective public-health programs. This three-year, \$500,000 grant enables the foundation to test different messaging strategies to promote walking in Atlanta's Hartsfield-Jackson airport, with the goal of applying successful strategies in other public spaces.

**Natural Resources Defense Council Inc.** (2011 grant)  
New York

**\$200,000 /** Launched in 1970, the national organization has been a leader in building the environmental movement and helping to formulate environmental laws. Through this three-year, \$570,000 grant, the council is providing technical and legal assistance to local grassroots organizations seeking to mitigate the negative health effects on their communities of diesel-related pollution from ports and other intermodal-freight transport facilities.

**NCB Capital Impact**  
Arlington, Va.

**\$165,000 /** The certified community development financial institution works in partnership with public and private organizations to improve access to high-quality health and elder care, healthy foods, housing and education in low-income communities across the country. This grant funds the two-day National Summit on Community Health Center Lending and Innovation, which seeks to foster the development of partnerships and more coordinated approaches to serving low-income individuals.

**Occidental College** (2011 grant)  
Los Angeles

**\$242,500 /** The private liberal-arts college serves a diverse student body on an urban campus. This two-year, \$485,000 grant enables the college's Urban & Environmental Policy Institute to expand its Farm to Preschool pilot project, which raises awareness and increases consumption of farm-fresh produce among preschoolers and their families.

**Occidental College**  
Los Angeles

**\$175,000 /** The private liberal-arts college serves a diverse student body on an urban campus. This grant enables the Moving Forward Network, a consortium led by the college's Urban and Environmental Policy Institute, to develop a framework for addressing the health impacts of freight traffic on vulnerable communities.

**Ohio Environmental Council** (2010 grant)  
Columbus, Ohio

**\$50,000 /** Through legislative initiatives, legal action, scientific principles and statewide partnerships, the council works to secure healthy air, land and water in Ohio. Assisted by a three-year, \$180,000 grant, the organization is expanding a project aimed at lowering harmful diesel emissions from construction vehicles in Cleveland and Columbus.

**Omaha Community Foundation**  
Omaha, Neb.

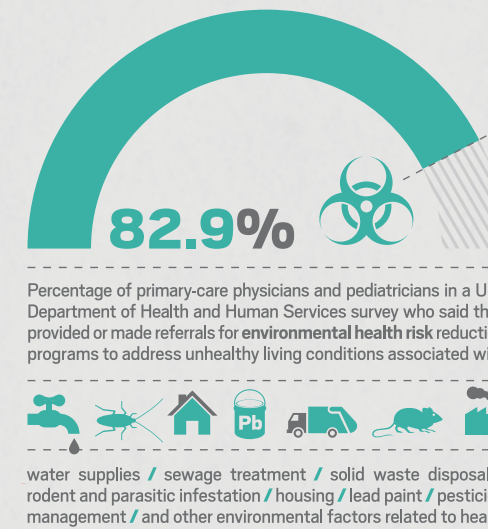
**\$250,000 /** The philanthropic organization supports nonprofits in Omaha and southwestern Iowa, and serves as the fiscal agent for the Omaha Healthy Kids Alliance. The alliance is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy to improve the overall housing conditions of low-income populations as part of Kresge's Advancing Safe and Healthy Homes Initiative.

**Partnership for a Healthier America Inc.**  
Washington

**\$84,000 /** The partnership is working with the private sector to develop strategies for solving the childhood-obesity crisis in America. A three-year, \$250,000 grant advances organizational efforts to obtain voluntary commitments from leading companies to adopt practices and policies that foster healthy lifestyles and behaviors.

**Pew Charitable Trusts**  
Philadelphia

**\$150,000 /** As an operating foundation, Pew manages grantmaking programs in culture, education, environment, health and human services. This funding enables Pew to incorporate a safe and healthy homes approach to mitigating household environmental health and safety hazards into its current Home Visiting Campaign, which secures high-quality home visiting services for the nation's at-risk families.



Source: Institute for Alternative Futures: Community Health Centers Leveraging the Social Determinants of Health

**PolicyLink** (2011 grant)  
Oakland, Calif.

**\$375,000 /** The national research, communications, capacity-building and advocacy-support organization is working to change land-use planning, urban design and urban food systems in ways that improve the health of low-income and minority communities. PolicyLink is using this two-year, \$750,000 grant to inform community leaders and policymakers about successful models, tools and policies that promote healthy land use, transportation and food access.

**Prevention Institute** (2011 grant)  
Oakland, Calif.

**\$125,000 /** The institute addresses the primary causes of health disparities in low-income communities. This three-year, \$375,000 grant supports the expansion in two urban areas of the Urban Networks to Increase Thriving Youth program, which guides some of the nation's largest cities in their efforts to prevent youth violence.

**Prevention Institute** (2011 grant)  
Oakland, Calif.

**\$169,099 /** The institute addresses the primary causes of health disparities in low-income communities. A two-year, \$338,198 grant helps the institute refine and advance its Community-Centered Health Home model, which gives health care providers a structured approach for addressing the key factors that affect population health in communities while maintaining high-quality clinical practices.

**Public Health Institute**  
Oakland, Calif.

**\$200,000 /** Through its diverse programs and projects, the institute addresses emerging public-health issues and solutions, and fosters innovation to meet today's most significant public-health challenges. This two-year, \$400,000 grant supports the institute's expanded evaluation of the National Leadership Academy for the Public's Health, a program designed to deliver high-impact leadership training, coaching and technical assistance to professionals and teams working in community health.

**Public Health Solutions** (2011 grant)  
New York

**\$200,000 /** The organization develops, implements and advocates strategic solutions to prevent disease and improve community health. A three-year, \$600,000 grant supports the development of a Midwest regional School Food Learning Lab model to help large school districts procure healthy, locally grown, sustainably produced food for school meal programs.



**Puget Sound Sage** (2011 grant)  
Seattle

**\$80,000 /** The coalition leader unites community, religious, labor and environmental-justice organizations in efforts to improve the air quality of predominantly low-income neighborhoods adjacent to the Port of Seattle. Assisted by this two-year, \$170,000 grant, the organization is partnering with the University of Washington Department of Environmental and Occupational Health Sciences to develop a strategic plan for clean, safe trucking.

**School-Community Health Alliance of Michigan**  
(2010 grant)  
Lansing, Mich.

**\$185,000 /** More than 100 school-based and school-linked health centers across Michigan receive technical assistance and organizational support from this statewide agency. This two-year, \$365,000 grant allows the alliance to scale up its model for a centralized billing and data-collection system and expand access to a national network of school-based health centers.

**Southeastern Michigan Health Association**  
(2011 grant)  
Detroit

**\$419,680 /** The association is a consortium of health officers who direct local health departments in southeastern Michigan facilitating the delivery of health services throughout the area. Supported by this multiyear, \$1.42 million grant, the association is serving as the national program office for our Advancing Safe and Healthy Housing initiative, which broadens its childhood lead-abatement effort into a comprehensive healthy-housing approach.

**Southeastern Michigan Health Association**  
Detroit

**\$250,000 /** The association is a consortium of health officers who direct local health departments in southeastern Michigan facilitating the delivery of health services throughout the area. This three-year, \$750,000 grant for the association's CLEARCorps/Detroit project supports the development of a policy agenda for Healthy Homes Detroit, a combined hazards-reduction and community-education initiative being implemented in selected Detroit neighborhoods.

**SouthWest Organizing Project** (2010 grant)  
Albuquerque, N.M.

**\$160,000 /** For more than 30 years, the organization has empowered vulnerable communities to reduce air pollution and participate more fully in decision-making. This three-year, \$750,000 grant allows the organization to spearhead a statewide campaign to strengthen New Mexico's air-quality regulations as a first step toward decreasing toxic air emissions.

**St. John's Well Child and Family Center Inc.**  
Los Angeles

**\$250,000 /** The independent community health center works to eliminate health disparities and foster community well-being by providing and promoting the highest quality care through a network of 10 Federally Qualified Health Centers and school-based clinics in Central and South Los Angeles and the city of Compton. St. John's is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy as part of Kresge's Advancing Safe and Healthy Homes Initiative.

**Tides Foundation** (2010 grant)  
San Francisco

**\$500,000 /** The foundation acts as the fiscal agent for the Convergence Partnership for Healthy Eating and Active Living, a major collaboration of leading national health foundations that drives policy and environmental changes which address disparities and promote healthy people in healthy places. This two-year, \$1 million grant for membership supports the partnership and advances its work.

**Trust for America's Health**  
Washington

**\$250,000 /** The nonpartisan organization is dedicated to saving lives by protecting the health of every community and elevating disease prevention to a national priority. A two-year, \$500,000 grant funds the second stage of a project engaging health care and public-health stakeholders in crafting a model to integrate population health and community disease prevention into reforming the health care system.

**University of Maryland, Baltimore County** (2010 grant)  
Baltimore

**\$250,000 /** The liberal-arts honors university is home to the Hilltop Institute, a nationally recognized research center dedicated to improving the health and social outcomes of vulnerable populations. Supported by this three-year, \$750,000 grant, the institute is establishing a Hospital Community Benefit Program to research best practices for evaluating and improving the effectiveness of community-benefit activities performed by tax-exempt hospitals.

**University of Michigan** (2011 grant)  
Ann Arbor, Mich.

**\$270,000 /** Michigan is the nation's leading university for research spending, which currently totals \$1.27 billion. This three-year, \$865,000 grant funds a multistate study of high air-toxics exposure on school sites where minority children are concentrated and fosters better state and national standards for the future placement of schools.

**University of South Carolina** (2010 grant)  
Columbia, S.C.

**\$212,500 /** Founded in 1801, the state's flagship university serves 41,000 students on eight campuses. Assisted by this three-year, \$650,000 grant, an interdisciplinary research team spearheaded by the School of Social Work is engaging residents of the Waverly public-housing community in a collaborative project to develop and implement interventions that contribute to a safer neighborhood environment.

**University of Washington** (2011 grant)  
Seattle

**\$85,000 /** The Pacific Northwest's largest public research university houses the Department of Environmental and Occupational Health Sciences. Supported by this two-year, \$385,000 grant, the department's researchers are collaborating with coalition leader Puget Sound Sage on community-based participatory research investigating the health impacts from diesel-freight-related pollution on neighborhood residents living near the Port of Seattle.

**Virginia Organizing Inc.**  
Charlottesville, Va.

**\$130,000 /** The statewide grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. The Health and Environmental Funders Network, based in Bethesda, Md., operates as a joint plan of work with Virginia Organizing and is using this three-year, \$190,000 grant to improve its capability to engage, track and provide services to foundations focused on environmental health and justice programs.

**Virginia Organizing Inc.**  
Charlottesville, Va.

**\$300,000 /** The grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. This three-year joint grant from our Health Program and Environment Program enables the group's Environmental Health Sciences project to expand its media coverage of environmental-health and climate change stories with the aim of increasing public understanding of the issues and demand for policy solutions.

**Washtenaw County Public Health** (2010 grant)  
Ypsilanti, Mich.

**\$147,000 /** Serving 348,000 residents in southeastern Michigan, the agency has piloted its Prescription for Health program in four Ypsilanti health clinics to provide low-income clients with nutrition instructions and tokens for purchasing fresh produce at a local farmers' market. Kresge's two-year, \$294,000 grant is being used to expand the pilot program to four additional health clinics over the next two years.

**Wayne State University** (2011 grant)  
Detroit

**\$250,000 /** The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. A three-year, \$750,000 grant supports the Wayne State School of Medicine and College of Nursing in establishing and spearheading the Michigan Great Lakes Area Health Education Centers, an initiative to build a cohort of diverse health care professionals and to improve primary-care access in underserved areas of the state.

**Wayne State University** (2011 grant)  
Detroit

**\$99,455 /** The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. This three-year, \$675,000 grant enables the university's Center for Urban Studies to adapt and expand its Lead Housing Database for use in our Advancing Safe and Healthy Housing initiative, which broadens its childhood lead-abatement effort into a comprehensive healthy-housing approach.

**West Harlem Environmental Action Inc.**  
New York

**\$200,000 /** The nonprofit advocacy organization, also known as WE ACT, works to improve environmental quality and to secure environmental justice in predominately African American and Latino communities. Grant assistance enables WE ACT to address multiple issues, such as childhood obesity, lead poisoning in homes and exposure to diesel pollution, and to continue its outreach and education within the largely minority communities in West Harlem.

**Wholesome Wave Foundation Charitable Ventures Inc.** (2011 grant)  
Bridgeport, Conn.

**\$250,000 /** The foundation works to improve health outcomes for vulnerable populations by increasing access to fresh, locally grown food and bolstering revenues for family farmers on a national level. This two-year, \$500,000 grant enables Wholesome Wave and its partners to evaluate healthy-food incentive programs and build a case for supporting and nationally replicating these initiatives.

**Winrock International Institute for Agricultural Development** (2011 grant)  
Little Rock, Ark.

**\$250,000 /** Winrock International works with people in the United States and around the world to empower the disadvantaged, increase economic opportunity and sustain natural resources. A three-year, \$750,000 grant supports a pilot project to establish three model food hubs, which connect small and midsize farmers to retail markets and increase access to fresh, healthy food for underserved communities.

**Wisconsin Primary Health Care Association**  
Madison, Wis.

**\$250,000 /** The association advances the efforts of Wisconsin Community Health Centers to provide access to comprehensive, community-oriented primary care services. A three-year, \$583,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate, or STAR, initiative in the state's Federally Qualified Health Centers, as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.

**World Hunger Year Inc.** (2010 grant)  
New York

**\$205,000 /** The organization, also known as WhyHunger, is a leading advocate for community-based solutions to alleviate hunger and poverty, and operates a variety of national programs to increase the availability of affordable healthy food. This two-year, \$410,000 grant is being used to help regional coalitions in southeastern Arizona and the Mississippi Delta implement plans to eliminate "food deserts," and to expand this model to other areas.

**Liberty Hill Foundation**  
Santa Monica, CA  
\$250,000



The Liberty Hill Foundation addresses poverty, youth violence, education reform and environmental justice while coordinating efforts to affect public policy. A 2012 grant supports the final phase of a collaborative project to implement new zoning reforms that reduce pollution exposure and health risks while creating green enterprises in low-income neighborhoods in Los Angeles.

Photo by Esteban Ramirez

**Yale University** (2010 grant)  
New Haven, Conn.

**\$250,000 /** The private university is a wellspring of research centers and programs, including the Community Alliance for Research and Engagement, which is leading a citywide approach to improve the health of New Haven residents by developing programs and policies related to chronic-disease risks. A three-year, \$750,000 grant is being used to identify, evaluate and implement effective health-intervention models.

**Safety Net Enhancement Initiative**

This grant opportunity seeks to foster new models of health-care delivery among local and regional providers in order to reduce health disparities and improve the health outcomes of adults and children living in underserved communities.

In December 2010, eight public-health agencies and community organizations were awarded \$750,000 each to support demonstration projects. The combined \$6 million was awarded over three years, and the third and final portion of the grant was paid in 2012. The projects will be evaluated for their effectiveness in reducing health disparities.

**Alameda County Public Health Department**  
Oakland, Calif.

The department, which designs and delivers community health services and programs, serves as the lead agency for Food to Families, an initiative aimed at reducing the risk of obesity, improving access to healthy foods and fostering community activities that support the health of African American and Latina pregnant women.

**Beaufort-Jasper-Hampton Comprehensive Health Services Inc.**  
Ridgeland, S.C.

The health center, which has provided services to medically underinsured communities for nearly 40 years, is partnering on a model project to develop a community-based leadership organization responsible for ensuring that comprehensive health and fitness services are available to vulnerable residents of Sheldon Township.

**Cleveland Clinic Foundation**  
Cleveland

The Cleveland Clinic is an academic medical center that integrates clinical and hospital care with research and education. Assisted by this grant, the clinic is developing the East Cleveland Teen Collaborative as a demonstration project designed to improve the health behaviors and outcomes of at-risk youth and encourage their positive engagement in the East Cleveland community.

**Kokua Kalihi Valley Comprehensive Family Services**  
Honolulu

The health and social-services agency serves Asians, Pacific Islanders and other immigrants living in Kalihi Valley. This grant supports the demonstration phase of the Return to Our Roots project, which is designed to address the mental-health issues affecting the health of low-income, foreign-born residents facing language and cultural-transition challenges.

**North Country Healthcare Inc.**  
Flagstaff, Ariz.

One-third of North Country's patients are uninsured working poor, making it an important provider of full-spectrum medical and dental services to underserved residents in nine rural communities. Funding from this grant supports the Hermosa Vida project, a collaborative initiative to provide low-income children with access to health information, fitness programs, nutrition counseling and healthy lifestyle supports.

**Taos Health Systems Inc. Holy Cross Hospital**  
Taos, N.M.

The health-care organization operates Holy Cross Hospital and provides health-care services to residents of ethnically diverse communities in the state's north-central region. With this grant, Taos Health Systems is spearheading implementation of La Jicarita Family Health Initiative, a demonstration project focused on building a community-based system and infrastructure to improve the health and well-being of children.

**Voices Of Detroit Initiative**  
Detroit

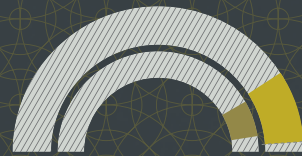
The community health collaborative works to improve health services for medically underserved populations by coordinating the efforts of local health systems, public-health agencies, community health centers and grassroots organizations. This grant supports the rollout of a Healthy Living Mall model designed to reduce the incidence of diabetes and hypertension among seniors living on a residential-housing campus.

**Whittier Street Health Center Committee Inc.**  
Roxbury, Mass.

As a primary provider of clinical and social services for 14,000 clients, the health center has led a partnership of agencies, academics and community organizations in developing the Building Vibrant Communities project to address high rates of hypertension and depression among residents in Boston public-housing developments.

In 2012:

**\$24.3** Million  
**47** Awards



**ACCION Texas Inc.**  
San Antonio

**\$250,000** / The community development financial institution provides credit and financial services to small businesses that do not qualify for conventional loans from commercial sources, and serves as a national leader in the microlending field. A two-year, \$500,000 grant supports expansion of its new Lending and Learning Center, which offers financial education, business support and capital to low-income individuals and families operating businesses in low-wealth urban neighborhoods.

**The Alliance for Children and Families Inc.** (2011 grant)  
Milwaukee

**\$1,878,338** / The alliance offers leadership and management-development services to its national membership network of 350 nonprofit agencies serving 3 million individuals and families in 8,000 U.S. communities. This four-year, \$5.38 million grant funds a project to integrate strategic thinking into personnel, training, planning and other areas as a means to help nonprofits improve their organizational alignments and client services.

**American Bar Association Fund for Justice and Education**  
Chicago

**\$100,000** / The charitable fund supports the public-service and educational programs of the American Bar Association. This two-year, \$200,000 grant makes civil legal assistance more accessible to low-income and vulnerable individuals by establishing new state-level Access to Justice Commissions and strengthening the work of existing commissions in 28 states and the nation's capital.

**Asian Americans/Pacific Islanders in Philanthropy**  
San Francisco

**\$250,000** / The national advocacy organization is dedicated to advancing philanthropy and Asian American/Pacific Islander communities. Through this grant, it is partnering with the White House Initiative on Asian Americans and Pacific Islanders to identify opportunities for joint public and private investments in these vulnerable communities to reduce inequalities and disparities.

**The Aspen Institute Inc.** (2011 grant)  
Washington

**\$500,000** / The international organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. This three-year, \$1.48 million grant underwrites the Ascend Project, a multifaceted policy program to advance two-generation, integrated human-services and postsecondary-education strategies to move families out of poverty.

**The Aspen Institute Inc.**  
Washington

**\$200,000** / The international nonprofit organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. With grant funding, the institute is helping next-generation human-services leaders develop and implement action plans to promote racial equality and inclusion within their organizations and their communities.

**Association for Enterprise Opportunity**  
Washington

**\$400,000** / The national organization fosters the development of strong, effective U.S. microbusiness initiatives to assist underserved entrepreneurs in starting, stabilizing and expanding businesses. This grant for operational support advances the association's efforts to provide technical and planning assistance to its membership and to build the reach and capacity of the microbusiness sector.

**Be the Change Inc.**  
Cambridge, Mass.

**\$700,000** / The organization creates national issue-based campaigns, such as Opportunity Nation, driven by broad cross-partisan coalitions that inspire culture change and accelerate public-policy development to bring about positive changes in society. Assisted by a two-year, \$700,000 grant, the Opportunity Nation coalition of 250 nonprofits, businesses, educational institutions, faith-based organizations and community groups is working to expand social and economic mobility and close the opportunity gap in America.

**The Boston Foundation** (2011 grant)  
Boston

**\$100,000** / The foundation is one of the oldest and largest community philanthropic organizations in the nation and serves as a major civic leader, convener and sponsor of special initiatives to address pressing community and regional challenges. This two-year, \$200,000 grant supports the Catalyst Fund, an initiative to provide Boston-area nonprofits with technical assistance and information about collaborative ventures and mergers.

**Brandeis University** (2011 grant)  
Waltham, Mass.

**\$185,577** / The university's Heller School for Social Policy and Management anchors the Institute on Assets and Social Policy, which is dedicated to promoting a better understanding of how assets and asset-building opportunities improve the well-being and financial stability of individuals and families left out of the economic mainstream. The institute is using this three-year, \$500,000 grant to conduct research on asset-building strategies and their impact.

**Catalyst Miami** (2011 grant)  
Miami

**\$138,000** / Working through a partnership network, the coalition identifies and launches innovative strategies to help people and communities thrive. General operating support, provided by this three-year, \$400,000 grant, enables Catalyst Miami to pursue strategies for strengthening human-services agencies in the Dade County area, promoting civic leadership and informing providers in the human-services field.

**Center for American Progress**  
Washington

**\$200,000** / The independent nonpartisan educational institute strives to improve the lives of Americans through progressive ideas and action. A two-year, \$400,000 grant provides funding to support the Half in Ten national advocacy coalition campaign to reduce the number of Americans living in poverty by 50 percent within 10 years.

**Center for Community Change**  
Washington

**\$75,000** / The center builds the power and capacity of low-income people, especially low-income people of color, to improve their communities and the policies and institutions that affect their lives. Grant money targets the expansion of state housing and homeless coalitions that create and implement public trust funds to support affordable-housing initiatives.

**Center for Labor and Community Research** (2011 grant)  
Chicago

**\$350,000** / The consulting and research organization collaborates with community groups, human-services agencies, educational institutions and businesses to coordinate strategies that allow low-income individuals to receive social supports while accessing educational and employment opportunities. This two-year, \$760,000 capacity-building grant supports expansion, to four additional cities, of the center's network-based approach for moving people out of poverty.

**Center on Budget and Policy Priorities** (2010 grant)  
Washington

**\$175,000** / The national research and policy institute focuses on safety-net issues, policies and programs such as food assistance and income support that affect low-income households. This four-year, \$600,000 grant supports the center's efforts to strengthen the Temporary Assistance for Needy Families program and Supplemental Nutrition Assistance Program by training human-services providers, developing recommendations and forging strategic partnerships.

**Center on Budget and Policy Priorities**  
Washington

**\$300,000 /** The national research and policy institute focuses on safety-net issues, policies and programs such as food assistance and income support that affect low-income households. This two-year, \$581,000 grant builds the capability of the center's State Fiscal Analysis Initiative to provide financial and technical assistance and training to a network of state-policy organizations focused on expanding economic opportunity for vulnerable populations.

**The Coalition of Immokalee Workers Inc.** (2011 grant)  
Immokalee, Fla.

**\$610,000 /** The coalition serves as the social-safety net for more than 45,000 farmworkers who pick 80 percent of the tomatoes consumed in the United States. Funding from this three-year, \$1.28 million grant strengthens the coalition's human resources and programmatic capacity, and supports the statewide expansion of its Fair Food Program, an innovative profit-sharing agreement.

**Colorado Center on Law and Policy** (2011 grant)  
Denver

**\$128,464 /** The advocacy organization is dedicated to promoting justice, economic security, health care access, and sound fiscal policies. This three-year, \$371,264 grant for general operations bolsters the center's leadership role with the Economic Opportunity Poverty Reduction Task Force of the state General Assembly, which seeks to cut Colorado's poverty rate in half by 2019.

**Comunidades Latinas Unidas En Servicio** (2011 grant)  
St. Paul, Minn.

**\$250,000 /** The organization provides high-quality, language-appropriate, culturally competent behavioral-health and human services through a family-centric, coordinated-care delivery model to advance the well-being, health and economic prosperity of Latino individuals and families in Minnesota. This three-year, \$750,000 grant supports general operations.

**Council for a Strong America**  
Washington

**\$200,000 /** The council serves as the parent organization for four programmatic groups dedicated to expanding opportunities and strengthening pathways out of poverty for disadvantaged children and families. This grant supports the communications and advocacy work of the council's "unexpected messengers," a network of leaders from law enforcement, business, the ministry and the armed forces who champion research-based public investments in social, educational and health-related programs and policies.

**Drug Treatment Court Foundation of Kalamazoo County**  
Kalamazoo, Mich.

**\$75,000 /** The foundation mobilizes public and private funding to support the Drug Treatment Court, which offers a comprehensive system of substance abuse recovery opportunities to men, women and youth convicted of nonviolent crimes. This grant is being used to assess the feasibility of Social Impact Bonds, a "pay for success" financing option where private investors provide the upfront funding for prevention and early intervention services and the public sector pays only if the intervention is successful.

**Eastern Michigan University Foundation**  
Ypsilanti, Mich.

**\$125,000 /** The foundation solicits and manages funds on behalf of Eastern Michigan University, and provides additional financial support to students, programs, services and the educational community. EMU's Institute for the Study of Children, Family and Communities is using a two-year, \$250,000 grant to further the work of the Family Self-Sufficiency Program in connecting area residents at a redeveloped subsidized housing complex with community resources.

**The Essential Economy Council**  
Atlanta

**\$75,000 /** The bipartisan organization conducts economic research and disseminates data to help decision-makers create sound public policy that benefits Georgia's state economy. This two-year, \$150,000 grant enables the council to evaluate the impact of the "essential economy," a new economic classification that explains the contributions of service industries and their low-wage workers.

**Feeding America**  
Chicago

**\$375,000 /** The nation's leading domestic hunger-relief organization utilizes a vast network of food banks and charitable agencies to collect and distribute 3 billion pounds of food to more than 37 million Americans annually. Aided by this grant, Feeding America is embarking on a pilot program that leverages loan and grant dollars to transition its network of 200 local food banks to a single technology platform which can increase efficiencies, reduce operating costs and improve food distribution.

**Food Research and Action Center** (2011 grant)  
Washington

**\$490,000 /** The center is the leading national nonprofit organization working to improve public policies and public-private partnerships that target the eradication of hunger and malnutrition in the United States. Assisted by this three-year, \$1.41 million grant for general operating support, the center and its widespread network of partner organizations are elevating their anti-hunger work and increasing their effectiveness.

**Good Shepherd Services**  
New York

**\$300,000 /** Good Shepherd Services is a multiservice youth-development, education and family-service agency serving more than 20,000 program participants annually. It is using this two-year, \$600,000 grant to enhance and expand its capacity to deliver services while completing the acquisition of two other service organizations.

**Goodwill Industries International Inc.**  
Rockville, Md.

**\$150,000 /** With 165 Goodwill organizations in the U.S. and Canada and 14 affiliates worldwide, Goodwill Industries International, or GII, builds social enterprises that provide skills training and job-placement assistance leading to employment and sustainability for people with work barriers. Funding enables GII to assist its member agencies in accessing additional capital and accelerating the expansion of Goodwill's donated-goods retail operations.

**Goodwill Industries of San Antonio** (2011 grant)  
San Antonio

**\$200,000 /** Goodwill Industries, which provides career training and employment services to 50,000 individuals annually, has partnered with Alamo Community College to create the Good Career Academy model. This three-year, \$900,000 grant supports expansion of the model, offering greater access to career-certification training in the medical and technology industries for low-income minority individuals.

**Grantmakers for Children, Youth and Families**  
Silver Spring, Md.

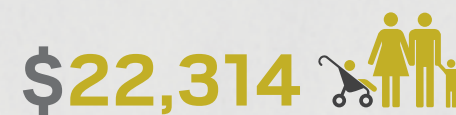
**\$20,000 /** The national philanthropic affinity organization promotes effective grantmaking that integrates research, policy and practice to bring about systemic change for children, youth and families. This funding enables grantmakers to provide training and technical assistance to its members and partner organizations.

The increased likelihood an American who spends half of this or her childhood in poverty **will reach age 20 without a high school diploma, when compared to those never poor as children.**



Share of American jobs expected **to require some postsecondary education by 2018.**

Source: Urban Institute, "Child Poverty and Its Lasting Consequence"  
Source: Georgetown University Center on Education and the Workforce



The poverty level in 2010 for a family of four

Source: U.S. Census Bureau



Number of Americans below the poverty level.



Another lived no more than 25% above the poverty level.

Source: U.S. Census Bureau

**The Greater New Orleans Foundation**  
New Orleans

**\$250,000 /** Serving the 13-parish region of metropolitan New Orleans, the foundation works to create a resilient, sustainable, vibrant community by spearheading strategic initiatives, connecting donors to local needs and supporting effective nonprofit organizations. This four-year, \$500,000 grant expands a capacity-building program to strengthen the region's human-services sector by providing consulting services, technical assistance, training and other resources to more than 30 human-services organizations.

**Greyston Foundation Inc.**  
Yonkers, N.Y.

**\$400,000 /** The recognized pioneer in social enterprise operates various entrepreneurial enterprises, including the for-profit Greyston Bakery, to help low-income individuals achieve self-sufficiency. Funding supports the bakery's operations and expansion of its PathMaking program, which connects low-income, chronically unemployed clients with an array of housing, wellness, financial and educational support services.

**Haven Inc.** (2011 grant)  
Bingham Farms, Mich.

**\$205,000 /** The only comprehensive domestic-violence and sexual-assault center in Michigan's Oakland County offers a continuum of treatment and prevention services to 25,000 individuals annually. This two-year, \$500,000 grant helps to establish a Family Justice Center that consolidates Haven's services into one location and increases client access to care, information and resources.

**Hawai'i Community Foundation**  
Honolulu

**\$100,000 /** The statewide philanthropic foundation provides grants and advisory services to nonprofit organizations that invest in people and solutions to benefit Hawaiian island communities. This four-year, \$1.49 million grant helps to strengthen Hawaii's human-services system by building the capacity of leading human-services organizations to serve at-risk youth, homeless individuals and frail elderly residents and fostering greater collaboration among community, government and nonprofit leaders.

**Indiana University** (2010 grant)  
Bloomington, Ind.

**\$270,000 /** The university's new School of Philanthropy builds on the foundation of its predecessor, the Center on Philanthropy, and seeks to increase the understanding of philanthropy and improve its practice. This three-year, \$600,000 grant supports new research on the human-services sector and the dissemination of findings to practitioners, funders and policymakers.

**Innovation Network for Communities**  
Tamworth, N.H.

**\$150,000 /** The national organization helps to develop and spread scalable innovations that transform the performance of community systems such as education, energy, land use, transportation and workforce development. This grant supports research on leading-edge practices and programs in key areas of the human-services field that improve outcomes for low-income people in urban areas.

**Insight Center for Community Economic Development** (2011 grant)  
Oakland, Calif.

**\$315,000 /** The national research, consulting and legal-services organization advances innovative solutions that help people and communities become economically secure over the long term. Assisted by this three-year, \$750,000 grant, the center is launching a learning community that engages human-services providers, advocates and government leaders in refining the standards of economic self-sufficiency applied to programs and benefits for low-income individuals.

**Instituto Del Progreso Latino**  
Chicago

**\$250,000 /** The Institute of Latino Progress provides Latino immigrants and their families with education, training and employment to foster full participation in America's changing society while preserving cultural identity and dignity. A two-year, \$500,000 grant enables the institute to participate in a 10-year, federally funded demonstration project, Innovative Strategies for Increasing Self-Sufficiency, which centers on a rigorous evaluation of next-generation strategies for increasing the economic self-sufficiency of low-income individuals and families.

**Greyston Foundation Inc.**  
Yonkers, N.Y.  
\$400,000



A pioneer in social enterprise, Greyston operates various entrepreneurial ventures – including a for-profit bakery – to help low-income individuals achieve self-sufficiency. Funding supports the bakery's operations and expansion of a program that connects low-income, chronically unemployed clients with housing, wellness, financial and educational support services.

Photo by Greyston Foundation Inc.

**Intercultural Development Research Association** (2011 grant)  
San Antonio

**\$325,000 /** The independent, private organization is dedicated to strengthening public schools to work for all children. Assisted by this multiyear, \$875,000 grant for general operations, the association is providing three years of training and technical assistance to nine community-based organizations serving families in south Texas.

**La Piana Consulting**  
Emeryville, Calif.

**\$35,000 /** The national firm takes a comprehensive, holistic approach to strengthening nonprofits and foundations, using a combination of innovative tools, rigorous research methodologies and a relationship-based consulting philosophy. Through this grant, the consulting organization is assisting the Human Services team in designing its new Joining Forces program initiative to support the transformation and restructuring of direct human-services providers in selected cities.

**Lutheran Metropolitan Ministry**  
Cleveland

**\$400,000 /** The faith-based, multiservice agency serves 10,000 low-income Cleveland residents annually through its programmatic work in community re-entry, at-risk teen support, housing and shelter, and adult support and advocacy. Through this grant, the ministry is strengthening its organizational capacity to create pathways to jobs and careers for program participants while expanding its advocacy efforts on behalf of chronically unemployed individuals.

**Mission Economic Development Association** (2011 grant)  
San Francisco

**\$163,000 /** The community-based economic development corporation works to improve economic and social conditions in San Francisco's Mission District by stimulating investment, enhancing the business environment and creating jobs for area residents. The association is using this three-year, \$500,000 grant to achieve uniform integration of its services internally and externally among its partner organizations to create a seamless continuum of care for all clients.

## Mississippi Center for Justice Jackson, Miss.

**\$175,000** / The center is a public-interest nonprofit law firm committed to advancing racial and economic justice through the development and pursuit of strategies to combat discrimination and poverty statewide. A two-year, \$350,000 grant is being used for organizational improvements and capacity building designed to increase the center's effectiveness in securing Mississippi's safety net for low-income residents.

## National Alliance for Hispanic Health (2010 grant) Washington

**\$1,225,120** / The alliance's network of 500 community-based organizations delivers health and human services to 15 million low-income individuals, and its national and federal outreach partners touch the lives of 100 million people annually. This four-year, \$4.29 million grant supports the alliance's Our Treasures demonstration project to strengthen 10 multiservice organizations by funding new chief operating officer and/or chief development officer positions.

## National Church Residences Columbus, Ohio

**\$200,000** / National Church is the nation's largest nonprofit developer and manager of affordable senior housing and services. This three-year, \$600,000 joint grant from our Human Services Program and Health Program enables the organization to implement and expand its new Integrated Health Home Medical Program, a person-centered care system that addresses physical, behavioral and social needs.

## National Federation of Community Development Credit Unions New York

**\$550,000** / The federation provides financial, technical and human resources to help strengthen community development credit unions, or CDCUs, that offer banking services to low-income and minority residents in urban and rural communities. This four-year, \$1.59 million grant funds a pilot project designed to increase access to integrated financial and human services for families and individuals in four underserved urban areas by fostering strategic partnerships between CDCUs and human-services providers.

## National Human Services Assembly Washington

**\$158,500** / The association of national nonprofit health and human-services organizations works collaboratively to shape and strengthen the delivery of care and services. It is using this grant to create a new, large-scale framework for the human-services sector centered on families and human development.

## NetWork for Better Futures (2011 grant) Minneapolis

**\$225,000** / NetWork provides comprehensive resources, including affordable housing, health services, employment, education and community engagement, to help high-risk men re-enter the community as workers, fathers and positive forces in society. This three-year, \$650,000 grant for general operations allows the agency to offer certification training for its staff and to advance its innovative service model.

## Philanthropy New York New York

**\$50,000** / The professional community of nearly 290 private, corporate, family and public foundations based in the New York City region fosters collaboration among funders, promotes strategic grantmaking and advances public policies that support the philanthropic and nonprofit sectors. It serves as the fiscal sponsor for the Asset Funders Network, which is receiving membership and operating support through this grant.

## Pisgah Legal Services Asheville, N.C.

**\$100,000** / The organization's network of staff and volunteer attorneys offers free civil legal assistance to low-income and vulnerable individuals in the rural Appalachia region, helping to resolve matters involving housing, domestic violence, health care and consumer protection. This grant enables Pisgah to establish a permanent fundraising structure and enhances its ability to provide additional legal services.

## Primary Care Development Corp. New York

**\$152,000** / The organization uses capital investment, performance improvement and policy advocacy to expand and transform primary care in underserved communities in ways that improve health outcomes, lower health costs and reduce disparities. This grant engages the Primary Care Development Corporation and the Corporation for Supportive Housing in joint efforts to conduct a market assessment and create a business plan for financing integrated health services and supportive housing projects.

## Regional Food Bank of Oklahoma (2011 grant) Oklahoma City

**\$191,500** / Oklahoma's largest private hunger-relief charity feeds more than 90,000 individuals each week through its distribution network of 1,000 feeding programs, partner organizations and elementary schools in 53 central and western counties. This three-year, \$756,000 grant supports the pilot and implementation of a food resource center model aimed at streamlining and integrating the food bank's distribution, procurement, management and advocacy activities.

## Rhode Island Legal Services Providence, R.I.

**\$200,000** / The law firm provides legal assistance and representation to low-income individuals to protect their legal rights and to ensure they are treated fairly throughout the civil justice system. This three-year, \$600,000 grant supports the development of a Holistic Legal and Social Services Network, a coalition of human-services and legal-aid organizations that uses an integrated approach to helping families move from poverty to financial stability.

## Roberts Enterprise Development Fund (2011 grant) San Francisco

**\$250,000** / The fund invests in nonprofit-run, social-enterprise businesses offering chronically unemployed California residents a paid-employment experience with training, mentorship, counseling and other support services. This three-year, \$750,000 grant for general operating support accelerates the organization's efforts to create additional jobs for 2,500 individuals by 2015 and to develop a nationally replicable social-enterprise model.

## Sargent Shriver National Center on Poverty Law Chicago

**\$920,000** / The Shriver Center strives to improve lives through the development of innovative, effective programs and policies that advance justice and opportunity. Funding from a three-year, \$1.4 million grant helps to strengthen training opportunities for civil legal aid providers across the U.S. and expand advocacy support to preserve and protect the civil legal rights of low-income individuals.

**Feeding America**  
Chicago  
\$375,000



The nation's leading domestic hunger-relief organization uses a network of food banks and charitable agencies to collect and distribute 3 billion pounds of food to more than 37 million Americans annually. This grant funds a pilot program that leverages loan and grant dollars to transition its 200 local food banks to a single technology platform which can increase efficiencies, reduce operating costs and improve food distribution.

Photo by Feeding America

### Stewards of Affordable Housing for the Future Washington

**\$90,000** / The network of 12 social-enterprise nonprofits provides high-quality, affordable rental homes for over 96,000 households in 49 states, the District of Columbia, Puerto Rico and the Virgin Islands. This grant underwrites a meeting of the largest affordable-housing owners to discuss the collection and analysis of data showing the impact of support services on residents' life outcomes, and to develop an action plan for aligning intervention efforts and engaging policymakers.

### Structured Employment Economic Development Corp. (2010 grant) New York

**\$500,000** / As part of its effort to lift low-income people from poverty, the organization partners with local community organizations on its EarnBenefits initiative, which connects individuals and families to public and private benefits such as food stamps and tax credits. This three-year, \$2 million grant supports the refinement and expansion of the EarnBenefits model to other states.

### St. Vincent de Paul Society of Lane County Inc. (2011 grant) Eugene, Ore.

**\$50,000** / St. Vincent de Paul offers social and homeless services, affordable housing and job-training and placement to low-income individuals in Oregon's Lane County. This multiyear, \$512,400 grant provides funding for the purchase and renovation of a facility to house the Oakridge Service Center, as well as a five-year operating subsidy.

### Syracuse University Syracuse, N.Y.

**\$110,000** / As an anchor institution in Syracuse, the university pursues collaborations that simultaneously enrich scholarship and research. A two-year, \$226,941 grant enables its Maxwell School of Citizenship and Public Affairs to develop, implement and disseminate tools and resources to evaluate and improve the performance of human-services organizations and to inform philanthropic investments in the sector.

### Tides Center San Francisco

**\$320,642** / The Tides Center is a public charity that provides a solid infrastructure for groups working to promote progressive social change on a local, national and international level. The grant is being used to create a national convening and learning series, Reinventing Human Services, focused on identifying transformative opportunities to bolster the sector's capacity to address the growing poverty and inequality in the United States.

### United Way of the Bay Area San Francisco

**\$250,000** / The charitable organization harnesses the philanthropic power of nonprofits, government, corporations and individuals to create change and to achieve its long-term goal of cutting Bay Area poverty in half by 2020. This three-year, \$500,000 grant enables the United Way and local human-services providers to create a regional network and develop a common framework to move families toward self-sufficiency.

### United Way Worldwide (2011 grant) Alexandria, Va.

**\$150,000** / United Way Worldwide is the leadership and support organization for the network of nearly 1,800 community-based United Way agencies in 45 countries and territories. This three-year, \$400,000 grant helps to implement a systems-based approach for collaborative, integrated service delivery among human-services organizations in three states.

### United Way Worldwide Alexandria, Va.

**\$300,000** / United Way Worldwide is the leadership and support organization for the network of nearly 1,800 community-based United Way agencies in 45 countries and territories. Funding supports the creation of the United Way Resident Fellows program to develop a continuous pipeline of high-performing talent for future leadership positions.

### University of Minnesota Minneapolis

**\$175,000** / The university is home to the Public and Nonprofit Leadership Center, which supports trained, experienced leaders who work collaboratively for the public good. This two-year, \$350,000 grant provides additional funding for an ongoing project to develop and disseminate learning materials for nonprofit human-services leaders and managers.

### University of Missouri Columbia, Mo.

**\$190,456** / Missouri's largest public research university houses the Harry S. Truman School of Public Affairs and the school's Rural Policy Research Institute, which analyzes the challenges, needs and opportunities facing rural America. This grant supports the institute's operations and efforts to secure renewable public and private funding.

### Urban Institute (2010 grant) Washington

**\$100,000** / The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. This three-year, \$300,000 grant funds a comprehensive assessment of the Greater New Orleans nonprofit sector's capabilities to deliver human services, and supports the pilot launch of an integrated online database, toolkit and resource hub.

### Urban Institute Washington

**\$325,000** / The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. Assisted by this three-year, \$1 million grant, the institute is launching a demonstration project in seven states aimed at increasing the delivery of public benefits to eligible low-income families, streamlining public-benefits systems and informing federal and state policies and practices.

### Valley Initiative for Development and Advancement Weslaco, Texas

**\$175,000** / The community-based agency provides underserved residents with education and training to promote self-sufficiency and build a skilled workforce that meets the demands of employers and spurs new investment in the region. A three-year, \$500,000 grant enables the agency to participate in a 10-year, federally funded demonstration project, Innovative Strategies for Increasing Self-Sufficiency, which centers on a rigorous evaluation of next-generation strategies for increasing the economic self-sufficiency of low-income individuals and families.

### Venture Philanthropy Partners Inc. Washington

**\$750,000** / The philanthropic-investment organization contributes money and provides expertise to high-performing nonprofit organizations that serve the core developmental, learning and educational needs of children and youth from low-income families in the National Capital Region. This grant supports an integrated network of six organizations seeking to improve education, employment and health-behavior outcomes for 20,000 low-income and at-risk young people.

### Vigorous Interventions in Ongoing Natural Settings Inc. Roxbury, Mass.

**\$180,000** / The pioneering multicultural-development organization, known as VISIONS, provides consulting services and training programs in diversity and inclusion. Through this grant, VISIONS is delivering organizational-development, technical-assistance and multicultural-training sessions to help a network of human-services organizations create and implement more equitable programming and services.

### Waianae Community Redevelopment Corp. Waianae, Hawaii

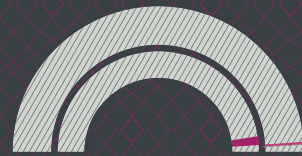
**\$150,000** / The Oahu-based organization operates MA'O Organic Farms as a social enterprise that builds youth leadership by offering agricultural internships, tuition waivers at a local community college and support services to at-risk young Native Hawaiians. Funding supports the farm's general operations and infrastructure upgrades.

### YouthBuild USA Inc. Somerville, Mass.

**\$510,298** / YouthBuild USA unites a network of 273 local YouthBuild programs in 45 states, Washington and the Virgin Islands, engaging nearly 10,000 low-income young adults annually in education-attainment, job-training and leadership-development activities. A two-year, \$1.2 million grant supports program growth and quality, and strengthens overall fundraising, research, leadership and policy capacity.

In 2012:

**\$1.35** Million  
**12** Awards



## **AchieveMission** Oakland, Calif.

**\$100,000 /** The consulting firm helps nonprofit organizations and foundations increase social impact by improving the sector's perception and practice of human capital management. This grant advances AchieveMission's signature Talent Initiative program, which provides human capital assessment, planning and development services to organizations seeking new leadership and workforce talent to guide their mission-driven expansion or internal culture change.

## **Alliance for Nonprofit Management** San Francisco

**\$50,000 /** Through programming, advocacy, research and dialog, the association works to improve the effectiveness of individuals, groups and organizations that deliver management and governance support services to nonprofits. A two-year, \$100,000 grant provides funding for ANM's 2012 and 2013 national conferences, webinars, gatherings and other field-building activities.

## **Association for Research on Nonprofit Organizations and Voluntary Action** Indianapolis

**\$100,000 /** The interdisciplinary organization, known as ARNOVA, supports philanthropy, civil society and voluntary action through the creation, application and dissemination of knowledge on nonprofit organizations. This grant funds institutional membership and the association's Building Leadership Effectively initiative to strengthen the pipeline of diverse nonprofit researchers and practitioners.

## **Association of Black Foundation Executives Inc.** New York

**\$50,000 /** The independent membership organization promotes effective, responsive philanthropy in African American communities. This grant establishes institutional membership and bolsters ABFE's efforts to employ a new business model, launch a knowledge center on responsive philanthropy and deepen its regional collaborations.

## **Center for Effective Philanthropy** Cambridge, Mass.

**\$50,000 /** The center, known as CEP, develops comparative data, assessment tools, programming and publications that enable philanthropic funders to define, assess and improve their effectiveness and social impact. Grant assistance supports CEP's research, publication and dissemination of a resource guide, staff-perception reports and issue-specific surveys of nonprofit leaders.

## **Center for Effective Philanthropy** Cambridge, Mass.

**\$50,000 /** The center, known as CEP, develops comparative data, assessment tools, programming and publications that enable philanthropic funders to define, assess and improve their effectiveness and social impact. This grant supports the 2013 national conference in Detroit.

## **Council of Michigan Foundations Inc.** Grand Haven, Mich.

**\$45,000 /** Serving a membership of more than 350 independent, family, community and corporate foundations, giving programs and public charities, CME endeavors to strengthen, promote and increase philanthropy in Michigan. This three-year, \$135,000 grant underwrites institutional membership in the council for three years.

## **Council on Foundations** (2011 grant) Arlington, Va.

**\$110,000 /** The council provides its membership of private, community and family foundations and corporate-giving programs with the opportunity, leadership and tools to expand, enhance and sustain their ability to advance the common good. This three-year, \$165,000 grant covers the cost of our annual membership dues for three years.

## **Foundation Center** (2011 grant) New York

**\$50,000 /** The center, which maintains five regional offices and 470 funding-information outlets nationwide, has worked for 50 years to strengthen the nonprofit sector by advancing knowledge about philanthropy. This two-year, \$100,000 grant supports its operations.

## **Funders' Network for Smart Growth and Livable Communities Inc.** Coral Gables, Fla.

**\$30,000 /** Working at the intersection of health, community development and environment, the network of philanthropic funding organizations addresses the root causes of sprawl and urban disinvestment and promotes sustainable, socially equitable, economically sound land-use decisions leading to smarter growth policies and practices. This two-year, \$60,000 grant provides operating support.

## **Grantmakers for Effective Organizations** (2011 grant) Washington

**\$23,000 /** The group, known as GEO, represents more than 3,000 individual members from 400 foundations committed to building strong, effective nonprofit organizations, and works to promote strategies and practices that contribute to grantee success. This three-year, \$34,500 grant renews Kresge's annual membership.

## **Grants Managers Network Inc.** (2011 grant) Washington

**\$20,000 /** Dedicated to fostering better philanthropic practices in grants management, the network has grown into a national organization engaging more than 1,700 members drawn from foundations, public charities and corporations. This three-year, \$30,000 grant provides institutional membership support.

## **GuideStar** (2011 grant) Williamsburg, Va.

**\$25,000 /** Through its extensive database, GuideStar gathers and displays financial and organizational information on the nonprofit sector, which allows donors, funders, researchers and educators to make informed decisions. This three-year, \$75,000 grant provides three years of annual membership support.

## **Independent Sector** (2011 grant) Washington

**\$17,500 /** The coalition of 600 leading charities, foundations and corporate grantmakers is committed to advancing the common good and strengthening the nonprofit sector by promoting effective policies, championing public-private collaborations, fostering accountability and serving as a common meeting ground. Funding from this three-year, \$52,500 grant supports our annual membership in the organization for three years.

## **Indiana University** Indianapolis

**\$50,000 /** The Center on Philanthropy at Indiana University is dedicated to increasing the understanding of philanthropy, improving its practice and enhancing participation in the field. This two-year, \$100,000 grant underwrites academic and training scholarships to advance the professional development of up to 18 nonprofit practitioners.



## Nonprofit Sector Support

## Grants

### Johns Hopkins University (2011 grant) Baltimore

**\$35,000 /** The private research university anchors the Institute for Policy Studies, which serves as its primary social science policy research and teaching arm. The institute supports the Center for Civil Society Studies, which is using this three-year, \$105,000 grant for expansion in Michigan of its Listening Post Project, a collaborative effort to monitor trends and developments affecting U.S. nonprofit organizations.

### Mobilizing America's Youth Inc./Mobilize.org Washington

**\$50,000 /** The nonpartisan network, now known as Mobilize.org, works to empower and invest in the Millennial generation to help young people create and implement solutions to social problems. This grant supports leadership development training programs in community-based problem solving and public speaking.

### National Committee for Responsive Philanthropy (2011 grant) Washington

**\$15,000 /** The organization promotes philanthropic giving that serves the public good, responds to the needs of underserved people and communities, and meets high standards of integrity and transparency. A three-year, \$45,000 grant covers our membership dues for three years and supports this ongoing work.

### National Council of Nonprofits Washington

**\$60,000 /** The council works through its network of state associations and affiliates in 42 states and the nation's capital to advance the role, capacity and voice of more than 25,000 charitable nonprofits. This two-year, \$120,000 grant provides operating support for two years.

### National Public Radio Washington

**\$250,000 /** The national media organization creates and distributes award-winning news, information and music programming to a network of 975 independent stations, which reach 26 million listeners every week. Funding provides resources to help expand the coverage of charitable foundations and their philanthropic work.

### Taproot Foundation (2011 grant) San Francisco

**\$50,000 /** Through its service grants, Taproot delivers pro bono professional team assistance to nonprofit organizations requiring capacity-building help in any of 15 different areas, including marketing, strategic planning, leadership development, human resources, fundraising and technology. This two-year, \$100,000 grant supports the development of Powered by Pro Bono, a project that provides tools and resources to build more connectivity between nonprofit organizations and pro bono service providers.

### Tides Center (2011 grant) San Francisco

**\$12,500 /** Tides is the fiscal agent of Emerging Practitioners in Philanthropy, an affinity group offering peer and intergenerational networking, professional and leadership development and next-generation advocacy for foundation professionals under the age of 40. This three-year, \$37,500 grant provides institutional membership support for three years.

### Urban Institute (2011 grant) Washington

**\$109,000 /** The nonpartisan economic and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. The institute's Center on Nonprofits and Philanthropy is using this two-year, \$200,000 grant to advance its Emerging Scholars program, which develops leaders in nonprofit applied research, and to create online tools to help nonprofit practitioners hone programs and measure performance.



### LENDING A HAND

Kresge staff members volunteer at Gleaners Community Food Bank of Southeastern Michigan. In 2012, the Detroit-based Gleaners distributed 46 million pounds of emergency food to more than 550 partner soup kitchens, shelters and pantries in a five-county area. The volunteer day for Kresge staffers was organized by the foundation's staff enrichment committee.

Photo by Lon Horwedel

In 2012:

**\$1.5** Million  
**8** Awards



**Calvert Foundation**  
Bethesda, Md.

**\$150,000** / The financial product and services corporation invests in high-impact community organizations whose social missions include affordable housing, microfinance, small-business development and the establishment of essential community facilities. This grant supports an initiative to use long-term, place-based investment notes to fund community projects in urban neighborhoods targeted for redevelopment.

**Council of Michigan Foundations Inc.**  
Grand Haven, Mich.

**\$50,000** / The membership organization of 350 corporate, private, family and community grantmakers works to increase philanthropy in Michigan and provides networking, education and advocacy opportunities. This grant underwrites the council's Transforming Michigan Philanthropy through Diversity and Inclusion, a six-year initiative to increase the effectiveness and accountability of organized philanthropy in the state by promoting diversity and inclusive practices.

**First Children's Finance**  
Minneapolis

**\$53,000** / The national financing and advisory institution strengthens the business infrastructure of child care and early education through strategic investments in care providers' facilities and operations across 10 states. The organization is using this grant to develop a three-year strategic and financial plan to support its programs and ensure its financial sustainability.

**Harvard University**  
Cambridge, Mass.

**\$200,000** / The Ivy League research university is the nation's oldest institution of higher learning and home to the Hauser Center for Nonprofit Organizations. This grant underwrites the center's three-year Initiative for Sustainable Arts in America, or Sustain Arts, a community-based effort to analyze the links between capitalization, demography and participation, and to develop policies to support the arts at the local and national level.

**Independent Sector**  
Washington

**\$600,000** / The coalition of 600 leading charities, foundations and corporate grantmakers is committed to advancing the common good and strengthening the nonprofit sector by promoting effective policies, championing public-private collaborations, fostering accountability and serving as a common meeting ground. This grant supports general operations.

**Johns Hopkins University**  
Baltimore

**\$100,000** / The private research university anchors the Institute for Policy Studies, which serves as its primary social science policy research and teaching arm. The institute's Center for Civil Society Studies is using this funding for the field-broadening phase of its New Frontiers of Philanthropy project to illuminate and strengthen the work of philanthropic and nonprofit organizations.

**NCB Capital Impact**  
Arlington, Va.

**\$100,000** / The certified community development financial institution works in partnership with public and private organizations to improve access to high-quality health and elder care, healthy foods, housing and education in low-income communities across the country. Funding supports a research project to explore strategic institutional investments in enterprises with innovative technologies and services to improve community health center operations and health outcomes.

**Nonprofit Information Networking Association**  
Boston

**\$150,000** / The independent association publishes the Nonprofit Quarterly in both print and digital versions, with the goal of strengthening the role of nonprofit organizations to activate democracy. This grant funding helps the publication expand its impact and improve its sustainability through the implementation of a strategic business plan and collaborative journalism model.

**Opportunity Finance Network** (2011 grant)  
Philadelphia

**\$100,000** / The national coalition of community development financial institutions, or CDFIs, invests in opportunities which benefit low-income, low-wealth and disadvantaged communities across America. This two-year, \$200,000 grant is being used to provide planning grants to CDFIs applying for the 2012 and 2013 NEXT Investment Awards for geographic and product expansion.

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Minimizing our environmental footprint is a priority as we produce this annual report. The report is printed on Cascades Paper's Rolland Satin. The paper is made from Forest Stewardship Council™-certified 100 percent post-consumer fiber. It is manufactured using biogas energy and processed free of chlorine.

By using this paper instead of its virgin equivalent, we are reducing our environmental impact by the following, based on a per-ton comparison:

- 17 trees
- 16,546 gallons of water
- 5,437 pounds of air emissions
- 2,092 pounds of solid waste\*

The printer, University Lithoprinters, is a Michigan member of the Great Printer Project, a national, cooperative effort to make pollution prevention a standard practice in the lithographic printing industry. It is a chain-of-custody certified printer by the Forest Stewardship Council.

\*Calculations were based on the Cascades Paper Company's Eco-Calculator.

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