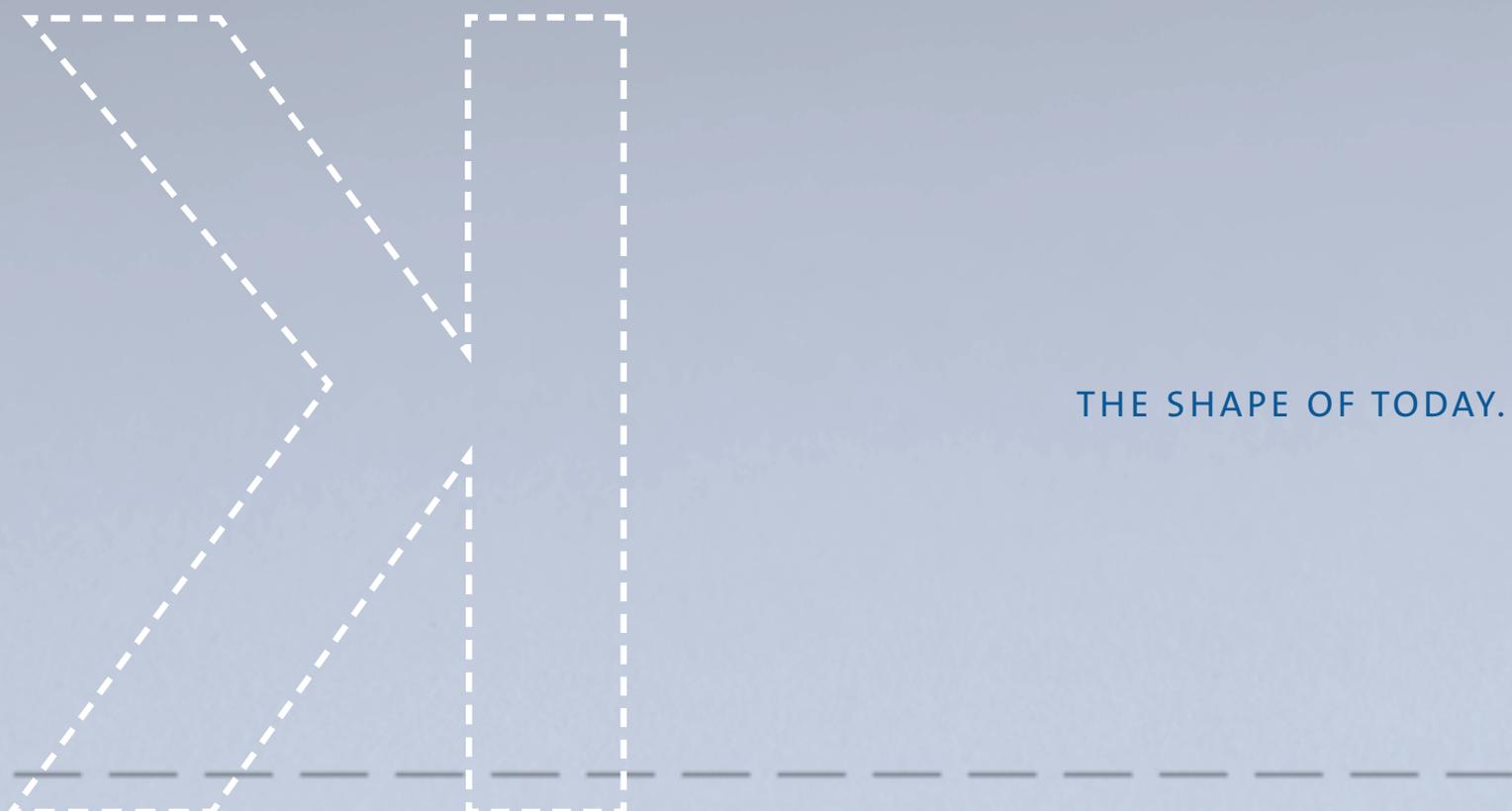


THE KRESGE FOUNDATION 2007 Annual Report





THE SHAPE OF TODAY.

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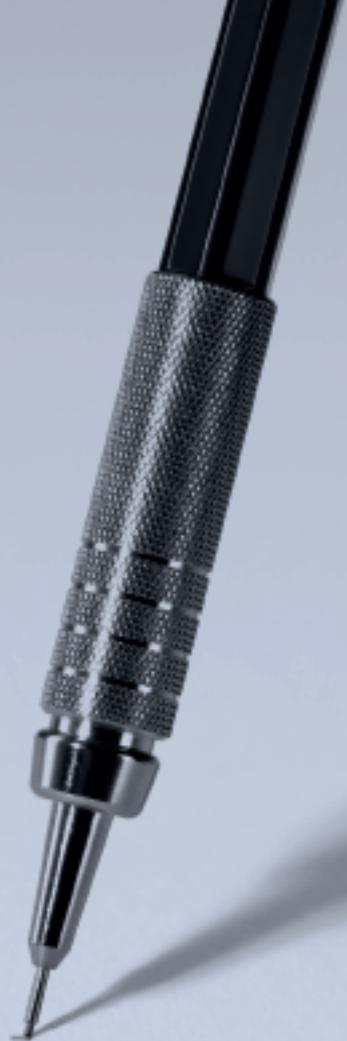
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A dotted line defines much of our work today at The Kresge Foundation. It provides form without being too rigid. It offers direction without strictly dictating the path. And the dotted line makes the connections between people and ideas, between our past and our future. It's adaptable to more situations, and nimble as realities change. With the dotted line, Kresge remains solid while becoming flexible — stable yet new.



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## THE SHAPE OF THINGS TO COME.

### IT'S HARD TO UNDERSTAND WHERE WE ARE HEADED WITHOUT UNDERSTANDING WHERE WE HAVE BEEN.

For decades, the facilities capital challenge grant was Kresge's signature contribution to philanthropy. Our work helped strengthen nonprofits by assisting them in building a broad base of private financial support within their communities. By helping these organizations get to the finish line on important brick and mortar projects, we also endeavored to strengthen the thousands of communities they served. Over time, larger organizations developed more sophisticated advancement capabilities and, as a result, possessed fundraising advantages not available to smaller nonprofits. The ability of organizations to increase private giving was no longer, in and of itself, an essential signal that a project was meeting a deep and widespread community need. We came to realize that many of the nonprofits that most needed our assistance were not positioned to raise the private gifts necessary to meet the financial rigors of our challenge grant program.

So in early 2007 we decided to expand both our grantmaking reach and our methods.

This transition began simply: The trustees and staff decided to elevate the primacy of nine values, some of which had quietly guided Kresge's past philanthropic efforts and some that had not. This dramatically expanded our reach, throwing open our doors to nonprofits of all shapes and sizes.

In brief, we began giving priority to projects that possessed one or more of the following qualities:

- Creates opportunity for low-income people
- Provides additional community impact, beyond the project itself
- Contributes to an institution's transformation
- Involves thoughtful risk-taking
- Promotes environmental conservation
- Demonstrates innovation
- Encourages collaboration among different organizations and sectors
- Focuses on underserved geographies
- Reflects the diversity of the populations being served.

As always, we continue to work within our six fields of interest—Health, Environment, Arts and Culture, Education, Human Services and Community Development, which is primarily the longstanding place-based work of our Detroit Program.

Eager to keep the expansion process in fast-forward, we began in 2008 to explore ways to embrace more flexible funding methods, enabling us to help organizations in ways they need it most.

In other words, where we have been broad—supporting the needs of nonprofits with capital building projects across wide fields of interests—we are becoming narrow and focusing squarely on those who are underserved in our communities. Where we have been narrow—using facilities capital challenge grants as our powerful, primary grantmaking tool—we are becoming broad, with multiple and innovative approaches to grantmaking that permit us to partner with worthy organizations in ways they deem most appropriate.

In this time of change, the dotted line best describes our progress to date and affords the space necessary to continue our explorations. And our view of the future is becoming clearer as well, expanding the impact we seek to have on the quality of life for generations to come.

## LETTER FROM THE BOARD CHAIR

ELAINE D. ROSEN



IN 2007 WE DID SOMETHING QUITE COURAGEOUS. We took a bedrock philanthropic approach to grantmaking, one that was serving an important role in the United States’ nonprofit sector—the facilities capital challenge grant—and expanded it, radically. We didn’t want to change what had worked so well at The Kresge Foundation, but we wanted to do more, to do it better, and to have a more significant impact within the fields we have traditionally supported: health, the environment, arts and culture, education, human services and community development.

As a board, we had decided in 2006 that the time was right to take Kresge’s nearly four billion dollars in assets out for a ride. We opted for a road we had never traveled, knowing as we steered the wheel of our grantmaking enterprise in this new direction that we were embarking upon a difficult and infinitely subjective journey. In 2006, we focused internally on carefully charting this course. In 2007, we took to the road and began to execute our plan.

Rigorous analysis, thoughtful discussion and an abiding commitment to operationalize our mandate to “improve human progress” fueled our actions. With Rip Rapson, our president, in the driver’s seat, we knew we had both the will and the leadership to travel quickly—but never capriciously. And thus we began what I consider to be a singular year in the history of this 84-year-old, national, private foundation. Guiding our work is our values criteria—nine values that had quietly informed Kresge’s grantmaking for

many, many years. This was the transformational decision of 2007. Now creating opportunity for low-income populations, fostering community improvement in ways most needed by residents, encouraging collaboration, innovation and risk-taking, promoting interdisciplinary solutions, advancing environmental sustainability, and advocating diversity in board governance are front and center in our decision-making process.

The values criteria also have made us more accessible—and that is just what we intended. Fundraising prowess, long the arbiter for a Kresge grant, has become a secondary (albeit an important) consideration. With each application we ask, is this grantseeker advancing Kresge’s priorities? As a result, small, medium and large organizations are now on equal footing as they apply for funding. And, in a historic move, we voted to change our long-standing eligibility standards and invite community colleges to seek support. This decision recognizes the essential role community colleges play in creating access and opportunity for high school graduates to earn two- and four-year college degrees. All along we have wanted to be more engaged partners with our grantees and to see actual results on the ground for individuals and families in need. That continues. We are putting our money into direct action by carefully choosing our partner organizations, trusting them, and leaving them to do what they do best. We began 2007 with the collective agreement that if we have the great opportunity to use our assets to address society’s pressing issues,

then, with map in hand, we must move quickly to implement and put those assets to work most effectively.

Our sights are set on the long view, for the journey and the relationships we forge along the way. We want to meet our partners at their area of greatest need.

As chair of the Kresge Foundation Board of Trustees, I am proud to recognize our staff and publicly acknowledge their willingness and ability to rise to the challenges of our expansion agenda. Change is not easy. We asked a group of competent professionals to think about everything in a new way. Given the considerable number of not-for-profit organizations that count on Kresge, competent execution is a fundamental responsibility. With grace and creativity, the Kresge staff is executing exceptionally well.

And one more thought: If you ask our wonderful group of trustees to summarize the year, I suspect each would say they have never had more fun. I certainly would. Let’s be clear, boards don’t exist to give their members a good time. But if you have the right trustees, the right values guiding the organization, the right executive and an energized staff, then I think having trustees say that they are enjoying their work is a fundamental index for the state of the foundation.

Oh, what a ride!



ELAINE D. ROSEN, CHAIR

## LETTER FROM THE PRESIDENT

RIP RAPSON



IT'S HARD NOT TO BE IMPATIENT. We wrote in last year's annual report about our aspirations to

change trajectory—toward more flexible, innovative, strategic grantmaking. And Elaine Rosen's letter that begins this report eloquently sets out some of the very substantial progress we've made.

Indeed, we have made progress. Real, tangible, and important progress. And yet, when you have a sense of where you want to go and how you want to get there, progress somehow seems inadequate. The needs are too pressing, the opportunities too large, not to work at the leading edge of an institution's potential.

This annual report suggests, nonetheless, that we find ourselves right where we are supposed to be: in the early stages—but clearly not at the beginning—of a multi-year transformation to become philanthropic partners of the first order. In alliance with worthy nonprofit organizations, we are laying down the building blocks that will position The Kresge Foundation to contribute in measurable and enduring ways to improving the life opportunities of society's most vulnerable individuals.

The values criteria we introduced in 2007 recognize that an institution like ours cannot content itself to remain seemingly neutral about the intractable problems and heartbreaking dislocation caused by poverty and our country's ever-widening economic divide, the deterioration of once-great cities and bucolic rural areas, the failing health of the planet we call home. We instead need to have a point of view—about what

We are laying down the building blocks that will position The Kresge Foundation to contribute in measurable and enduring ways to improving the life opportunities of society's most vulnerable individuals.

is important, about who is positioned to make a dent, about how our foundation can add value to the mix.

We are evolving our thinking about all three.

#### **ASKING WHAT IS IMPORTANT — CONCENTRATING OUR ENERGIES**

We recognize that multiple dimensions of community life contribute to individual opportunity, family stability, and community vitality. We continue to fund education, the arts, human services, community development, and other community building blocks. But we have set on a course of diving deeper into issues of climate change, community health, and urban revitalization, particularly in Detroit. A word about each.

There is perhaps no better example of the shifts precipitated by our values criteria than the foundation's emerging emphasis on community-based health. Less institutionally focused, less capital-driven, the health program will be centered on the intersection of the physical, social, and economic determinants of positive, and negative, health outcomes at the community level.

The seeds of our environment program were sown many years ago with the creation of our Green Building Initiative, a program that promoted environmentally sustainable construction of non-profit facilities by underwriting integrated planning. It was a toe into the water of the climate change imperative that has become one of the defining challenges of the 21st century. We intend to explore three aspects of that challenge: reducing greenhouse-gas emissions in the built environment; accelerating the adoption of renewable energy technologies, with a primary interest in the Midwestern United States; and helping society adapt to the anticipated, negative impacts of climate change.

For as long as there has been a Kresge Foundation, there has been a philanthropic commitment to Detroit. It is a great American city, one that through the sweat of its collective brow, gave birth to the nation's middle class. It was here that Sebastian S. Kresge established his first five-and-dime store. Using the challenge grant approach as its pivot, Kresge historically emphasized strengthening Detroit's civic institutions and public gathering spaces. We have broadened that emphasis to encompass a

five-part strategic framework: revitalizing the downtown, recalibrating the regional economy, stabilizing neighborhoods, enhancing the natural environment, and promoting a robust arts and culture ecosystem.

### **EVALUATING ORGANIZATIONAL SUSTAINABILITY — EXPANDING OUR TOOLBOX**

We have begun to evaluate organizations through a different lens, asking how their project of the moment fits into their long-term plan for sustainability. This requires that we evaluate more carefully the organization's needs in light of its stage of development. It may need a facilities grant in order to catapult to its next stage of development, but it may instead, or also, need support for more preliminary business planning, for growth, or for post-building activities. That in turn implicates a suite of questions relatively new to Kresge—questions about programmatic innovation, leadership development, operational resiliency, and financial well-being.

### **ASSESSING OUR ADDED VALUE — PLACING OUR GRANTMAKING INTO CONTEXT**

We have started to ask more systematically how our support adds value—to an organization, to a field of work, to a place. We cannot afford the luxury of parachuting into a capital campaign solely through the reference point of the grantee's campaign request. We instead have to think contextually—how does this

campaign contribute to a broader set of community interests, strengthen a field, promote innovation, or connect other important values beyond the project itself? We also have to think about matching the nature of our support with the nature of the project's needs—does it suggest growth capital, operating support, program support, early-stage capital, program-related investments, or some other form of assistance?

This annual report suggests the extent to which these three considerations have begun to take form over the last year. As far as we have come, we are in mid-course. We earnestly welcome your observations, suggestions, and critiques about how we are doing. Tempering our impatience with your insights will help propel us forward with even greater intention and energy.

Many thanks.

A handwritten signature in black ink, appearing to read 'Rip Rapson', written over a large, stylized, hand-drawn loop.

RIP RAPSON, PRESIDENT



## WAYPOINTS ON THE KRESGE ROAD MAP

In this annual report, we explain our new programs in health and the environment and the greater definition we have brought to our efforts in Detroit. You will see how our values shape our approaches in these programs as well as in our fieldwork in arts and culture, education, human services and, internationally, in South Africa and Mexico. We are purposefully connecting the dots and expect increased clarity on all horizons over the course of 2008 and beyond.

The Grant Awards section, beginning on page 43, tells the full story of 2007 by describing whom we partnered with and why. We believe that our support for these organizations and projects—and the application of more appropriate forms of capital—reflect an increasingly holistic, long-term perspective.

For the immediate future, facilities capital awarded as a challenge grant continues to define the majority of our work. But the grant awards also underscore that our support—whether in this form or others—must increasingly be grounded in an assessment of organizational mission, efficacy, and impact.

This consideration in turn recognizes that the concept of capital is nuanced and multifaceted, tailored to a particular organization's unique strengths, challenges, and opportunities. We are accordingly exploring six additional grantmaking tools intended to deepen and redirect our thinking and the possibilities for new practice. We have begun testing their effectiveness with a small number of organizations.

## KRESGE'S EMERGING TOOLBOX



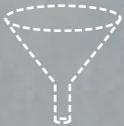
**FACILITIES CAPITAL GRANTS** fund the acquisition and construction of facilities, including land, new construction and existing property renovation, and major equipment purchases. Facilities-capital grants historically have been awarded as challenge grants to organizations engaged in capital campaigns to raise private funds for their projects. Facilities-capital challenge grants have been and continue to be Kresge's primary grantmaking tool.



**GROWTH CAPITAL GRANTS** support specific efforts associated with expanding, retooling, transitioning or scaling an organization's operations so that it may develop a more sustainable operating model. Growth capital can be awarded as single or multi-year grants.



**OPERATING SUPPORT GRANTS** provide nonprofit organizations with unrestricted funds to use as they deem appropriate to become more sustainable over time. The funds may be used for staffing, new technology or business practice development, among other purposes. Operating support grants can be awarded as single-year or multi-year grants.



**PROGRAM SUPPORT GRANTS** provide restricted funds for specific activities associated with an organization's programming, such as research, program management or any other explicitly designated purpose. Program support can be awarded as single-year or multi-year grants.



**GREEN PLANNING GRANTS** are awarded through the Green Building Initiative to underwrite the integrated design process. This is necessary for historic preservation, green renovation or new construction that aims to achieve the highest levels of environmental sustainability. Green planning grants have been awarded since 2003.



**PROGRAM-RELATED INVESTMENTS** are loans to nonprofit organizations, including nonprofit banks or community development financial institutions. PRIs provide high-impact organizations with access to financial capital. A secondary benefit of the PRI is that interest is charged at below-market rates.



**EARLY STAGE CAPITAL GRANTS** provide seed money in the form of a grant or a loan to promising start-up organizations for business planning, market analysis and other necessary aspects of launching or spinning off a new nonprofit organization.

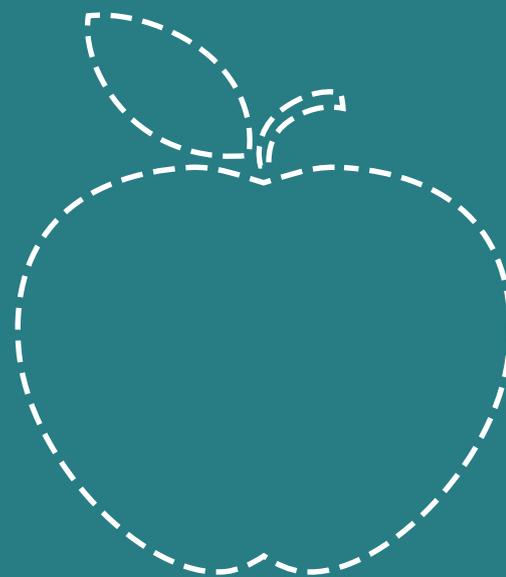
## It begins in the neighborhood you call home.

Kresge is proud to have helped build many of our nation's healthcare facilities over the years. But hospitals are just one of many essential elements that enable communities to be well.

This is why we have decided to address the myriad factors that influence community health, particularly for low-income populations, both urban and rural. Toxic chemical exposure, limited access to fresh food, homes built in the age of asbestos and lead paint, neighborhoods without safe parks and playgrounds, too few clinics and social services—all of these issues make it imperative that our nation's children and families have equitable opportunities for good health.

Our commitment to community health is the catalyst for our new Health Program. Our goal is to engage at a variety of levels with an expanded grantmaking toolbox—funding community leadership, advocacy, policy-oriented research, coalition building, community organizing, strategic communications and general capacity building.

# HEALTH PROGRAM





## OVERVIEW: A HOLISTIC APPROACH TO COMMUNITY HEALTH.

In order to eliminate health disparities across income strata, Kresge is working within three environments that, together, encompass community well-being—the natural, built and social. It is becoming clear that these environments contribute in fundamental ways to one’s overall health.

**The natural environment.** Although air, water and soil may not appear as clearly tied to community health as poverty, crime and joblessness, the natural environment plays a critical role in health. In Michigan alone, 64 schools sit within a half-mile of Superfund toxic dumps. We know that even minute amounts of lead ingested by children can impair brain function for life and that diesel exhaust is linked to respiratory illnesses. Because these chronic conditions can cripple entire communities, an environment free of toxins must be the baseline for every neighborhood. Kresge seeks to partner with organizations that are advancing its values in this domain.

**The built environment.** How our communities are physically designed affect our health in positive and negative ways. Consider that proximity to fresh food from a full-service grocery store—where many inner-city residents on average have to travel twice as far as their suburban counterparts—likely plays a role in the obesity epidemic. Or, that backyards in poor and working-class neighborhoods are more likely to be situated adjacent to high-polluting sites, such as incinerators, oil refineries and transportation facilities.

The quality of one’s physical health also is influenced by the number of neighborhood parks and the availability of local youth sports teams. And in areas where clinics and human services are spread far apart, the elements that determine health get stretched even thinner. We are engaging communities by looking at the built environment in new ways.

**The social environment.** Research indicates that health is closely linked to many social factors, including income, race, economic opportunity and the strength of one’s social bonds. Combined with environmental health, this research shows that a strong social environment provides a greater return than investments in medical interventions. Strengthening social networks and increasing civic engagement of residents plays an essential role in healthy communities. Recognizing that solutions imposed on communities from the outside often fail, we are seeking approaches that foster community connection. We want to engage with nonprofits that work as equal partners with residents in achieving their vision and to invest in the on-the-ground work building the human and financial capacity of the community.

Our framework for the Health Program is not simple; we are investing across nonprofit, private and public sectors. It’s only by a concerted effort on many levels that we can raise the health—and true potential—of all of our communities.

## In the field: The needed care, where it's needed.

On South Carolina's remote Sea Islands, a small, dedicated band of Roman Catholic nuns, lay staff and volunteers is carrying out critical community work. This work illustrates the powerful impact of serving the needy through a holistic approach that simultaneously addresses the natural environment, built environment and social environment.

For 19 years, Our Lady of Mercy Community Outreach Services (OLM) has been providing free health, education and emergency-aid services to the unemployed, working poor and indigent families living on Johns, James and Wadmalaw islands. Limited resources and a rural setting have made this a challenging task. Since 1999, a cramped 1,500-square-foot double-wide trailer has functioned as OLM's Wellness House where 3,000 indigenous island residents, both black and white, and newly arrived Hispanic and Latino migrant workers receive vital medical and dental services. Partnerships forged with caregivers from a Charleston hospital and a medical school have enhanced the level of available care at the island's one and only facility.

However, recognizing that overall community health extends beyond these basic medical and dental services, OLM also provides a continuum of outreach assistance aimed at uplifting the economically disadvantaged. Emergency food, clothing and medicines are distributed to families to help them meet basic needs. Parenting programs, literacy classes and after-school tutoring sessions are offered to foster self-esteem and self-sufficiency.

Despite the gains that have been made over the past two decades with this multi-tiered approach, the large influx of newcomers in recent years has strained the capabilities of OLM's clergy and lay staff and its outdated medical facility. In response, the community-services organization has launched a fundraising campaign to improve its built environment through the construction of a permanent 4,500-square-foot Wellness House.

Although completion of the new Wellness House, which has Kresge support, may still be months away, the new facility holds great promise for the indigenous islanders and migrant workers. It will become a symbol of caring and care-giving for themselves and their families, and offer the hope of a better life for future generations.



OUR LADY OF MERCY COMMUNITY OUTREACH SERVICES, JOHNS ISLAND, SOUTH CAROLINA

## Turning up the heat.

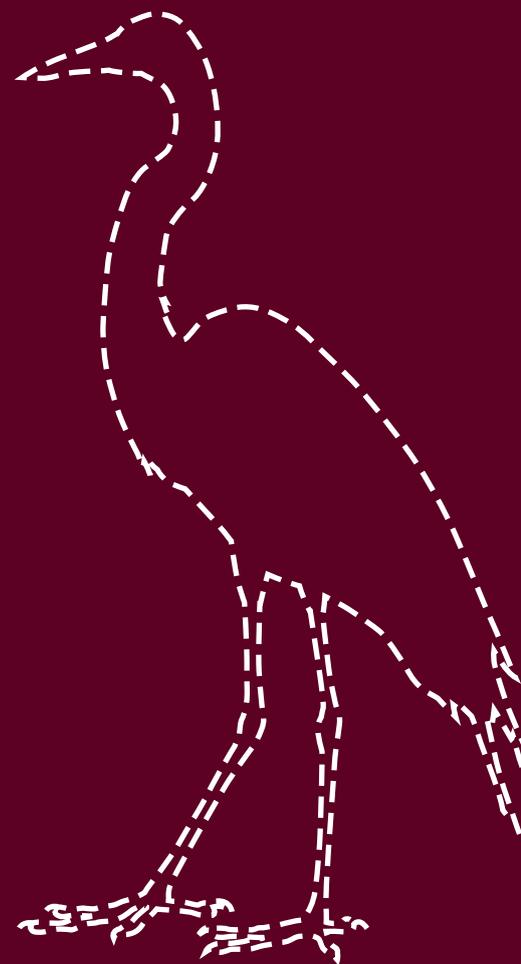
Global climate change is one of the defining issues of our time, both for the potential calamity it portends and the opportunity for innovation it presents. Given the enormous stakes and staggering complexity involved, the question is, what role can a private foundation like Kresge most beneficially play?

There is an enormous disconnect between what scientists know to be true about climate change and what the public and many policymakers believe to be true. The data paint an urgent picture. Greenhouse gas emissions must be reduced as quickly and sustainably as possible. But the arc of public understanding lags behind.

Kresge is clearly in the camp of the scientific community. From the narrow but solid platform we have erected through our Green Building Initiative, which has promoted environmentally sustainable construction in the nonprofit sector since 2003, we are significantly expanding our involvement in this transformational challenge.

Our Environment Program represents an initial commitment to long-term, concerted action. We envision our future role as one of vigorous participant, in which we employ all the philanthropic tools at our disposal to advance strategies of promise that cut across sectors and disciplines.

# ENVIRONMENT PROGRAM





## OVERVIEW: ALIGNING POTENTIAL POINTS FOR INTERVENTION.

In 2007, the foundation formally made climate change a grant-making priority. To that end, we raised the bar substantially on eligibility for our Green Building Initiative—grantseekers must be pursuing historic preservation, renovation or new construction that meets the highest standards for sustainability—and made environmental conservation a top-of-mind consideration for grantmaking across all fields of interest.

We also launched an internal inquiry: If climate change is a priority, how and where can Kresge best add value? Months of investigative research and probing conversations with experts in the scientific, academic and philanthropic communities have followed. Out of this thoughtful (and ongoing) exercise, our Environment Program was born.

Our efforts are concentrated in three areas: reducing greenhouse gas emissions from the built or man-made environment, accelerating the adoption of renewable energy technologies, and developing strategies for helping society plan for and deal with the anticipated, negative aspects of climate change. In each arena we seek to shape new practice and influence new policy, always mindful that the poorest communities will suffer the greatest consequences of climate change.

Buildings and the activities that go on inside them account for more than 40 percent of the United States' greenhouse gas

emissions. Similarly, our nation's transportation sector emits another 30 percent of our total greenhouse gas emissions.

Kresge's historic role supporting new facilities and our endorsement of environmentally sustainable construction practices has led us to explore how we might push the envelope on efficiency improvements in the built environment.

Similarly, our location in Michigan provides an important perch from which to advance the national interest in renewable energy. Why? Because the Midwest, broadly defined, is considered one of the most crucial regions in the country for addressing climate change, because of its disproportionate contribution to the nation's total amount of carbon emissions. The Midwest has the manufacturing capacity and know-how to advance renewable energy technologies and other alternatives. It may lead the way in a new, green energy economy.

Adaptation to climate change is our third area of emphasis. Over the course of 2008 and beyond, our strategy in this area will gain greater definition as will our work in the built environment and renewable energy. Guiding us in our ongoing inquiry are partners of the highest caliber and our intent to adhere to Kresge's core values, particularly environmental conservation, innovation, collaboration, creating opportunity and diversity.

## In the field: Linking environmental quality and economic revitalization in the Midwest.

A dedicated group of public-interest environmental entrepreneurs based in Chicago believes that environmental progress and economic development can be achieved in tandem. Since 1993, this brain-trust of public-interest attorneys, financial analysts, public-policy advocates and communications specialists has been working to identify opportunities for improving environmental quality in the Midwest while developing the environment-related economic potential of Midwestern communities.

Today, the Environmental Law & Policy Center is regarded as the region's leading public-interest environmental-advocacy organization. Through highly successful projects, such as the Midwest High-Speed Rail Network and the Recycled Paper Coalition, the organization has earned widespread recognition as a pioneer in promoting cleaner energy resources, sustainable energy strategies, more efficient transportation and land use, and sound environmental-management practices.

The center's effort to pursue environmental progress and economic development in the Midwest coincides closely with the priorities of our new Environment Program. To advance these joint objectives, Kresge awarded the Environmental Law & Policy Center a \$2.5 million grant that will accelerate its expansion into additional Midwest and Great Plains states, and increase its expert program-staff capacity in scientific and economic research, advocacy, public policy and other strategic areas.

Through this new partnership, Michigan, Ohio, Indiana and other neighboring states that have been hardest hit by the erosion of the Midwestern manufacturing base may once again emerge as leaders in a new economic order that is grounded in environmental sustainability, technological innovation and financial prosperity.



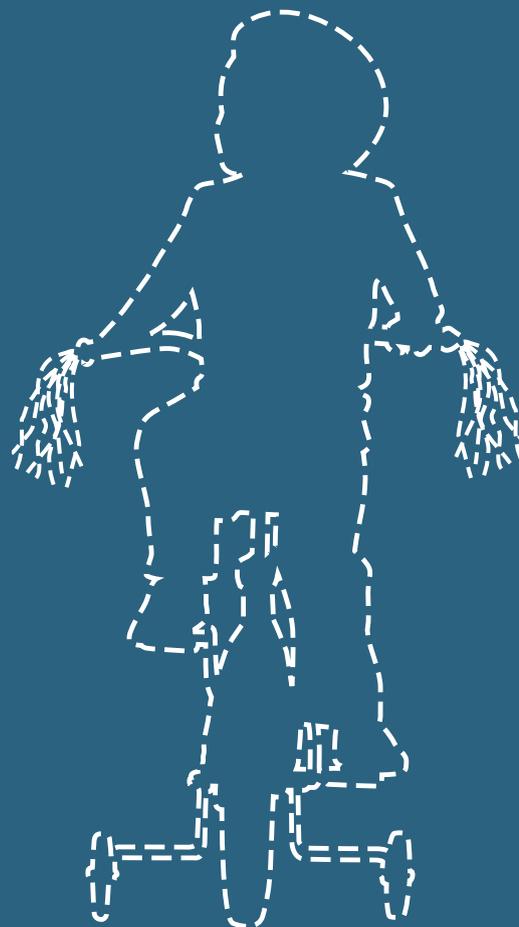
## A longstanding commitment to a great American city.

Our Detroit Program signals our community-building approach to urban revitalization: Determined, reality-based and hopeful. It is born of the belief that America's cities are integral to our nation's economic health and social and environmental well-being. It also stems from Kresge's fundamental commitment to help create relevant and sustained opportunity for people.

Cities are living, breathing organisms. Many of our nation's largest cities have had serious challenges in the last several decades, and they have rebounded stronger than ever. Foundations can play a role in this resurgence. They have the opportunity to work within a more distant time horizon. They can foster deep, sustained partnerships with all the sectors—public, private and academic. And, they can use multiple approaches to turn the tide of urban disinvestment that affects many of America's older industrial cities.

Our long, shared history with Detroit has forged an unbreakable bond. We believe the region's collective will and ability to innovate can create a lasting renaissance, widespread prosperity and a distinctive, satisfying quality of life.

COMMUNITY DEVELOPMENT:  
DETROIT PROGRAM





EASTERN MARKET, DETROIT, MICHIGAN

## OVERVIEW: OBJECTIVES INFUSED WITH ENERGY AND OPTIMISM.

The Detroit Program is our best example of strategic philanthropy in action. We are bringing the full breadth of our resources — human and financial — to accomplish our goal of helping to revitalize Detroit and the surrounding region.

In 2007 we unveiled our strategic framework for the program. It consists of five, interrelated objectives with parallel priorities: near-term success and long-term results. Central to each is a commitment to partnership. Each objective is being advanced through the united efforts of national, regional and local nonprofit organizations and foundations, private businesses, government offices and agencies, and city and suburban residents.

- We are strengthening Detroit neighborhoods with an emphasis on expanding economic and social opportunity and developing safe, supportive places for children and families. A top priority is participation in the City of Detroit’s Next Detroit Neighborhood Initiative, which works to foster strong, sustainable communities.
- We also are leveraging our investments to revitalize downtown, joining forces with business and nonprofit stakeholders to create the conditions — safe, clean and attractive public spaces and infrastructure — that will draw new business development. We are intensely interested in assisting in the development of

new light-rail transit options in the Woodward Corridor, the city’s main boulevard.

- Much of what we do involves efforts to reinvigorate the regional economy, creating the climate that both attracts new business to the area and fosters innovation and expansion among enterprises already located here. An unprecedented channel for this work was created in 2007 when 10 national, regional and local foundations — including Kresge — contributed a combined \$100 million over five years to fast-track economic growth and development.
- Kresge Arts in Detroit is a multifaceted effort to nurture a vibrant quality of life for residents of the region by supporting area artists and arts and cultural organizations. We believe the arts play a fundamental role in fostering creativity, spurring innovation and shaping the collective identity of a region.
- The fifth aspect of our framework is devoted to protecting the region’s precious environmental and natural resources and increasing environmental sustainability for current and future residents. Here our efforts in health, the environment and the economy converge to increase access to nature trails and green space, community gardening and fresh food, as well as cultivate a new, green economy.

## In the field: Priming the entrepreneurial pump in Detroit.

A 12-block research and technology park in the heart of Detroit's New Center area may well hold the key to unlocking Michigan's entrepreneurial talent and driving the commercialization of research discoveries that one day will generate new high-wage jobs and greater prosperity for the city and surrounding region.

Since its launch in 2000, TechTown has worked diligently to prime the entrepreneurial pump in Detroit. Over the past eight years, the fledgling organization has gained traction and established itself as fertile ground for new-venture creation. A strong triumvirate of institutional, community and corporate support, anchored by founder Wayne State University, in collaboration with the city of Detroit, General Motors and the Henry Ford Health System, has helped to build organizational capacity and expertise.

Today, TechTown operates the central city's only technology-business incubator and accelerator, TechOne. The facility houses 39 tenant companies employing more than 350 people in a historic building. These micro-businesses, many of them funded through a city of Detroit initiative, are pursuing promising start-up and early-stage ventures in biotechnology, information technology and advanced engineering.

TechTown's proximity to major educational and medical institutions, including Wayne State University, Detroit Medical Center, Henry Ford Hospital and Karmanos Cancer Institute, provides virtually limitless opportunities for harnessing cutting-edge research and spinning out new companies. NextEnergy's \$15 million headquarters across the street from TechOne has brought additional prospects for developing technologies and business models that can advance alternative energy in Michigan.

The Kresge Foundation awarded TechTown a \$1.5 million grant — \$500,000 in growth capital to advance its role as a business accelerator and \$1 million to assist with the build-out of committed lease space in the TechOne facility. This represents an investment in the present and the future.



TECHTOWN: NEXTENERGY (LEFT) AND TECHONE (RIGHT), DETROIT, MICHIGAN

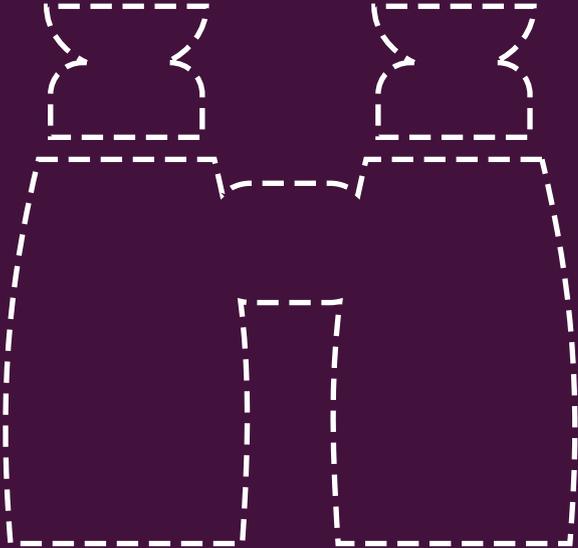
## The challenge grant anew.

Facilities projects, built with the support of the Kresge Challenge Grant, dot the nonprofit landscape.

And in four of our seven fields of interest—arts and culture, education, human services and international—the foundation’s primary method of support continues to be facilities capital awarded as a challenge.

In 2007, this signature program was cast anew. Our values—our primary grantmaking criteria—enable us to contribute to worthy organizations that are working most directly to advance these priorities.

FIELDS OF INTEREST





199 CELLS WATER TANK AIR ROOF

ENVIE SU  
DINERO  
MEXICO  
CENTRO

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object of immigrants...

TENEMENT MUSEUM, NEW YORK, NEW YORK

## ARTS AND CULTURE

### History that lives in the present tense.

Ninety-seven Orchard Street on Manhattan's Lower East Side was home to an estimated 7,000 immigrants between 1863 and 1935. Today, this first homestead is the Lower East Side Tenement Museum.

As museums everywhere strive to be relevant, the Lower East Side Tenement Museum is a leader in making conscious use of history to address contemporary social issues. Its restored tenement homes interpret the experiences of families who lived in the building, thereby increasing visitors' understanding of American immigration. Its English-as-a-second-language classes for today's immigrants use diaries and letters from the tenement's first residents to engage and instruct the students. Visitors participate in discussions of such contemporary issues as immigration, labor and social welfare. The museum also hosts an interactive Web site for immigrant teens and partners with *The New York Times* and St. Martin's Press to publish *The New York Times Guide for Immigrants in New York City*.

Kresge is assisting the organization in purchasing a neighboring property for use as a research and planning facility. While the building is important, what goes on inside is infinitely more so: the museum's timely, important work dovetails with our own values for developing relevant, innovative programs to assist those with limited access and means.

The arts and culture are a vital component of strong, healthy communities. This sector faces several challenges to its long-term sustainability, however, including a volatile funding climate, under-resourced organizations, changing audiences, turnover in leadership, changes in technology and a fragile arts education system. We find that the values of strengthening community impact, creating opportunity and promoting innovation and risk particularly relevant for the challenges this field faces.

## EDUCATION

### Meeting needs where they exist.

Rust College, one of the oldest historically black liberal arts colleges in the United States, continues to play a critical role in higher education, particularly in the Mississippi delta community. While at first glance our grant to Rust College to help build a science and math facility appears to be a typical Kresge challenge grant, we see it and other grants like it, as emblematic of where we are headed. The values of creating opportunity for those with low-incomes, having a community impact and strengthening diversity are vital parts of our new work and our grant to Rust College is a perfect illustration.

The college engages an underserved population where 60 percent of entering students come from the 23 poorest counties in northern Mississippi and 89 percent receive Pell grants. In addition, 42 percent of Rust's students represent the first generation in their families to attend college. Our commitment at Kresge is to provide access to the very people Rust College chooses to serve.

Providing support at this time also is transformative for the college; in this capital campaign they will have raised five times as much as their previous private fundraising effort in 1990.

Our education work is rooted in a desire to address systematic and pervasive inequities. We support organizations and institutions working to address the critical challenges brought about by the global economy and the issues associated with educating a workforce capable of competing successfully in this economy. Four values represent our top priorities: creating opportunity/access, promoting diversity, advancing environmental conservation and community impact.

## HUMAN SERVICES

### Paying attention to populations that often go unnoticed.

Poor individuals and families are particularly vulnerable in American society. With the turbulence of the national economy, the populations of those dangerously at-risk are only increasing. Kresge makes these adults and children and their short- and long-term needs a priority by supporting the facility requirements of the organizations that serve them.

The Chrysalis Center is one such organization. For three decades now, it has been attending to the most disadvantaged and challenged of Hartford, Connecticut's poor—those struggling with psychiatric disabilities such as schizophrenia and bi-polar disorder, chronic substance abuse, HIV/AIDS and homelessness. Of the 2,000 adult clients they serve each year, 95 percent live below the federal poverty line.

Just as a chrysalis protects a butterfly as it grows and develops, this center strives to serve the same purpose for its clients. With safe, stable, independent living as the goal, it coordinates services with community coalitions and area councils and planning groups to offer housing, employment and vocational training; health care services; avenues for community involvement and opportunities to learn and grow; and tools to cultivate and sustain interpersonal relationships.

With a challenge grant from Kresge, the center is transforming an old dairy into an environmentally sustainable facility that will consolidate four of its nine sites under this one newly renovated roof.

Grantmaking in the human services field is most concerned with who is being served and the quality of care provided. As a result, we support the facility needs of community-based organizations that offer opportunity and access to the most vulnerable, disadvantaged and low-income people in order to improve their quality of life. The values representing this effort are creating opportunity, serving underserved geography, promoting diversity, and strengthening community impact.

## INTERNATIONAL

### Learning from our efforts a half a world away.

Apartheid's Bantu Education policy meant black South Africans (Africans, Coloureds and Asians) were largely denied quality educations while whites enjoyed excellent academic opportunities. Despite its limited resources, the University of the Western Cape, a historically black institution, was on the forefront of the resistance against apartheid. Today, it stands for hard-won triumph: it is ranked near the top of South Africa's 23 public universities in terms of its research production.

It is within this context that we work to strengthen South Africa's higher education system. We are supporting five areas: to improve learning and teaching, to increase the quality and quantity of locally produced research, to strengthen university management, to foster university innovation and to enhance the connections between university and community.

Helping the University of the Western Cape build a Life Sciences building demonstrates our investment in an institution that provides high-quality education to a predominantly black student body. Through the Partnership for Higher Education in Africa, we are collaborating with the Carnegie Corporation and the Ford, Hewlett, MacArthur, Mellon and Rockefeller Foundations, to advance the private fundraising capacity of the University of the Western Cape and four other institutions — Cape Peninsula University of Technology, University of Pretoria, the University of Witwatersrand and the Red Cross Children's Hospital Trust.

Additionally, we have partnered with Ubuntu, a community-based human services agency, in order to be in the critical areas that will help this fragile democracy survive.

We are also working in Mexico with the YMCA of the USA to help cultivate a philanthropic tradition that is greatly needed but still largely in its infancy.

Our work internationally is centered predominantly in South Africa and Mexico. The five values that infuse this work are community impact, institutional transformation, diversity and representation for previously underserved communities, innovation and collaboration.





GRANT AWARDS



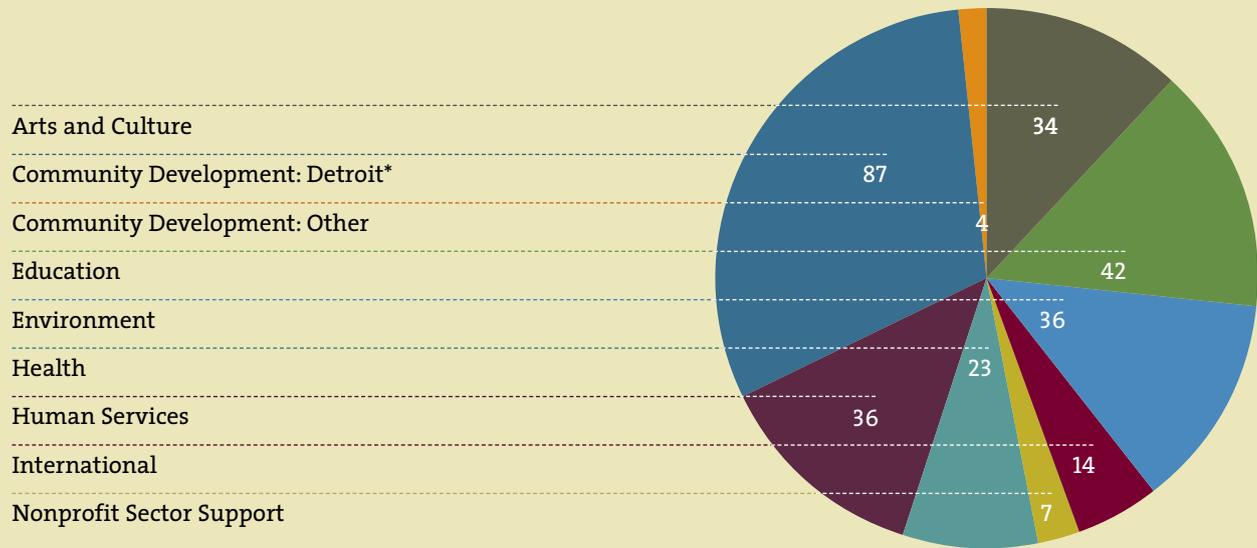




## 2007 GRANT AWARDS OVERVIEW

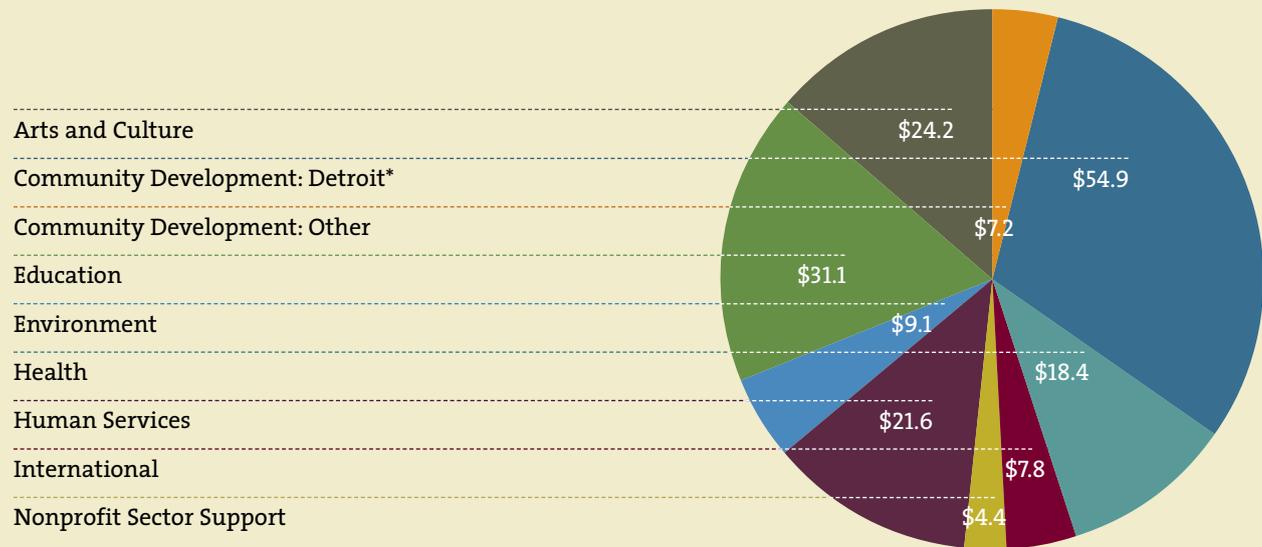
In 2007, The Kresge Foundation Board of Trustees approved 283 grants totaling \$178,518,389. The majority of awards were made to nonprofit organizations in the United States, with 10 grants going to institutions in Canada, Mexico, South Africa and the United Kingdom. A portion of the awards were for non-facilities capital and represent the foundation's exploration of new funding tools. Many of the facilities-capital projects are sustainable buildings that will seek LEED—Leadership in Energy and Environmental Design—certification, the U.S. Green Building Council's national rating system, upon completion. Trustee and staff matching gifts, made under the foundation's matching gifts program, totaled \$1,126,493 for the year ending December 31, 2007.

## 2007 NUMBER OF GRANTS AWARDED BY FIELD



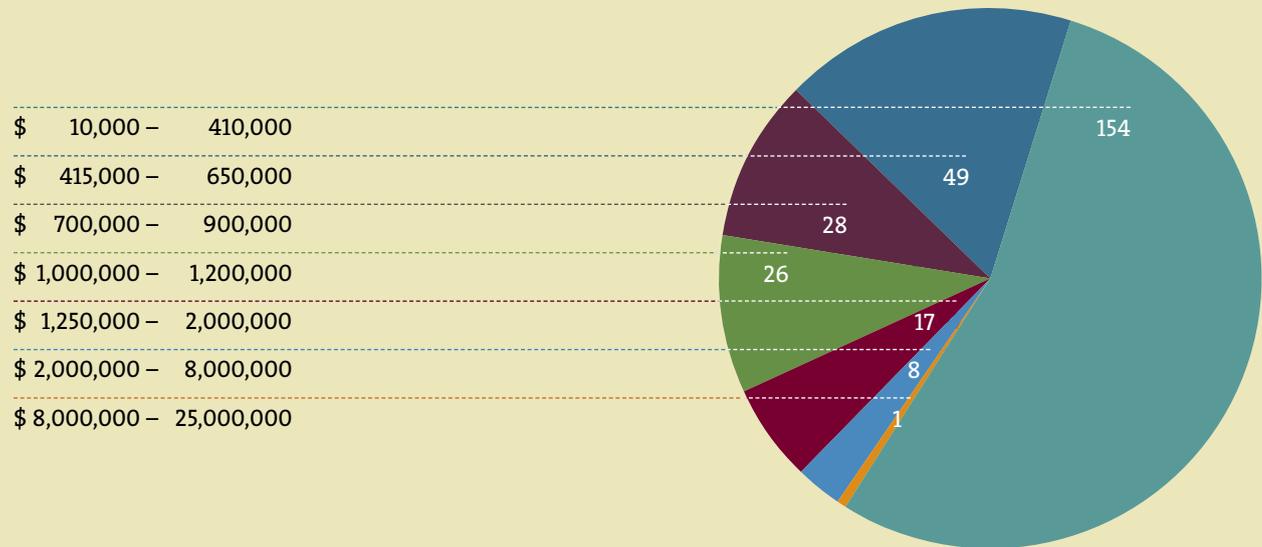
\*Of the 87 grants made in metropolitan Detroit, 53 went to area arts and cultural organizations for operating support. Awards ranged in size from \$15,000 to \$300,000. Please see page 63 for more information.

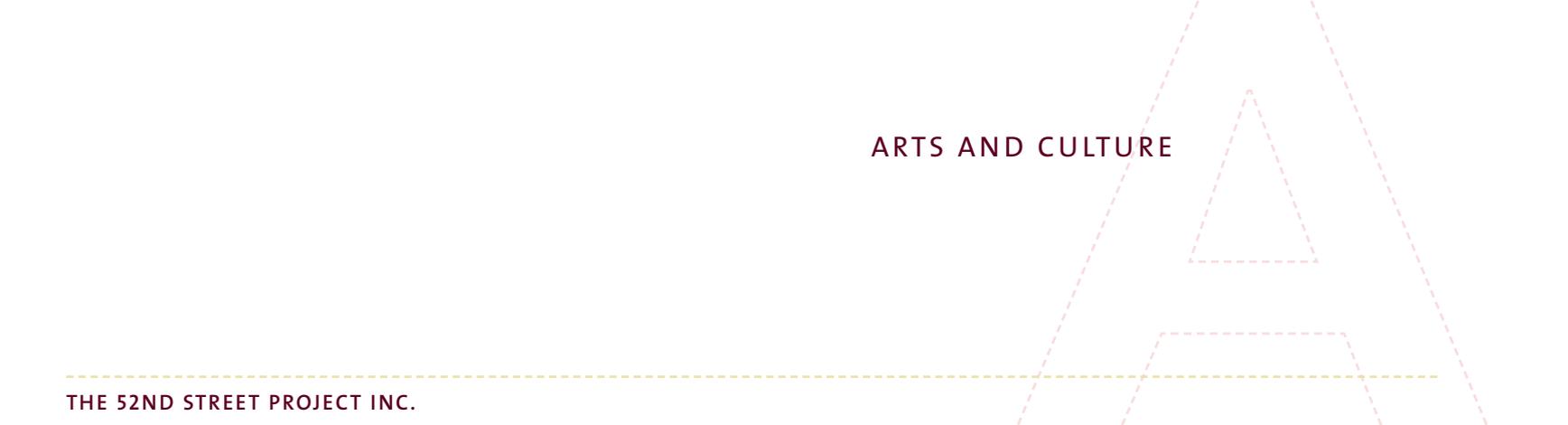
## 2007 DOLLAR AMOUNT OF GRANTS AWARDED BY FIELD (in millions)



\*Of the \$54.9 million awarded in metropolitan Detroit, \$20 million represents the forward funding of our commitment to the five-year New Economy Initiative.

## 2007 NUMBER OF GRANTS AWARDED BY DOLLAR AMOUNT





## ARTS AND CULTURE

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### THE 52ND STREET PROJECT INC.

New York, New York

\$ 550,000

This organization provides ethnically diverse, low-income children in the Clinton neighborhood with theater-education programs, ranging from arts-immersion workshops to playwriting and academic mentoring, all free of charge. Grant monies will enable the group to relocate to more spacious quarters in a new mixed-use development in the same area, to expand its programming and to secure a permanent theater facility.

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### ADVENTURE SCIENCE CENTER

Nashville, Tennessee

\$ 400,000

The center strives to inspire interest in science through its hands-on exhibits and on-site after-school programs, as well as through in-school programs held at more than 200 area schools. This grant-funded project calls for the construction and renovation of facilities to replace the current planetarium, and to add a two-story astronaut-training and space-technology center, 3-D walk-through atlas of the solar system and astronomy lab.

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### AUGUST WILSON CENTER FOR AFRICAN AMERICAN CULTURE

Pittsburgh, Pennsylvania

\$ 1,200,000

The August Wilson Center produces and presents visual- and performing-arts programs, including dance, music, arts and theater, in collaboration with other cultural institutions. This grant will go toward the construction of a new environmentally sustainable facility, which will enable the organization to expand its programming to a growing multicultural community, serve as a resource for African-American arts, and potentially assist in the revitalization of downtown Pittsburgh's cultural district.

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### **B.B. KING MUSEUM AND DELTA INTERPRETIVE CENTER**

Indianola, Mississippi

\$ 300,000

This new museum will use the life of music legend B.B. King, a.k.a. “King of the Blues,” to explore the Mississippi Delta region’s cultural and social heritage, and to further youth development and racial reconciliation. This grant-funded project incorporates the renovation of a historic brick 1915-era cotton gin, where King once worked, as a focal point for new construction, with space for exhibits, after-school programs and music lessons.

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### **THE BERKSHIRE MUSEUM**

Pittsfield, Massachusetts

\$ 500,000

In addition to serving as an integral part of a small, rural, year-round community, this museum is spearheading local efforts to promote family-friendly cultural tourism as a way to economically revitalize the surrounding region. Grant monies will go toward the renovation of the museum, including refurbishment of the galleries, the addition of a classroom and the installation of a new heating, ventilation and air-conditioning system, making it more comfortable and inviting to tourists.

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### **CHILDREN’S MUSEUM OF PHOENIX**

Phoenix, Arizona

\$ 900,000

Despite its rapid growth, the Phoenix area lacks access to quality educational services for young children. The renovation of the former Monroe School for use as the new Children’s Museum of Phoenix, a project funded by this grant, will provide programs, exhibits and a bilingual early-childhood learning lab and care center that complement the state’s school-readiness initiative and state educational standards.

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### **THE CHILDREN’S MUSEUM OF PORTSMOUTH**

Portsmouth, New Hampshire

\$ 300,000

The museum offers programs and exhibits designed to foster curiosity, promote self-directed learning and stimulate imagination, and works in underserved communities, through its Reach All Initiative, to create satellite museums and related programs. With grant funding, the museum will renovate a former armory/community gymnasium in Dover to create a replacement facility containing environmentally sustainable features, and to restore a neglected site along the Cocheco River.

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### **CIRCUIT PLAYHOUSE INC.**

Memphis, Tennessee

\$ 650,000

This innovative theater company creates opportunities for minority playwrights and provides three venues for minority actors, singers, dancers and technicians in downtown Memphis’ Midtown area. The grant-funded construction of a 400-seat theater will allow the organization to consolidate its now-dispersed performance and rehearsal facilities, expand its outreach and educational programs to youth, and provide performance space to emerging artists and groups.

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## **CORNELL UNIVERSITY**

Ithaca, New York

\$ 500,000

Cornell's Herbert F. Johnson Museum of Art, housing a collection of 30,000 objects, has demonstrated a strong commitment to serving a broad, regional audience through educational programs, academic and scholarly activities and outreach to youth. Faced with a shortage of exhibition and programming space, the museum will use grant funds to expand its distinctive I.M. Pei-designed building.

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## **CREATIVE GROWTH ART CENTER**

Oakland, California

\$ 175,000

Committed to establishing and developing a world-renowned arts center for disabled artists, the center serves 150 individuals with developmental, physical, emotional and mental disabilities, many drawn from the poorest areas in the San Francisco Bay area, through workshops, exhibitions, classes and summer youth programs. The renovation of its studio and gallery, with the incorporation of environmentally sustainable features, will be made possible by this grant.

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## **DES MOINES ART CENTER**

Des Moines, Iowa

\$ 900,000

As a leading cultural institution in Des Moines, the center supports a comprehensive arts-education program and a strong commitment to accessibility, which makes it a focal point for life-long learning, family engagement and cultural dialogue in a growing and increasingly diverse metropolitan region. Grant monies will enable the organization to preserve and restore its facilities.

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## **DESERT BOTANICAL GARDEN**

Phoenix, Arizona

\$ 850,000

Showcasing 139 rare desert plants, this Phoenix attraction provides cultural experiences, environmental education and research about desert ecology in a region impacted by water shortages attributable to climate change and population growth. This grant will allow for the construction of the Cactus and Succulent Galleries and the Center for Desert Living Trail, as well as provide support for education initiatives and research.

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## **DETROIT SCIENCE CENTER**

Detroit, Michigan

\$ 1,250,000

The center is working to redefine itself as the nation's leading engineering-focused science museum in an effort to excite children about problem-solving and to inspire them to pursue careers in engineering and other science-based fields. Grant monies will be used to create new exhibits focused on medical marvels, transportation, space, matter and energy, and a children's gallery.

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### **GUILD HALL OF EAST HAMPTON INC.**

East Hampton, New York

\$ 800,000

Guild Hall, a year-round visual-, performing- and literary-arts center, houses a museum, theater and community center, and serves 40,000 local artists, schoolchildren, retirees and summer visitors, including a growing Latino population. Grant funding for its phase IV theater renovation will allow the organization to expand its programs to an increasingly diverse year-round audience and offer exhibitions of contemporary artists.

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### **JOHNSTOWN AREA HERITAGE ASSOCIATION**

Johnstown, Pennsylvania

\$ 500,000

The association encourages community and economic revitalization of historic Johnstown by supporting museums, exhibits and programs focused on early industrial America and the famous 1889 Johnstown flood, and by producing the annual FolkFest celebration. This grant will support the renovation of the Johnstown Discovery Center to accommodate a new Children's Museum and interactive exhibits, the renovation of the Flood Museum and the phase I development of the Festival Park site.

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### **KANSAS CITY REPERTORY THEATRE**

Kansas City, Missouri

\$ 330,000

As the city's premier professional resident theater company, Kansas City Repertory operates a 633-seat facility on the campus of the University of Missouri. Through a public-private partnership, and grant support, the organization will build a 316-seat theater within H&R Block's new downtown corporate headquarters, enabling it to produce lesser-known and experimental plays targeted at the area's growing young urban population.

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### **LINK MEDIA INC.**

San Francisco, California

\$ 200,000

LinkTV, operated by Link Media, is a 24-hour, satellite-feed, non-commercial, national network that serves 30 million U.S. households comprising a geographically, ethnically and politically diverse audience, and that engages, informs and motivates viewers to take part in constructive dialog and civil action. This planning grant for a campaign to increase viewers and contributions will support Link Media's initial expansion of its advancement staff, board expansion and training and the development of major donor-cultivation events.

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### **LOWER EAST SIDE TENEMENT MUSEUM**

New York, New York

\$ 800,000

Housed in a restored tenement building, once home to 7,000 19th and 20th century immigrants, the museum presents and interprets the experiences of these families to increase understanding of American immigration, stimulate dialog and foster meaningful exchanges with contemporary immigrants. Through this grant, the museum will purchase a building at 91 Orchard Street to provide additional administrative, library and archival space.

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### **MAINE HISTORICAL SOCIETY**

Portland, Maine

\$ 400,000

Founded in 1822, this organization preserves the heritage and history of Maine by collecting and exhibiting historical artifacts, facilitating research, providing educational programming and operating the Maine Memory Network, which offers historical documents online. This grant will enable the organization to renovate and expand its research library, helping to preserve its collection and to create an inviting facility for staff and visitors.

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### **METROPOLITAN INDIANAPOLIS PUBLIC BROADCASTING INC., WFYI**

Indianapolis, Indiana

\$ 900,000

WFYI is the radio and television flagship among Indiana's public-broadcasting stations, and serves 33 counties in the state's midsection, with an average of 650,000 viewers and listeners weekly. Grant monies will enable the station to purchase and renovate the former Indiana Gas Company building and to consolidate its staff and production studios while contributing to local revitalization efforts.

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### **MISSOURI SYMPHONY SOCIETY**

Columbia, Missouri

\$ 250,000

This is the only professional orchestra serving mid-Missouri, a primarily rural area, through a combination of summer musical programming, a touring concert series and youth-education outreach, including a youth orchestra and children's choir. The renovation of the Missouri Theatre Center for the Arts, made possible with grant assistance, will spur downtown revitalization and enable the symphony to expand its offerings.

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### **MUSEUM OF FINE ARTS**

St. Petersburg, Florida

\$ 750,000

The museum draws both seasonal and year-round residents to its extensive art collection and comprehensive art history library while engaging in educational and outreach programs. Renovation and expansion of the facility, enabled by this grant, will provide increased display space and areas for traveling exhibitions and educational activities.

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## **MUSEUM OF FINE ARTS**

Boston, Massachusetts

\$ 1,500,000

Known for its extensive art collection and strong commitment to accessibility and broad-based community outreach, the museum serves thousands of schoolchildren and teachers, disabled individuals, teens and underrepresented audiences. This grant will support the construction of its new Learning Galleries, comprising a 150-seat auditorium and two new classrooms for community-based programs, and the expansion of its Community Arts Initiative for young people.

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## **MUSEUM OF NEW MEXICO FOUNDATION**

Santa Fe, New Mexico

\$ 750,000

The foundation supports four Santa Fe museums and six historical state monuments that comprise the Museum of New Mexico. This grant will provide funding for exhibit fabrication and the restoration of the Palace of Governors/New Mexico Museum of History, which will serve as a visitor's center for a new History Museum, to be constructed adjacent to the palace.

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## **NASHVILLE CHILDREN'S THEATRE**

Nashville, Tennessee

\$ 500,000

In a city famed for its country-music heritage, Nashville Children's Theatre has distinguished itself as one of the leading professional children's theaters in the country, and has shown a commitment to serving people of all economic backgrounds. The organization is using grant monies to renovate and expand its facility in an effort to accommodate the needs of its growing family audiences.

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## **OLD GLOBE THEATRE**

San Diego, California

\$ 1,000,000

Located in historic Balboa Park, the Old Globe Theatre serves as a major venue for theatrical events, supports aspiring artists and directors through multifaceted program offerings, and conducts extensive outreach, including in-school literacy programs, teacher development and a new artist-in-residence program. This grant will be directed toward the construction of a replacement Arena Stage, a new education center and a renovated public plaza.

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## **OLNEY THEATRE CENTER FOR THE ARTS**

Olney, Maryland

\$ 50,000

With its eclectic offerings of classical and alternative theatrical productions, ranging from the annual Summer Shakespeare Festival to the Potomac Theatre Project, and its comprehensive educational programs focused on the development of young actors and playwrights, the Olney Theatre Center is recognized as one of Maryland's leading professional regional theaters. Grant funding will support the implementation of a five-year strategic-development plan.

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### **PACIFIC ASIA MUSEUM**

Pasadena, California

\$ 300,000

Located in western San Gabriel Valley, this museum is engaged in its community and committed to building cultural bridges by presenting the arts and culture of Asia and the Pacific Islands to local and national audiences. Grant monies will go toward the phase II renovation of its facility, allowing for the expansion of the interactive-education gallery, which houses 90 percent of the museum's permanent collection.

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### **ROUNABOUT THEATRE COMPANY**

New York, New York

\$ 1,000,000

With three theaters in operation and 22 Tony Awards to its credit, the Roundabout is one of the largest nonprofit theaters in the country and a leader in offering professional-development opportunities for artists and educational initiatives, including workshops for teachers, residency programs with public schools, and subsidized tickets to tri-state area students. Grant funding will support the ongoing renovation of the former Studio 54, including the upgrading of artistic and patron amenities and the creation of the only "flex-theater" on Broadway.

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### **SARASOTA OPERA ASSOCIATION INC.**

Sarasota, Florida

\$ 500,000

The Sarasota Opera, a nationally acclaimed performing-arts company, offers a potpourri of events and programming, including the Winter Opera Festival, the Verdi Cycle, the Master Works Revival Series and the Youth Opera Program, which commissions musical works for young voices. This grant-supported renovation of the historic Opera House, listed on the National Register of Historic Places, will preserve its distinctive features, improve its functionality, and increase the company's ability to serve a larger, more-diverse audience.

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### **SHAKESPEARE THEATRE COMPANY**

Washington, D.C.

\$ 1,000,000

The company, which presents classic theater productions in the nation's capital, plays a critical role in preserving the classics, and has been the recipient of 54 Helen Hayes Awards. Grant monies will be used to construct the new Harman Center for the Arts and to renovate the existing Lansburgh Theatre, thereby reaffirming the company's commitment to serving its increasingly diverse urban and visiting audiences.

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### **SOUTHERN CALIFORNIA PUBLIC RADIO**

Pasadena, California

\$ 1,300,000

This organization, which operates both KPCC-FM and KUOR-FM, provides locally produced, 24-hour radio news coverage and public-affairs programming, as well as multi-ethnic on-air forums, for a broadcast area encompassing Los Angeles, Orange, San Bernardino and Riverside counties. The grant-funded renovation of a building for use as a broadcast center will enable the organization to consolidate its facilities, upgrade its production equipment, and create public-forum space for community use.

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## THE STUDIO THEATRE

Washington, D.C.

\$ 400,000

Serving as a premier stage for contemporary theater, a forum for emerging artists, and a leader in educating future professional artists and administrators, the Studio Theatre strives to attract diverse audiences and participants through its artistic programming and collaborative partnerships. Faced with gentrification pressures in the Logan Circle neighborhood, the organization will use grant monies to purchase and renovate 12 apartment units, which will provide housing for artists and apprentices.

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## WNYC RADIO

New York, New York

\$ 2,500,000

This flagship National Public Radio station plays a critical role in informing local and national audiences, and has pioneered new technology and innovative programs to reach underserved neighborhoods. As it transitions from public to independent status, this grant will enable the station to move to its own LEED broadcast studios and offices with state-of-the-art equipment, further enhancing its leadership role in news and cultural programming.

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## COMMUNITY DEVELOPMENT: DETROIT PROGRAM

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### THE AMERICAN ASSEMBLY

New York, New York

\$ 30,000

Founded in 1950 by General Dwight D. Eisenhower “to illuminate issues of national policy,” the American Assembly is affiliated with and housed at Columbia University. This grant supports the organization’s 106th national assembly, entitled “Restoring Prosperity in Older Industrial Areas,” as well as the implementation of policy and strategy recommendations intended to elevate the importance of affected cities, particularly Detroit, and to devise a coordinated urban agenda.

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### ARTSERVE MICHIGAN

Southfield, Michigan

\$ 225,000

This 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. Grant monies will be used for operational support over three years.

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### THE BROOKINGS INSTITUTION

Washington, D.C.

\$ 150,000

The Metropolitan Policy Program of this Washington-based think tank has embarked upon an initiative, entitled “Restoring Prosperity: The State’s Role in Revitalizing America’s Older Industrial Cities,” which recognizes the current opportunities for developing turnaround strategies in 65 cities, including Detroit, that lag behind their peers in economic health and residential well-being. This grant will go toward the implementation of research and policy development for restoring prosperity to older industrial areas.

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### **THE BUILD INITIATIVE**

Denver, Colorado

\$ 480,000

This public-private partnership provides expertise, technical assistance and resources to create state-level, universally available, early-childhood systems that foster positive development in children, from birth through age five. Grant support over two years will enable the state of Michigan to become a full partner and to tap into a network of services and resources, as well as help to advance the Great Start Initiative for increasing access to early childhood education.

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### **THE CENTER FOR MICHIGAN INC.**

Kalamazoo, Michigan

\$ 227,000

Established in 2006 to counter the impact of polarized political discourse that has dominated policy discussion in the state for 20 years, this “think-and-do tank” affiliated with the University of Michigan is launching its new Michigan’s Defining Moment campaign to engage 10,000 current and future leaders in consensus-building discussions about the steps and vision needed to transform Michigan. This grant will fund community conversations and the production of a comprehensive report, entitled “A Consensus Public Agenda for Michigan.”

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### **COVENANT COMMUNITY CARE INC.**

Detroit, Michigan

\$ 200,000

This federally-qualified health clinic provides care to low-income, uninsured and homeless residents of southwest Detroit at its freestanding clinic on Grand Boulevard and a second site co-located with Southwest Counseling Services. Grant monies will provide bridge funding until Covenant becomes eligible for reimbursement under its recently approved federal status.

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### **CRANBROOK EDUCATIONAL COMMUNITY: TO BENEFIT CULTURAL ALLIANCE OF SOUTHEASTERN MICHIGAN**

Bloomfield Hills, Michigan

\$ 375,000

The Cultural Alliance was founded by representatives from 30 organizations, with assistance from several regional foundations, to act as southeastern Michigan’s regional voice for arts and culture, and to support initiatives designed to help its members achieve their missions, increase their collaborative effectiveness and discover new ways to promote growth and sustainability. This grant will fund general operations over a three-year period.

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### **DETROIT ECONOMIC GROWTH ASSOCIATION**

Detroit, Michigan

\$ 600,000

As an affiliate of the Detroit Economic Growth Corporation, the Detroit Economic Growth Association provides services to the city related to business recruitment, downtown redevelopment, financing programs and management of projects that involve the private and public sectors. This grant will fund research, project-planning and project-management costs for the first year of the Next Detroit Neighborhood Initiative, a coordinated plan to create sustainable community development in six targeted areas.

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### **DETROIT PARENT NETWORK**

Detroit, Michigan \$ 300,000

Established in 2002, the network works to strengthen parental involvement with children in the home, at school and in the community by providing parenting workshops, support groups and training sessions in leadership, advocacy and public speaking. Grant monies will go to support general operations over a three-year period.

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### **DETROIT RENAISSANCE FOUNDATION**

Detroit, Michigan \$ 750,000

Formed in 1970 and led by chief executives of the region's most prominent companies and universities, Detroit Renaissance has spearheaded the Road to Renaissance, a strategic planning process to accomplish major initiatives that will transition the regional Detroit economy from an industrial to a knowledge-based platform. This grant will support the development of implementation plans for action steps outlined in the initiative.

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### **DETROIT RIVERFRONT CONSERVANCY INC.**

Detroit, Michigan \$ 8,000,000

Formed to undertake the establishment, improvement, operations, maintenance and conservation of public parks, promenades, and other public green space for the recreation and enjoyment of the general public, the conservancy has been the leader in the redevelopment and revitalization of Detroit's riverfront area. Grant monies will go toward the construction and endowment of the Detroit East RiverWalk.

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### **DETROIT YOUTH FOUNDATION**

Detroit, Michigan \$ 1,500,000

Dedicated to enhancing the lives of youth and furthering positive youth development in Detroit and surrounding communities, the foundation develops effective, diverse partnerships within the community to provide collaborative programming and support for young people and youth-serving organizations. Grant monies will be used over three years for capacity-building through the implementation of a strategic business plan for YouthVille Detroit, a comprehensive youth-development center serving 1,900 enrolled members, age 11 to 19.

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### **DOWNTOWN DETROIT PARTNERSHIP INC.**

Detroit, Michigan \$ 125,000

Created in July of 2005, this private/public partnership of corporate and civic leaders draws board representation from Detroit 300, Detroit Economic Growth Corporation, Detroit Renaissance, Detroit Riverfront Conservancy and the Mayor's Office, and plays a key stewardship role in downtown revitalization, including strategic and physical planning, public-space maintenance, research and marketing. Grant monies will support research on the potential for a light-rail system on lower Woodward Avenue.

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### **EARLY CHILDHOOD INVESTMENT CORPORATION**

Lansing, Michigan

\$ 2,735,000

Established in 2005 to develop, implement and coordinate a statewide early childhood system, this inter-governmental corporation is the primary vehicle for the State of Michigan's Great Start Initiative, whose goal is to provide access to high-quality information, resources and support to every young child and his or her parents. This two-year grant commitment will support early-childhood collaborations in Wayne, Oakland and Macomb counties, and capacity-building for the corporation.

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### **THE GREENING OF DETROIT**

Detroit, Michigan

\$ 600,000

Founded in 1989 to enhance the beauty of the city of Detroit through the reforestation of its streets, boulevards and public areas, as well as through educational programs and development projects, the organization currently operates a Community Planting Program, Neighborhood Environmental Revitalization Initiative, Reforestation Initiative with tree nurseries, Urban Agriculture Program and youth- and adult-education programs. This grant will provide general operating support for three years.

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### **LOCAL INITIATIVES SUPPORT CORPORATION-DETROIT**

Detroit, Michigan

\$ 1,500,000

The Detroit arm of Local Initiatives Support Corporation, the nation's largest community-development intermediary dedicated to helping community development corporations transform distressed neighborhoods into healthy communities, has spearheaded the creation of 3,000 units of housing and the development of 560,000 square feet of commercial space in the Motor City since 1990. Grant monies will be used for the expansion of organizational capacity to provide programs and services in Next Detroit Neighborhood Initiative areas.

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### **MDC INC.**

Chapel Hill, North Carolina

\$ 193,328

This anti-poverty organization, founded in 1967 by the North Carolina Fund and the Ford Foundation, is the managing partner for the Achieving the Dream Initiative, a nation-wide network of resources, information, expertise and learning established by the Lumina Foundation in Indianapolis, Indiana, to improve student success at community colleges, especially among underserved groups. This five-year grant will enable Wayne County Community College and Henry Ford Community College to participate in the initiative in Michigan.

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### **METROPOLITAN AREA RESEARCH CORPORATION**

Minneapolis, Minnesota

\$ 300,000

MARC is a nonprofit research and geographic-information-systems firm specializing in cutting-edge demographic research through the spatial display of data, and serving the public interest, government, philanthropy, academia and private research institutes. Grant monies will go toward the costs associated with research and outreach activities regarding land use and commuting patterns in the Detroit region.

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### **MICHIGAN ENVIRONMENTAL COUNCIL**

Lansing, Michigan

\$ 300,000

This coalition of 70 environmental, public-health and faith-based organizations, created in 1980, promotes public policies at the state and national level to protect Michigan's water, landscapes and communities, and supports programs on energy, environmental health, land use and water to defend the state against water diversion and depletion, mercury emissions and other environmental hazards. Two-year grant funding will expand organizational capacity for environmental initiatives in the Detroit region.

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### **MICHIGAN FUTURE INC.**

Ann Arbor, Michigan

\$ 230,000

This non-partisan research organization is building a shared vision throughout Michigan of the need to transition to a knowledge-driven economy and the actions that communities, businesses, schools and families will have to take to accomplish this goal. Grant monies will support student services at a model high school and early planning for the expansion of high-performance schools in Detroit.

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### **MICHIGAN NONPROFIT ASSOCIATION**

Lansing, Michigan

\$ 300,000

Founded in 1990, this statewide organization provides a wide range of leadership-development, training, advocacy, public-policy, technical-assistance and research programs to 1,000-member organizations and thousands of non-member agencies in an effort to enhance the effectiveness of the Michigan nonprofit sector in serving society. This three-year grant will support the association's Advancing Technology of Southeast Michigan Nonprofit Program.

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### **MICHIGAN SUBURBS ALLIANCE**

Ferndale, Michigan

\$ 40,000

Formed in 2002 by the leaders of the Southeast Michigan inner-ring, older suburbs to address looming community problems and challenges, the alliance has become a key player in advocating and demonstrating regional solutions, inter-governmental collaboration, effective land use and strong city-suburban linkages. This grant will support the group's operations.

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### **MUSEUM OF CONTEMPORARY ART DETROIT**

Detroit, Michigan

\$ 300,000

This vibrant new museum—with its emphasis on the exhibition of fine art, decorative arts, architecture and design, as well as literary arts, theater, music and dance—functions as a hub for the exploration of emerging ideas in the contemporary arts, and already has attracted critically-acclaimed international exhibits and more than 22,000 visitors. This growth capital grant, to be paid over four years, supports MOCAD's efforts to advance operational sustainability.

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### **NEIGHBORHOOD CENTERS INC.**

Detroit, Michigan

\$ 150,000

Focused on neighborhood-revitalization in a 23-block community in Southwest Detroit, this multifaceted agency provides youth-development and recreational services, literacy and GED classes in Spanish and English, computer instruction, two day-care centers and after-school and summer-youth programs. This grant will go toward the support of a network of small park improvements in the area.

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### **NEW DETROIT INC.**

Detroit, Michigan

\$ 750,000

Founded 40 years ago as a coalition of leaders from business, labor, media, community-based and civil-rights organizations, and educational, health and religious institutions, New Detroit works collaboratively to foster more positive race relations by influencing issues and policies that ensure economic and social equity. This three-year grant commitment will be used to support the organization's operations and race-relations activities.

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### **NEW ECONOMY INITIATIVE — COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN**

Detroit, Michigan

\$25,000,000

Kresge has partnered with nine national, regional and local foundations to establish the New Economy Initiative, an unprecedented effort to position Michigan for long-term success in the global marketplace. A \$100 million investment pool will leverage and support public/private efforts to attract, prepare and retain skilled workers and innovators, and to explore strategies for economic progress. This grant will support the initiative and its goals for five years. The Community Foundation for Southeast Michigan administers the grant.

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### **NEXTEnergy CENTER**

Detroit, Michigan

\$ 100,000

As one of the nation's leading catalysts for alternative and renewable energy, NextEnergy has built one of the country's first microgrid-research pavilions, where researchers can test and advance new technologies for electric-power generation, and has constructed the first testing platform for hydrogen, bio and synthetic fuels, enabling scientists to evaluate the validity and safety of these alternatives to gasoline. This grant will provide capacity-building support for one year.

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### **ONE D: TRANSFORMING REGIONAL DETROIT — DETROIT REGIONAL CHAMBER FOUNDATION**

Detroit, Michigan

\$ 375,000

Six civic and business organizations in Southeast Michigan—Detroit Regional Chamber, Detroit Renaissance, New Detroit, the Detroit Metro Convention and Visitors Bureau, United Way for Southeastern Michigan and the Cultural Alliance of Southeastern Michigan—have joined forces and created an alliance to hasten the transformation of the region. The three-year grant will support the staffing and operations of the alliance, which is called One D: Transforming Regional Detroit.

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### **PRESERVATION WAYNE**

Detroit, Michigan \$ 40,000

Distinguished by its 30-year role as an advocate for and educator about Detroit's rich architectural heritage, Preservation Wayne has helped to create a new preservation vision for Detroit in affiliation with the National Trust for Historic Preservation, and to develop a coalition of previously fragmented preservation groups to achieve that vision. Grant monies will be used for operating expenses and capacity-building over one year.

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### **SOCIAL COMPACT INC.**

Washington, D.C. \$ 95,000

This organization has transformed retail development in more than 100 inner-city communities across the country through its urban-market "DrillDown" analysis, which utilizes extensive demographic and income data to identify and demonstrate commercial-market demand in these underserved areas. Grant monies support a partnership between the Detroit Economic Growth Corporation and Social Compact that allows "DrillDown" analyses to be performed citywide and for specific neighborhoods.

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### **SOUTHWEST HOUSING SOLUTIONS CORPORATION**

Detroit, Michigan \$ 500,000

In the face of mounting home foreclosures and falling housing values in Detroit, this organization has emerged as a leader in addressing the front-end issues of foreclosure, using strong counseling and negotiation with lenders to preserve home ownership wherever possible. This grant will be used to expand post-purchase mortgage-counseling services in neighborhoods throughout the city to reduce the overall incidence of foreclosure.

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### **TECHTOWN**

Detroit, Michigan \$ 1,500,000

Established by Wayne State University in 2000 in collaboration with public and private partners, TechTown and its TechOne facility incubate and accelerate innovation-based business ventures that will drive the creation of industry clusters, generate high-wage jobs and provide significant economic benefits to the city and region. Grant monies will go toward working capital and the renovation of the TechOne facility.

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## **UNIVERSITY CULTURAL CENTER ASSOCIATION**

Detroit, Michigan

\$ 630,000

Building upon the cultural, medical and educational assets of Midtown Detroit, UCCA has completed four major redevelopment projects, facilitated financing for more than 30 residential developments and supported the Detroit Festival of the Arts, a highly popular street-arts festival. Grant monies will be used over three years for operational support and a business analysis to help the organization optimize its capabilities and growth.

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## **WAYNE RESA**

Wayne, Michigan

\$ 250,000

Wayne RESA provides Wayne County's 34 school districts with a wide spectrum of services and support aimed at improving student achievement and maximizing economies of scale for the districts. This grant will be used for the development of a countywide early childhood mapping system to support expanded and improved services for families.

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## ARTS SUPPORT PROGRAM

Arts and culture have played a formative role in shaping the history and socio-economic fabric of Detroit and the surrounding region. This legacy of creativity and innovation offers inspiration for our region's future. Through our Arts Support Program, unveiled in July 2007, the Kresge Foundation awarded \$2 million in grants to small, mid-size and large performing-, visual- and literary-arts organizations as well as institutions involved in arts service, education and broadcasting in Wayne, Macomb and Oakland counties. These grants represent a three-year, \$6 million commitment by the foundation to promote artistic expression, cultural development and quality of life. The program will be reopened in 2008 with additional funding.

### ACCESS/ARAB AMERICAN NATIONAL MUSEUM

Dearborn, Michigan \$ 150,000 over 3 years

### AFRICAN DANCE WORKS

Detroit, Michigan \$ 15,000 over 3 years

### ANTON ART CENTER

Mount Clemens, Michigan \$ 45,000 over 3 years

### ARTS & SCRAPS

Detroit, Michigan \$ 60,000 over 3 years

### THE ARTS LEAGUE OF MICHIGAN

Detroit, Michigan \$ 75,000 over 3 years

### BIRMINGHAM BLOOMFIELD ART CENTER

Birmingham, Michigan \$ 150,000 over 3 years

### CHAMBER MUSIC SOCIETY OF DETROIT

Farmington Hills, Michigan \$ 105,000 over 3 years

### CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY

Detroit, Michigan \$240,000 over 3 years

### COLLEGE FOR CREATIVE STUDIES – COMMUNITY PROGRAMS

Detroit, Michigan \$ 180,000 over 3 years

### CRANBROOK EDUCATIONAL COMMUNITY – ART MUSEUM & SCIENCE CENTER

Bloomfield Hills, Michigan \$ 210,000 over 3 years

### DETROIT ARTISTS MARKET

Detroit, Michigan \$ 60,000 over 3 years

### DETROIT CHAMBER WINDS & STRINGS

Southfield, Michigan \$ 60,000 over 3 years

<b>DETROIT HISTORICAL SOCIETY</b>	
Detroit, Michigan	\$ 195,000 over 3 years
<b>DETROIT INSTITUTE OF ARTS</b>	
Detroit, Michigan	\$300,000 over 3 years
<b>DETROIT INTERNATIONAL JAZZ FESTIVAL FOUNDATION</b>	
Detroit, Michigan	\$ 105,000 over 3 years
<b>DETROIT PUBLIC TELEVISION</b>	
Wixom, Michigan	\$300,000 over 3 years
<b>DETROIT PUBLIC TELEVISION – WRCJ RADIO</b>	
Wixom, Michigan	\$ 150,000 over 3 years
<b>DETROIT REPERTORY THEATRE</b>	
Detroit, Michigan	\$ 105,000 over 3 years
<b>DETROIT SCIENCE CENTER</b>	
Detroit, Michigan	\$180,000 over 3 years
<b>DETROIT SYMPHONY ORCHESTRA</b>	
Detroit, Michigan	\$300,000 over 3 years
<b>DETROIT ZOOLOGICAL SOCIETY</b>	
Royal Oak, Michigan	\$300,000 over 3 years
<b>DIGITAL ARTS, FILM &amp; TELEVISION</b>	
Royal Oak, Michigan	\$ 15,000 over 3 years
<b>DOWNRIVER COUNCIL FOR THE ARTS</b>	
Taylor, Michigan	\$ 15,000 over 3 years
<b>EISENHOWER DANCE ENSEMBLE</b>	
Southfield, Michigan	\$ 60,000 over 3 years
<b>GREAT LAKES CHAMBER MUSIC FESTIVAL</b>	
Southfield, Michigan	\$ 45,000 over 3 years
<b>THE HENRY FORD</b>	
Dearborn, Michigan	\$300,000 over 3 years
<b>INSIDEOUT LITERARY ARTS PROJECT</b>	
Detroit, Michigan	\$ 105,000 over 3 years
<b>JEWISH ENSEMBLE THEATRE</b>	
West Bloomfield, Michigan	\$ 90,000 over 3 years

<b>LIVING ARTS</b>	
Detroit, Michigan	\$ 22,500 over 3 years
<b>MACOMB CENTER FOR THE PERFORMING ARTS</b>	
Clinton Township, Michigan	\$ 150,000 over 3 years
<b>MARYGROVE COLLEGE COMMUNITY ARTS PROGRAMS</b>	
Detroit, Michigan	\$ 60,000 over 3 years
<b>MATRIX THEATRE COMPANY</b>	
Detroit, Michigan	\$ 60,000 over 3 years
<b>MEADOW BROOK THEATRE</b>	
Rochester, Michigan	\$ 75,000 over 3 years
<b>MICHIGAN OPERA THEATRE</b>	
Detroit, Michigan	\$300,000 over 3 years
<b>MOSAIC YOUTH THEATRE</b>	
Detroit, Michigan	\$ 150,000 over 3 years
<b>MOTOWN HISTORICAL MUSEUM</b>	
Detroit, Michigan	\$ 75,000 over 3 years
<b>MUSIC HALL CENTER FOR THE PERFORMING ARTS</b>	
Detroit, Michigan	\$240,000 over 3 years
<b>OAKLAND UNIVERSITY ART GALLERY</b>	
Rochester, Michigan	\$ 15,000 over 3 years
<b>OAKLAND UNIVERSITY MEADOW BROOK HALL</b>	
Rochester, Michigan	\$ 60,000 over 3 years
<b>THE ORION ART CENTER</b>	
Lake Orion, Michigan	\$ 15,000 over 3 years
<b>PAINT CREEK CENTER FOR THE ARTS</b>	
Rochester, Michigan	\$ 60,000 over 3 years
<b>THE PEWABIC SOCIETY</b>	
Detroit, Michigan	\$ 150,000 over 3 years
<b>PLYMOUTH SYMPHONY SOCIETY</b>	
Plymouth, Michigan	\$ 22,500 over 3 years
<b>PUPPET ART/DETROIT PUPPET THEATER</b>	
Detroit, Michigan	\$ 22,500 over 3 years

**RACKHAM SYMPHONY CHOIR**

Detroit, Michigan

\$ 45,000 over 3 years

**THE SPHINX ORGANIZATION**

Detroit, Michigan

\$ 150,000 over 3 years

**UNIVERSITY OF MICHIGAN – DEARBORN HENRY FORD ESTATE**

Dearborn, Michigan

\$ 90,000 over 3 years

**VARIETY FAR CONSERVATORY**

Birmingham, Michigan

\$ 30,000 over 3 years

**VSA ARTS OF MICHIGAN**

Detroit, Michigan

\$ 30,000 over 3 years

**WARREN SYMPHONY ORCHESTRA**

Warren, Michigan

\$ 22,500 over 3 years

**WAYNE STATE UNIVERSITY HILBERRY THEATRE**

Detroit, Michigan

\$ 105,000 over 3 years

**WAYNE STATE UNIVERSITY WDET-FM**

Detroit, Michigan

\$ 105,000 over 3 years

**WAYNE STATE UNIVERSITY ART GALLERIES**

Detroit, Michigan

\$ 30,000 over 3 years

## COMMUNITY DEVELOPMENT: OTHER

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### **CITY YEAR INC.**

Boston, Massachusetts

\$ 850,000

In partnership with local schools and community-based organizations, City Year promotes civic engagement and creates transformational community-service opportunities for young adults, ages 17 to 24, living in low-income, economically distressed areas in 16 U.S. cities and Johannesburg, South Africa. Grant monies will go toward the purchase and renovation of a national headquarters facility in Boston.

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### **THE GREATER NEW ORLEANS FOUNDATION**

New Orleans, Louisiana

\$ 2,500,000

After Hurricane Katrina, the Greater New Orleans Foundation's board created a five-year strategy to strengthen the capacity of New Orleans' nonprofit sector and to encourage the development of new, more responsive institutions while focusing its grantmaking on community revitalization, education and regional economic and workforce development. This grant will support the organization's New Orleans Community Revitalization and Affordable Housing Program, aimed at generating equitable housing and community development at scale.

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### **LOCAL INITIATIVES SUPPORT CORPORATION**

New York, New York

\$ 3,000,000

Now operating in 30 cities and 36 rural communities, this organization has demonstrated success in achieving community revitalization while creating meaningful changes in the field of community development. With grant funding, LISC will implement its Sustainable Communities strategy to build the resources available in low-income communities in pilot cities.

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## **SAN FRANCISCO PLANNING & URBAN RESEARCH ASSOCIATION**

San Francisco, California

\$ 800,000

Founded in 1959 as a membership organization dedicated to developing innovative, evidence-based solutions to urban problems and to promoting good governance in the San Francisco Bay area, SPUR has been instrumental in driving many critical infrastructure-related advances, including mass transit, downtown development, parks and fiscal reform and accountability. This grant will assist the organization in building a new LEED Urban Center to replace its aging, inadequate headquarters.

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## EDUCATION

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### ADELPHI UNIVERSITY

Garden City, New York

\$ 600,000

This private, independent university serves many low-income students and first-generation college attendees, and offers programs designed to meet the needs of individuals in the broader community. Grant monies will go toward the renovation of existing athletic facilities and the construction of a new LEED-certified gymnasium, which will provide enhanced space for recreational, intramural and academic programs.

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### AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

Washington, D.C.

\$ 159,736

Representing more than 1,200 institutions, AACC is the prime advocacy, leadership and service organization promoting the community college as a key player in citizen education. This grant will support the participation of Wayne County Community College and Henry Ford Community College in the Lumina Foundation's Achieving the Dream Initiative in Michigan for a five-year period.

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### AUBURN UNIVERSITY

Auburn, Alabama

\$ 1,500,000

As a land-grant, comprehensive-research institution, Auburn offers significant outreach to disadvantaged communities through its Professional Development Schools Initiative and other model programs, and has been ranked among the nation's top 20 producers of African-American engineers. This grant will be used to help construct a Complex for Engineering Technology, which will be designed to meet LEED standards, at the College of Engineering.

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**AVANCE INC.**

San Antonio, Texas

\$ 2,550,000

Founded in 1973 by a San Antonio school teacher, AVANCE is the nation's leading education and support organization for parents of children under age three, serving at-risk Hispanic communities in Texas through a network of 90 program sites and 10 chapters around the state. Grant monies will be used to replicate this successful Texas community-service model in New Mexico and California by establishing chapters in those states.

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**CALIFORNIA INSTITUTE OF THE ARTS**

Valencia, California

\$ 1,000,000

CalArts is internationally recognized as a leader in training young artists, and has demonstrated a commitment to increasing minority access through outreach programs such as its Community Arts Partnership, which provides free arts training to at-risk middle- and high-school students through after-school programs and public events. This grant will be used to construct a rehearsal hall and performance facility, allowing CalArts to expand the School of Music's capacity.

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**CALIFORNIA STATE UNIVERSITY, FULLERTON**

Fullerton, California

\$ 500,000

Located in Orange County, Cal State Fullerton has the largest enrollment in the 23-campus California State University system, and has achieved an impressive record for educating low-income and minority students, and for graduating large numbers of teachers. Grant funding will go toward the construction of a new environmentally sustainable college of business and economics.

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**THE CARRIAGE HOUSE CHILDREN'S CENTER**

Pittsburgh, Pennsylvania

\$ 100,000

Accredited by the National Association for the Education of Young Children, this institution provides quality and affordable early-childhood education, and offers other outreach programs, including an after-school and summer camp, free meals, parent education and student internships. With grant money, Carriage House will be able to renovate and expand its main building, with a goal of meeting LEED standards.

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**COLLEGE MISERICORDIA**

Dallas, Pennsylvania

\$ 750,000

Nearly all of the students who attend this Catholic liberal-arts college in rural Pennsylvania receive financial aid, and more than half are either first-generation college students or come from non-traditional backgrounds. This grant will be used for the renovation of Walsh Auditorium, thereby expanding cultural offerings to the campus and community, and for the construction of the Idea Center, which will improve meeting spaces and information-technology facilities.

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## THE COOPER UNION FOR THE ADVANCEMENT OF SCIENCE AND ART

New York, New York

\$ 1,000,000

The Cooper Union, a private institution with nationally recognized programs in architecture, art, graphic design and engineering, has distinguished itself through its commitment to providing full tuition to all of its students and encouraging the enrollment of talented and gifted minority students. Grant monies will support the construction of a LEED academic laboratory facility, the first of its kind in New York City.

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## DAEMEN COLLEGE

Amherst, New York

\$ 900,000

This co-educational liberal arts college provides a significant gateway to a four-year degree for first-generation college students and those from low-income families, and has demonstrated a commitment to community service and diversity, with minorities representing a quarter of its total enrollment. This grant will support the construction of the Center for Information, Research and Community Programs, a new facility designed to achieve LEED certification.

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## EAGLE HILL SCHOOL INC.

Hardwick, Massachusetts

\$ 500,000

This private residential school for students with learning disabilities in grades eight to 12 is now expanding an initiative to train urban school teachers, who will be able to reach greater numbers of disadvantaged youth. Grant monies will help to support the construction of a new environmentally sustainable Cultural Center, which will add a fine- and performing-arts component to the school's teacher and student training.

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## FLORIDA SOUTHERN COLLEGE

Lakeland, Florida

\$ 600,000

Distinguished for its Frank Lloyd Wright-designed campus and its historical significance as the state's oldest private college, Florida Southern offers financial aid to 90 percent of its liberal-arts students, with 225 receiving Pell grants. The college plays an important role in educating area teachers, and will use grant funding for the construction of an academic building for the study of literature and languages.

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## HARTWICK COLLEGE

Oneonta, New York

\$ 750,000

As a pioneer among private institutions in promoting sustainability through an environmental education program that began 30 years ago, this liberal-arts school serves a significant percentage of low-income families, with over 70 percent of its students receiving Pell grants. This grant will support the construction of Golisano Hall, a three-story academic facility and the first building in Otsego County with LEED certification.

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## **HENRY FORD COMMUNITY COLLEGE**

Dearborn, Michigan

\$ 450,000

HFCC is a comprehensive community college dedicated to preparing students for a rapidly changing world and workplace by providing knowledge, developing communication skills and exploring multicultural opportunities. Grant monies will support the college's participation in the Lumina Foundation's Achieving the Dream Initiative in Michigan for a period of five years.

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## **HERITAGE UNIVERSITY**

Toppenish, Washington

\$ 1,500,000

With its main campus located on the Yakama Indian Reservation, this private, independent institution provides exemplary access to low-income individuals with previously low educational achievement and few support systems that encourage higher education. Funding through this grant will support the construction of a new academic facility with classrooms and laboratories on its main campus, allowing for the consolidation and replacement of substandard portable buildings.

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## **HILBERT COLLEGE**

Hamburg, New York

\$ 220,000

This Catholic college strives to provide affordable and accessible education through its open admissions policy and financial-aid offerings, and is now partnering with two African-American churches to encourage high school students to attend college, and with the Seneca Nation of Indians to provide adult education and college courses as part of a job-training program. This grant will be used to renovate an existing academic facility, including updates to faculty offices and classrooms.

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## **HOLY FAMILY DAY HOME**

San Francisco, California

\$ 550,000

Accredited by the National Association for the Education of Young Children, Holy Family provides early-childhood care for youngsters, ages three months to six years, and a wide range of support services for low-income and working-poor families, including some homeless and single-parent households. This grant will be used toward the construction of an ADA-compliant preschool and family support center, serving 150 children.

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## **IOWA STATE UNIVERSITY**

Ames, Iowa

\$ 1,000,000

This public, land-grant institution provides undergraduate and graduate degree programs through eight colleges and 80 research centers and institutes, and serves a student body with 17 percent of undergraduates the first in their family to attend college and 66 percent to receive financial assistance. Grant monies will go toward the renovation and expansion of the Lloyd Veterinary Teaching Hospital at the College of Veterinary Medicine, enabling it to meet the increasing demand for veterinary professionals.

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### **MANHATTANVILLE COLLEGE**

Purchase, New York

\$ 1,000,000

This small liberal-arts college serves as an access point to higher education for predominantly low-income and disadvantaged students from the metropolitan New York area, with 70 percent eligible for work-study positions, 21 percent Pell grant recipients and 21 percent Perkins-loan recipients. Grant funds will help to finance the construction of a new environmentally sustainable Center for Creative Arts and Experimental Learning, which will house all visual- and performing-arts programs.

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### **MARYMOUNT MANHATTAN COLLEGE**

New York, New York

\$ 1,500,000

Known for its programs in the fine and performing arts, international studies, psychology and business, Marymount provides educational access to a number of low-income and first-generation college students, and is ranked among the nation's most diverse liberal-arts colleges. This grant will help to transform the roof of the Theresa Lang Theater into a green terrace and provide the land-locked campus with more open space.

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### **MILLS COLLEGE**

Oakland, California

\$ 1,000,000

This co-educational, liberal-arts college reflects the diversity of the Oakland community and serves as a role model for providing wide access to higher education for low-income and disadvantaged students through extensive outreach and support programs, including Upward Bound, the Summer Academic Workshop and an intensive pre-freshman skills-building and mentoring course. Through this grant, the college will support construction of a new LEED Natural Sciences Building.

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### **MOUNT SAINT MARY COLLEGE**

Newburgh, New York

\$ 600,000

Founded by the Dominican Sisters of Newburgh, this independent, co-educational, liberal-arts college serves as a significant entry point for first-generation college students in the upstate New York region, and offers 30 undergraduate majors along with graduate programs in business administration, education and nursing. This grant will facilitate the construction of a Mathematics, Science and Technology Center, which will bolster the college's offerings in math, science, nursing and education.

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### **NORTH HAVEN COMMUNITY SCHOOL**

North Haven, Maine

\$ 350,000

Serving a year-round island community 12 miles off the coast of Maine, North Haven Community School is the island's largest employer and provides educational services for nearly 73 students, as well as resources for 350 full-time residents. This grant will help to fund the construction of a new public school with LEED certification, which will house a theater and small recreational facility.

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### **NORTHWESTERN COLLEGE**

St. Paul, Minnesota

\$ 750,000

Drawing a significant number of students from low-income families, this private, nondenominational, liberal-arts college offers 45 traditional baccalaureate programs, as well as non-traditional alternatives, such as distance learning, a certificate program for Minneapolis urban workers and an associate degree in communications for Spanish-speaking students in Ecuador. This grant will assist in the construction of a new student commons.

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### **RUST COLLEGE**

Holly Springs, Mississippi

\$ 1,500,000

As one of the oldest of the historically black colleges and universities founded by the Freedman's Aid Society of the United Methodist Church, Rust serves many disadvantaged and first-generation college students from Mississippi's poorest counties. These funds will aid the construction of a new science and mathematics center and the renovation of the current McDonald Hall science facility, which will enable the college to accommodate additional students and update its campus technology.

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### **SALVE REGINA UNIVERSITY**

Newport, Rhode Island

\$ 750,000

Located in seven Gilded Age estates, this Catholic liberal-arts university maintains a strong commitment to low-income and first-generation college students, and supports a growing academic program in historic preservation that includes the operation of a Community Preservation Laboratory offering preservation services to local nonprofit organizations. Grant monies will go toward the restoration and adaptive reuse of a historic carriage house and stables for a classroom and lecture facility.

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### **SITTING BULL COLLEGE**

Fort Yates, North Dakota

\$ 230,000

This tribally controlled college provides certificate, associate and baccalaureate degree programs to very low-income students on the economically distressed and sparsely populated Standing Rock Sioux Indian Reservation, as well as childcare, housing development, employment training and family support services to the Native-American community. Grant monies will support the construction of a new Entrepreneurial Center that will provide instructional space for students and incubator space for business startups.

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### **SPRINGFIELD COLLEGE**

Springfield, Massachusetts

\$ 1,000,000

With strong programs in physical education, human and social services and arts and sciences that reflect its historical ties with the YMCA, Springfield's collaborative efforts, in partnership with other local organizations, to revitalize the surrounding neighborhood have earned it a designation as one of 25 "Saviors of Our Cities" urban colleges nationwide. This grant will be used to construct a field house and wellness center for research, education and training.

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### **TEACHERS COLLEGE, COLUMBIA UNIVERSITY**

New York, New York

\$ 17,716

This comprehensive graduate and professional school of education embraces the disciplines of psychology, health and education, and has proven its leadership in higher education by anticipating concerns and acting with initiatives to advance educational reforms and issues. Grant monies will be used to support the participation of Wayne County Community College and Henry Ford Community College in the Lumina Foundation's Achieving the Dream Initiative in Michigan for a five-year period.

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### **TEMPLE UNIVERSITY**

Philadelphia, Pennsylvania

\$ 1,000,000

Founded in 1884, this public research university is the nation's sixth-largest provider of professional education and a leader in offering opportunities to underserved populations, particularly through its School of Medicine, which has produced nearly 700 African-American and Latino physicians over the last 30 years. This grant will support the construction of a new medical education and research building at the School of Medicine, enhancing its space and facilities.

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### **THOMAS JEFFERSON UNIVERSITY**

Philadelphia, Pennsylvania

\$ 500,000

In addition to offering disadvantaged students access to higher education and the health professions through its medical and nursing schools, and health-care training programs, this urban university and its affiliates provide extensive community services, including wellness programs, early disease detection and outreach to the homeless and immigrants. Monies will be used to construct a new medical-education facility with many environmentally sustainable features.

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### **UNIVERSITY OF ARIZONA**

Tucson, Arizona

\$ 800,000

Located 45 miles from the U.S./Mexico border, the University of Arizona is the most ethnically diverse of the state's universities, and has been rated among the nation's best for Hispanic students and among the top five universities conferring PhDs to Native Americans. This grant will support the construction of a new Norton School of Family and Consumer Sciences, helping to advance the education of social-service and family-education professionals.

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## UNIVERSITY OF DUBUQUE

Dubuque, Iowa

\$ 250,000

This Presbyterian Church-affiliated, liberal-arts university has a strong commitment to serving first-generation, non-traditional and underrepresented students who do poorly on standardized tests; and is currently undergoing a major facility- and program-transformation plan. Grant monies will go toward the renovation and expansion of Goldthorp Hall, the main science classroom and lab facility on campus.

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## UNIVERSITY OF MARY

Bismarck, North Dakota

\$ 600,000

This Catholic liberal-arts university, one of only four higher-education institutions in North Dakota, serves residents in a five-state region, including many low-income, first-in-family and financial-aid students, and operates adult education centers on three Native-American reservations offering undergraduate and graduate programs in management and education. This grant will help to finance the construction of a new School of Business and Technology.

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## UNIVERSITY OF TEXAS AT AUSTIN

Austin, Texas

\$ 189,300

UT is one of the largest, most diverse universities nationwide, with students from more than 100 countries, and has gained recognition for its Community College Leadership Program, one of eight national partner organizations involved in the Lumina Foundation's Achieving the Dream Initiative. Grant monies will be used to support the participation of Wayne County Community College and Henry Ford Community College in the Achieving the Dream Initiative in Michigan for a five-year period.

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## UNIVERSITY OF TOLEDO

Toledo, Ohio

\$ 900,000

As the state's third-largest public university, with 11 academic colleges and professional programs as well as a Medical Center, the University of Toledo has developed college access and readiness programs aimed at attracting and preparing at-risk high-school students, particularly minority youth. This grant will be used for the construction of a LEED Complex for Business Learning and Engagement.

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## UNIVERSITY OF WISCONSIN-PLATTEVILLE

Platteville, Wisconsin

\$ 600,000

Located in rural, southwestern Wisconsin where it started in 1866 as a teacher's and mining-trade school, the university has developed a strong science and engineering focus, and administers the state's only formal recruiting and retention program for women in the science, technology, engineering and mathematics fields. Grant funds will be used for the construction of a new College of Engineering, Mathematics and Science facility.

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### **VILLANOVA UNIVERSITY**

Villanova, Pennsylvania

\$ 600,000

In addition to its four main colleges, Villanova has a School of Law that offers *pro bono* legal services to the indigent in the community and operates a clinic for migrant workers, making it unique among the nation's law schools. Through this grant, the university will construct a new Law School facility with LEED certification to accommodate an expanded law clinic.

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### **WASHINGTON & JEFFERSON COLLEGE**

Washington, Pennsylvania

\$ 1,000,000

This small, liberal-arts college in the foothills of the Appalachian Mountains serves a substantial number of low-income and disadvantaged students, primarily from Appalachia and the first in their families to attend college. Grant monies will be used for the construction of a new Physical Sciences Building, which is designed to meet LEED standards and will enhance science education on campus by incorporating programs into one facility.

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### **WAYNE COUNTY COMMUNITY COLLEGE DISTRICT**

Detroit, Michigan

\$ 450,000

This highly diversified, multi-campus, multicultural community-college district serves 32 cities and townships, offering extensive course selections, both in the classroom and online, to prepare students from all backgrounds for success in their academic and professional careers. These grant monies will support Wayne County Community College District's participation in the Lumina Foundation's Achieving the Dream Initiative in Michigan for five years.

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### **WILDWOOD PROGRAMS INC.**

Schenectady, New York

\$ 450,000

Wildwood Programs provides community and residential services, as well as schooling, to children and adults with neurologically based learning disabilities, autism and other developmental disorders. Grant funds will be used to expand the school, allowing Wildwood to provide additional medical, recreational, social and psychological services, and to reduce its wait list of prospective students.

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### **WOODBURY UNIVERSITY**

Burbank, California

\$ 400,000

With 45 percent of its students transferred from two-year colleges, 66 percent first-generation college attendees and 45 percent Pell-grant recipients, Woodbury has developed a strong profile for college access, and has been designated by the U.S. Department of Education as a Hispanic-serving institution. Grant monies will be used toward the construction of new schools of business and architecture, which will incorporate many environmentally sustainable features.

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## ENVIRONMENT

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### ALBEMARLE HOUSING IMPROVEMENT PROGRAM

Charlottesville, Virginia

\$ 50,000

Low-income residents of Albemarle County and Charlottesville receive assistance in acquiring and maintaining homes from this nonprofit housing and community-development organization, which is dedicated to the belief that all individuals should have the opportunity to live in safe, decent and affordable housing. Through grant funding, the program will cover the planning costs associated with designing an environmentally sustainable building.

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### AMERICAN THEATER COMPANY

Chicago, Illinois

\$ 46,000

This Chicago-based theatrical ensemble is committed to producing new and classic American stories that convey ideas about what it means to be an American, and to providing a nurturing environment for artists as well as an intimate home for the community to experience meaningful creative works. The company will use grant funding to meet the planning costs involved in creating an environmentally sustainable design for a new building.

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### BERKS COUNTY COMMUNITY FOUNDATION

Reading, Pennsylvania

\$ 65,000

Established in 1994, the foundation helps people find the best way to make charitable gifts to improve the quality of life in the Berks County community, and manages more than 300 different funds, each with a specific purpose determined by the original donor. Grant monies will go toward the costs associated with designing an environmentally sustainable building.

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### **CASA OF MARYLAND INC.**

Takoma Park, Maryland

\$ 65,000

Recognized as the largest Latino and immigrant organization in Maryland, CASA offers low-income women, workers and tenants various social-service and health-care programs, including employment placement, vocational training, financial literacy, Spanish literacy, legal assistance, health outreach and education, and operates three workers' centers. Grant monies will be used to fund the planning costs for a building with an environmentally sustainable design.

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### **CHATTAHOOCHEE NATURE CENTER**

Roswell, Georgia

\$ 500,000

This 127-acre environmental-education center, 20 miles north of Atlanta, provides programming and learning opportunities in a natural setting for 35,000 students each year, as well as camp scholarships for at-risk minority youth. Its new environmentally friendly Discovery Center, featuring hands-on, minds-on exhibits, will advance understanding of the Chattahoochee River's natural and cultural history, and promote environmental stewardship.

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### **CITY OF CHATTANOOGA**

Chattanooga, Tennessee

\$ 250,000

Operated through a public/private partnership, the Chattanooga Zoo not only supports ecological sustainability, animal bio-diversity and wildlife rehabilitation, but also provides training, employment and scholarships for qualified young minority individuals and substance-abuse agency clients. With this grant, the zoo will create new access through the park, and construct office, concessions, ticket, carousel and restroom facilities, as well as plant trees and develop green open space.

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### **CLARETIAN ASSOCIATES INC.**

Chicago, Illinois

\$ 45,000

Working collaboratively with community leaders, residents and organizations, Claretian Associates provides affordable housing and related services for low- and moderate-income people within the culturally diverse neighborhood of South Chicago, builds resident-based leadership, and serves as a catalyst in creating innovative solutions to community problems. This grant will support the planning costs associated with designing an environmentally sustainable building.

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### **COLLEGE OF SANTA FE**

Santa Fe, New Mexico

\$ 70,000

This small liberal-arts college takes a creative approach to music education, offering an undergraduate program in contemporary music, with strong emphasis on performance, composition, recording arts and technology, and world music, as well as an evening and weekend program for local working adults. This grant will go toward the planning costs involved in the design of a building with environmentally sustainable features.

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### **ENTERPRISE COMMUNITY PARTNERS INC.**

Columbia, Maryland

\$ 1,500,000

Using a two-pronged private/public approach, Enterprise helps to build affordable housing nationwide by providing financing and expertise to developers while working extensively to strengthen public policy for affordable housing. This grant will enable Enterprise to expand the work piloted through its Green Communities Initiative and to achieve greater scale in promoting and developing affordable, environmentally sustainable housing projects.

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### **ENVIRONMENTAL LAW AND POLICY CENTER**

Chicago, Illinois

\$ 2,500,000

This leading public-interest, environmental-advocacy organization focuses on supporting clean-energy resources, protecting ecosystems and promoting efficient transportation and land-use approaches in the Midwest. Through grant support, the center will expand its regional operating scope and increase its expert staffing in an accelerated effort to advance the Midwest as the center of innovative technological and policy solutions on energy and global warming.

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### **EVERGREEN**

Toronto, Ontario, Canada

\$ 100,000

Founded in 1991, this Canadian nonprofit environmental organization motivates people to create and sustain healthy, natural outdoor spaces, and gives them the practical tools to be successful through its three core programs: Learning Grounds, Common Grounds and Home Grounds. With this grant, which will go toward planning costs, Evergreen will begin exploring the design for a building with environmentally sustainable features.

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### **FAIRBANKS MUSEUM AND PLANETARIUM**

St. Johnsbury, Vermont

\$ 45,000

Established in 1889, this renowned natural-history museum houses a vast collection of scientific, historical and ethnological objects, as well as Vermont's only public planetarium, and adheres to the vision of founder Franklin Fairbanks who sought to inspire an appreciation and responsibility for man's place in the natural world. Grant monies will go toward the planning costs for designing an environmentally sustainable building.

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### **FORT WAYNE ZOOLOGICAL SOCIETY**

Fort Wayne, Indiana

\$ 250,000

Since 1966, this group has supported the growth and development of the privately funded Fort Wayne Children's Zoo, which offers free educational programming and "mini grants" for area schools and day-camp scholarships for economically disadvantaged children. Grant funding will enable the zoo to renovate and expand its 28-acre African Veldt habitat while increasing accessibility to the exhibit for children and disabled visitors.

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## FUNDERS' NETWORK FOR SMART GROWTH AND LIVABLE COMMUNITIES

Coral Gables, Florida

\$ 200,000

The Funders' Network brings together foundations, nonprofit groups and other partners to address environmental, social and economic problems caused by unbridled development, and to support organizations striving to improve communities through better growth policies. Grant monies will support an assessment of the resources needed to pilot and implement LEED-ND, a new program designed to encourage the creation of livable, environmentally friendly neighborhoods, and will cover certification fees for nonprofits participating in the LEED-ND pilot phase.

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## GLOBAL GREEN USA

Santa Monica, California

\$ 100,000

This organization was founded to create a new approach for solving the world's most pressing environmental challenges by reconnecting humanity to the environment through broad-based education programs, forward-looking initiatives and ground-breaking policy. The costs involved in designing a new building with environmentally sustainable features will be supported by grant funding.

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## homeWORD INC.

Missoula, Montana

\$ 75,000

Through assistance programs, counseling and community collaboration, this organization seeks to develop affordable housing designed to be energy-efficient, environmentally and economically sound, respectful of residents and the community-at-large, eminently replicable and empowering for low-income families. Grant funding will go toward the planning costs involved in designing an environmentally sustainable building.

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## INDIAN CREEK NATURE CENTER

Cedar Rapids, Iowa

\$ 51,750

With four miles of trails through a 210-acre nature preserve containing woodlands, prairies, wetlands and riparian forests, this organization provides leadership-oriented environmental education for all ages in the great outdoors and in its interpretive center, a remodeled 1932 dairy barn. This grant will enable the center to begin exploring the design of a new facility with environmentally friendly features.

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## JEWISH FAMILY AND CAREER SERVICES

Atlanta, Georgia

\$ 70,000

This organization offers a continuum of adoption, youth, education, career, disabled and senior services designed to help Jewish and non-Jewish individuals, families and communities meet the challenges of daily life. This grant will support the planning costs associated with designing a building that will be environmentally sustainable.

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### **MADISON CHILDREN'S MUSEUM**

Madison, Wisconsin

\$ 95,000

The museum's hands-on exhibits and programs are designed to inspire lifelong learning through play and celebrating children's imaginations, and its outreach efforts bring mobile exhibits and educational activities to youngsters and families with limited means, thereby reducing some of the barriers to participation. Through grant funding, the museum will begin making plans for the design of a building with environmentally sustainable features.

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### **MERCY CORPS**

Portland, Oregon

\$ 50,000

With global programs targeting 14.4 million people in more than 35 countries, Mercy Corps works amid disasters, conflicts, chronic poverty and instability to unleash the potential of individuals who must surmount nearly impossible odds. Grant funding will support the planning costs involved with the design of an environmentally sustainable building.

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### **MIDDLE WAY HOUSE INC.**

Bloomington, Indiana

\$ 60,000

This organization seeks to end violence in the lives of women and children through housing and economic-development programs, case-management and support groups, legal advocacy, personal-growth and life-skills development, training and employment and educational programs for children and youth. This grant will go toward the planning costs associated with creating a building design that supports environmental sustainability.

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### **MID-OHIO FOODBANK**

Columbus, Ohio

\$ 50,000

For more than 28 years, this organization, aided by numerous volunteers, financial supporters and industry partners, has been serving the needs of central Ohio's hungry families by providing food to more than 530 food pantries, soup kitchens, shelters and other charities. This grant will help to cover the planning costs involved with creating an environmentally sustainable building.

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### **NAPLES BOTANICAL GARDEN**

Naples, Florida

\$ 60,000

Eight Naples residents founded the garden in 1993 with the vision of creating a world-class botanical garden for their community, and today it connects people and plants through workshops, tours, summer camps, after-school programs and volunteer activities. Assisted by grant funding, the organization will begin planning the design of an environmentally friendly building for the garden.

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### **THE NATURE CONSERVANCY IN IOWA**

Des Moines, Iowa \$ 500,000

The near total loss of the state's tall-grass prairie and the depletion of public-land acreage have compelled the Nature Conservancy in Iowa to partner with other stakeholders in acquiring small 50- to 300-acre parcels, which together will create a critical mass of preserved land. This grant will help the Iowa chapter purchase and preserve prairie tracts in Loess Hills, Little Sioux Valley and Grand River Grasslands.

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### **OMEGA INSTITUTE FOR HOLISTIC STUDIES INC.**

Rhinebeck, New York \$ 77,000

Founded in 1977 on 195 acres in the Hudson Valley, Omega offers diverse, innovative educational experiences, designed to inspire an integrated approach to personal and social change, through its workshops, conferences and retreats in Rhinebeck and other locations around the world. With this grant, the institute will cover the planning costs involved with designing an environmentally sustainable building.

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### **PHIPPS CONSERVATORY AND BOTANICAL GARDENS**

Pittsburgh, Pennsylvania \$ 58,000

Serving as a center for horticulture education since 1935, the gardens provide visitors, including physically challenged individuals, with an opportunity to tour the jewel-like conservatory and to discover the beauty of plant life from exotic countries world-wide. Assisted by this grant, the gardens will embark on the planning phase for the design of a new building with environmentally sustainable features.

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### **PRATT INSTITUTE**

Brooklyn, New York \$ 75,000

This highly regarded college of art and design maintains two urban campuses, one in Manhattan and one in Brooklyn, where it has demonstrated a strong commitment to serving the needs of a transitioning neighborhood with socially, economically and racially diverse residents. Grant monies will enable the institute to begin planning for a new environmentally sustainable building near its 25-acre Brooklyn campus.

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### **SPANISH SPEAKING UNITY COUNCIL OF ALAMEDA COUNTY**

Oakland, California \$ 50,000

The council provides leadership and community advocacy, social-services delivery, and economic development aimed at enriching the quality of life of families and children in the Fruitvale neighborhood, the city of Oakland, and Alameda County, and promotes leadership and enhanced social and economic opportunity for minorities in the community. This grant will be used for planning costs associated with the design of a facility with environmentally sustainable features.

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### **TACOMA GOODWILL INDUSTRIES**

Tacoma, Washington \$ 60,000

Tacoma Goodwill, which opened in 1921 as the 19th Goodwill operation in the United States, offers vocational programs for people with disabilities or disadvantages, funded through the proceeds from 20 stores, a packaging and assembly resource for businesses, an auto-detailing shop, and commercial custodial services across 15 counties. The organization will begin exploring an environmentally sustainable design for a new building with assistance from this grant.

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### **UNIVERSITY OF HAWAII – WEST OAHU**

Pearl City, Hawaii \$ 100,000

Targeting the communities of West Oahu and other underserved parts of the state, the university offers degrees in liberal arts and professional studies for traditional and non-traditional students, as well as alternative-learning opportunities, such as instruction via computer and telecommunications, certificate programs, mentoring and individualized degree programs. Grant monies will go toward the planning costs involved in creating a design for a building with environmentally sustainable features.

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### **UNIVERSITY OF PENNSYLVANIA**

Philadelphia, Pennsylvania \$ 75,000

Built upon the principles and spirit of its founder, Benjamin Franklin, who advocated entrepreneurship, innovation, invention, outreach, and a pragmatic love of knowledge, the university is home to a diverse undergraduate student body of nearly 10,000, hailing from every state in the union and around the globe. Grant funding will enable the university to begin the planning phase for the design of a building that will be environmentally sustainable.

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### **UNIVERSITY OF WYOMING**

Laramie, Wyoming \$ 65,000

The university is the state's only provider of baccalaureate and graduate education, research, and outreach services, and offers students more than 180 programs of study, an outstanding faculty and world-class research facilities. Grant funding will go toward the planning costs involved in the design of a building with environmentally sustainable features.

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### **VIRGINIA AQUARIUM & MARINE SCIENCE CENTER**

Virginia Beach, Virginia \$ 650,000

Interactive exhibits, research activities, conservation efforts and educational programs designed to create a pipeline of scientists among low-income and underserved youth make this center a leader in the region. Grant monies will be used to replace aging exhibits with habitats simulating ecosystems around the world while communicating a conservation-focused message about the need to protect and preserve natural treasures.

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### **WEST END CULTURAL CENTRE**

Winnipeg, Manitoba, Canada

\$ 25,000

WECC is an intimate, all-ages performance space that presents both in-house and independent productions, including an after-school Concert Series, which enables youth to experience a live show in a real theatre, and a Workshop Series, which provides hands-on experience with professional instructors in dance, drums and musical theater. This grant will assist the organization with the planning costs associated with designing an environmentally sustainable building.

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### **WESTMINSTER COLLEGE**

Salt Lake City, Utah

\$ 75,000

Founded in 1875, this independent liberal-arts college prepares its students for success by providing a strong foundation of liberal education combined with cutting-edge professional programs at both the undergraduate and graduate levels. Grant funding will enable the college to enter the planning phase for a building design that supports environmental sustainability.

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### **THE ZOOLOGICAL SOCIETY OF PHILADELPHIA**

Philadelphia, Pennsylvania

\$ 1,000,000

As a national leader in animal conservation and environmental education, the Philadelphia Zoo hosts more than 1.2 million visitors annually, including at-risk, mostly minority high-school students who participate in its Junior Zoo Apprentice Program. This grant will support the transformation of a historic bird house into a new avian center with walk-through tropical and African-savanna habitats that meets the requirements for LEED certification.

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## HEALTH

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### ATLANTA RONALD MCDONALD HOUSE CHARITIES INC.

Atlanta, Georgia

\$ 650,000

Two owned-and-operated residential facilities currently provide a safety net of support and temporary housing for families of critically ill and injured children being treated at Children's Healthcare of Atlanta. This grant will enable the organization, in partnership with Emory University, to build a new, larger housing facility designed to serve more families and a broader spectrum of patients.

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### BOSTON HEALTH CARE FOR THE HOMELESS PROGRAM

Boston, Massachusetts

\$ 2,000,000

This federally qualified health center extends a helping hand to the city's homeless by delivering comprehensive health services through its shelters, soup kitchens, day programs, community-health centers, hospital-based clinics and 90-bed recovery home. Grant monies will go toward the acquisition and renovation of the Mallory Building on the Boston Medical Center campus for use as a replacement headquarters, central clinic and respite-care unit.

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### CARTHAGE AREA HOSPITAL

Carthage, New York

\$ 200,000

This rural community hospital provides emergency, acute and wellness health-care services to surrounding residents who come from diverse economic and social backgrounds. To meet the increased demand for hospital-based services, Carthage Area Hospital, assisted by this grant, has developed plans for the renovation of its existing facility and the expansion of its surgical center, administrative areas and obstetrical center.

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### **DOORWAYS FOR WOMEN AND FAMILIES**

Arlington, Virginia

\$ 400,000

This organization offers abused and homeless women and children temporary safe-haven shelter, managed social services, referrals and life-skills training and advocacy intended to help them achieve independence. Grant monies will go toward construction of a new 21-bed environmentally sustainable facility that will replace the existing emergency shelter and offer support services on site.

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### **FAIRBANKS HOSPITAL INC.**

Indianapolis, Indiana

\$ 500,000

Using a comprehensive continuum of care, including extended recovery after-treatment services, Fairbanks Hospital seeks to help patients with alcohol and drug addictions—many of them low-income and uninsured—overcome substance abuse and addiction and reenter the community. This grant will support the construction of an outpatient substance-abuse recovery center, which will house the agency's charter high school and a 16-bed residential wing for troubled adolescents.

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### **FENWAY COMMUNITY HEALTH**

Boston, Massachusetts

\$ 1,750,000

For more than 35 years, Fenway Community Health has provided pioneering health-care services and education to Boston's lesbian, gay, bisexual and transgender community, as well as to students, seniors and minorities living in the Fenway neighborhood and elsewhere in New England. Grant monies will be used to build a new medical facility with expanded ancillary services, which will help to revitalize the West Fens and Boylston Street areas.

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### **THE HAVEN OF GRACE**

St. Louis, Missouri

\$ 100,000

This faith-based residential and after-care program provides a safe, nurturing, educational environment for homeless pregnant women in the Old North neighborhood of St. Louis, the city's poorest section. The construction of a 12-unit transitional housing facility and the addition of employment training and housing counseling, a project supported by this grant, will help mothers and children become stable families and establish their lives in the community.

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### **HOME OF THE INNOCENTS**

Louisville, Kentucky

\$ 1,000,000

This 128-year-old agency annually serves 2,500 children and families in crisis through programs ranging from respite care and treatment for the sick to foster care and emergency-shelter facilities for the homeless. Through this grant, Home of the Innocents will expand its pediatric, convalescent, child-assessment and therapy centers and increase its non-residential services for at-risk children and poverty-level families in Kentucky and southern Indiana.

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## **JPS HEALTH NETWORK**

Fort Worth, Texas

\$ 1,500,000

The influx of Hispanic immigrants into Tarrant County has challenged this 100-year-old public-hospital system, which serves underinsured and uninsured patients living at or below the national poverty level. With this grant, the construction of a new patient tower with a Level I trauma center and helipad for emergency transport will augment the comprehensive services provided by JPS Health Network's two hospitals, 32 community-based health centers and numerous school-based centers.

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## **LA CLÍNICA DE LA RAZA FRUITVALE HEALTH PROJECT INC.**

Oakland, California

\$ 300,000

Founded in 1971 as a volunteer-run free clinic for medically underserved low-income East Bay residents, this federally qualified health center now offers low-cost, quality health-care services for multilingual and multicultural populations at 23 locations in three counties. This grant will facilitate the expansion of its San Antonio Neighborhood Health Center in Oakland through the renovation of an adjacent warehouse and the addition of health-education and mental-health specialists.

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## **LONG BEACH MEMORIAL MEDICAL CENTER**

Long Beach, California

\$ 1,250,000

More than 150,000 sick infants and children—many from immigrant, uninsured or impoverished families—receive quality medical care and encouragement each year at the Medical Center's Miller Children's Hospital. Grant monies will support the renovation and expansion of the hospital while also providing new expanded space for its campus partners, a children's medical clinic and dental clinic.

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## **MESILLA VALLEY HOSPICE**

Las Cruces, New Mexico

\$ 550,000

The hospice provides end-of-life services to terminally ill patients, including a growing population of non-English-speaking, low-income Hispanic adults, in Dona Ana County through in-home assistance, assisted-living and nursing homes and its own inpatient facility, La Posada. This grant will enable the hospice to complete the expansion of La Posada and the construction of an in-home care center, which in turn will accommodate a 50 percent increase in its patient-care team.

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## **THE METROHEALTH SYSTEM**

Cleveland, Ohio

\$ 1,000,000

As one of Northeast Ohio's largest, most comprehensive health-care providers, MetroHealth serves Cleveland's diverse, low-income and underinsured or uninsured residents through its major medical center, rehabilitation hospital, nursing and surgery centers, and network of community-based health-care facilities. A new Senior Health and Wellness Center, funded by this grant, will coordinate primary and specialty care for frail older adults, serve as an elder-services resource center, and create 700 new jobs.

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### **OUR LADY OF MERCY COMMUNITY OUTREACH SERVICES**

Johns Island, South Carolina

\$ 500,000

Believing that improved health and educational status empower individuals, this organization provides the unemployed, working poor and indigent families living on the Sea Islands with direct aid, education and wellness services, in partnership with caregivers from a hospital and a medical school in Charleston. The replacement of a temporary facility with a new grant-funded Wellness House will increase their capacity to deliver outreach, education, prenatal and women's health services and dental care.

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### **PALMETTO HEALTH**

Columbia, South Carolina

\$ 1,000,000

Palmetto Health, a South Carolina nonprofit public-benefit corporation, operates the two primary safety-net hospitals in the rural Midlands area, underscoring its commitment to promoting access to health-care services for low-income, minority and vulnerable patients. The construction of a new children's hospital, supported by this grant, will consolidate all pediatric services and ensure young children and adolescents receive the full spectrum of care they need.

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### **RONALD MCDONALD HOUSE CHARITIES OF NEW MEXICO**

Albuquerque, New Mexico

\$ 250,000

Since 1982, 30,500 low-income and minority families living in outlying areas have benefited from the affordable accommodations and supportive environment at Ronald McDonald House while their critically ill and injured children received essential medical care at Albuquerque-area hospitals. A renovation and expansion project, assisted by this grant, will increase the number of available rooms to 30 and incorporate many environmentally sustainable features in the residence while enabling the organization to extend its outreach to donors statewide.

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### **ST. JOHN'S RIVERSIDE HOSPITAL**

Yonkers, New York

\$ 1,500,000

Residents of southwest Yonkers, including a large minority population, depend upon St. John's Riverside Hospital for medical and surgical services, as well as community-based health-care and substance-abuse programs. Grant monies will help to fund construction of a freestanding adult diagnostic cardiac catheterization lab at the hospital, fulfilling a significant health need for a low-income population with limited access to transportation and other medical facilities.

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### **SDTC – THE CENTER FOR DISCOVERY**

Harris, New York

\$ 1,000,000

Disabled, autistic and frail children and adults receive educational, clinical, residential, medical and arts services at this multifaceted center, regardless of their ability to pay. Grant funds will be used to create an environmentally sustainable teaching and conference facility in a renovated cow barn—called the Big Barn Center for Environmental Health Education—and to support an adult life center, an autism campus and a biofuel distribution depot.

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### **ST. VINCENT CHARITY HOSPITAL**

Cleveland, Ohio

\$ 500,000

Cleveland's high poverty rate and the closure of several downtown hospitals have made St. Vincent's emergency department the health-care provider for the community's poorest and most vulnerable populations. Through this grant, renovations will transform the emergency department into a modernized facility while expanding its critical role as a primary-care access point for medically underserved patients in the downtown area.

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### **UNITED HEBREW GERIATRIC CENTER**

New Rochelle, New York

\$ 350,000

The center's campus provides a continuum of elder-care offerings, ranging from skilled nursing and rehabilitation to assisted and independent living, for predominantly low-income older adults from diverse ethnic and religious backgrounds. Grant monies will be used to renovate the Kramer Pavilion and to construct the Skalet Pavilion, a state-of-the-art residential skilled nursing center featuring innovative neighborhood-style living areas.

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### **UNITED NEIGHBORHOOD HEALTH SERVICES INC.**

Nashville, Tennessee

\$ 350,000

United's neighborhood clinics, school-based programs and mobile unit deliver medical and wellness care, education and counseling and other outreach services, often in collaboration with other partners, to low-income and minority patients, the homeless and at-risk youth. The construction of a new Southside Family Clinic to replace a small temporary structure on the city's underserved south side, made possible by this grant, will significantly improve health-care access and delivery.

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### **VIA HEALTH**

Rochester, New York

\$ 750,000

Via Health's Rochester General Hospital provides comprehensive primary, acute and specialty care to Monroe County residents, including Rochester's growing Latino community. The grant-funded renovation and expansion of the hospital's reception and outpatient areas, emergency, pharmacy and radiology departments, and surgery and cardiac units represents a long-range commitment to the inner city, quality-care delivery and job-retention in the community.

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## **WOMEN & INFANTS HOSPITAL OF RHODE ISLAND**

Providence, Rhode Island

\$ 1,000,000

Located in the central city, the hospital operates as a center of clinical care, research and education for women and their infants, and serves as the only reproductive health-care provider for the poor in the region. The construction of a certified LEED addition, aided by this grant, will expand both neonatal ICU bed capacity and adult inpatient rooms, and better position the hospital to meet the increasing demand for its specialized services.

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## HUMAN SERVICES

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### ASIAN COUNSELING AND REFERRAL SERVICES

Seattle, Washington

\$ 500,000

This organization offers a full range of specialized, culturally competent human services and behavioral-health programs to primarily low-income Asian Pacific American immigrants living in Rainier Valley, south of downtown Seattle. This grant-funded project entails the construction of a new community center that will offer a full continuum of services and consolidate programming at a single site.

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### ATWOOD COMMUNITY CENTER

Madison, Wisconsin

\$ 500,000

This community-based human-services agency, located between a low-income and gentrified part of a former working-class area, serves low-income residents and minorities through a variety of services, including child care, a food pantry and senior programs. Grant monies will be used to renovate a 47,000-square-foot historic ironworks site for use as a new community center, which will include a gym and fitness facility, community-meeting space and an on-site playground.

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### BOYS & GIRLS CLUBS OF BOSTON

Boston, Massachusetts

\$ 1,000,000

This organization serves 13,000 youth, including many from minority and low-income backgrounds, through five clubs, four Community Learning Centers and a Youth Service Providers Network. Grant funding will go toward the expansion of the Blue Hill Club, including the addition of a teen center, auditorium, indoor pool and children's center, and will increase the club's outreach to the predominantly African-American and Caribbean communities of Dorchester/Mattapan.

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### **BOYS & GIRLS CLUBS OF BUFFALO**

Buffalo, New York

\$ 100,000

This neighborhood-based organization provides youth-development programs primarily to economically disadvantaged families at 15 locations throughout Buffalo and surrounding communities. Grant monies will support the renovation of an existing facility, enabling the Boys & Girls Clubs of Buffalo to expand access and services to additional youth living in low-income and minority neighborhoods.

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### **BOYS & GIRLS CLUBS OF SOUTH PUGET SOUND**

Tacoma, Washington

\$ 1,000,000

The Clubs' after-school programs fill a critical need for supervision, academic tutoring, social support and recreation among youth, ages six to 18 years old, in high-crime, low-income areas. Through this grant, the organization will construct the Milgard Family Center in Gig Harbor, the first in a series of multi-use facilities designed to promote collaboration among nonprofit agencies serving youth and families.

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### **BROOKLAWN CHILD & FAMILY SERVICES**

Louisville, Kentucky

\$ 330,000

Founded in 1851 as an orphanage, Brooklawn has become a comprehensive treatment and education center for vulnerable children and youth with serious emotional disturbances resulting from physical and sexual abuse, neglect and abandonment. This grant will support the construction, and anticipated LEED certification, of three new residential cottages and a new horticulture center, enabling the center to reduce its waiting list and to serve more clients.

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### **CARE AND SHARE FOOD BANK**

Colorado Springs, Colorado

\$ 750,000

This food bank, the only one serving southern Colorado, distributes food to a network of 400 partner agencies in 31 counties, including soup kitchens, food pantries, shelters, day-care centers and senior centers. The construction of a new warehouse, enabled by this grant, will help Care and Share meet the increased demand for its food distribution services.

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### **CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA**

Los Angeles, California

\$ 1,000,000

For a century, this organization has been dedicated to the prevention and treatment of child abuse, and the strengthening of families and communities throughout Southern California. A new Family Support and Development Center, supported by this grant, will provide very young children and their parents with a full spectrum of medical, dental, mental-health and legal-aid services, and promote adult education and economic-development opportunities.

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### **THE CHILDREN'S CENTER**

Salt Lake City, Utah

\$ 1,000,000

The center treats children suffering from psychiatric disorder, domestic violence and neglect, and provides training for University of Utah interns and consulting services for local community mental-health centers statewide. This grant will enable the center to renovate a 100-year-old school building in downtown Salt Lake City for use as a LEED facility, with easy accessibility and proximity to other community-service agencies.

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### **THE CHILDREN'S VILLAGE INC.**

Dobbs Ferry, New York

\$ 600,000

The agency's residential and community programs annually impact more than 6,000 children who are traumatized by abuse and neglect, experiencing mental illness, exhibiting behavioral problems and facing transitional living circumstances, such as homelessness or reunification with their families. This grant-funded project includes the renovation and expansion of a recreation center at the Dobbs Ferry campus, which will serve 500 youth.

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### **CHINESE COMMUNITY CENTER**

Houston, Texas

\$ 350,000

This Asian social-services agency, the largest of its kind in the southwestern United States, serves 7,000 families, including at-risk children, youth, adults and seniors facing employment and education barriers due to illiteracy, limited language proficiency and inadequate skills. The renovation of a replacement center, funded by this grant, will provide multi-use facilities, including a gymnasium, emergency shelter and indoor recreation and sports-enrichment space.

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### **CHRYSALIS CENTER INC.**

Hartford, Connecticut

\$ 450,000

This agency provides rehabilitation, health-care and housing-support services to extremely vulnerable individuals and families struggling with homelessness, mental illness, substance abuse, HIV/AIDS and poverty, and seeks to foster personal independence and reintegration into the community. This grant will be used for a LEED-certified renovation of an old dairy, which will provide services and resources for Chrysalis clients.

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### **CRISPUS ATTUCKS ASSOCIATION INC.**

York, Pennsylvania

\$ 600,000

This multifaceted, inner-city community center and development agency assists low-income and minority residents through programs focused on housing rehabilitation, computer literacy, employment and training, and child-care, youth and senior services. The construction of a 28,000-square-foot, environmentally sustainable Early Learning Center with capacity for 175 children will perpetuate the tradition of nurturing young people in a supportive environment and preparing them for future leadership roles.

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### **EPWORTH CHILDREN & FAMILY SERVICES**

St. Louis, Missouri

\$ 500,000

At-risk youth and their families receive assistance from this agency through an array of programs targeting mental and physical health care, income support, affordable housing, child care, parenting, life and vocational skills, transportation, food assistance and education. Grant monies will be used for facility renovations and the development of an endowment fund.

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### **FAMILY SERVICES INC.**

Winston-Salem, North Carolina

\$ 100,000

This family-services organization addresses the needs of a highly diverse, low-income population by offering counseling and shelters for children and families victimized by domestic violence and sexual assault, and by providing Head Start education and adoption and family-counseling services. Family Services will construct a new facility, with the anticipation of LEED certification, on a redeveloped former industrial property, enabling it to meet the expanding and changing needs of families.

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### **FOOD BANK OF THE ROCKIES**

Denver, Colorado

\$ 500,000

With more than 700 partner agencies and 900 hunger-relief programs, the food bank distributes enough food to prepare more than 16 million meals annually to those in need, including an increasing number of children. This project will support the purchase and renovation of an existing 106,000-square-foot warehouse, enabling the food bank to meet increasing demand by expanding its storage and distribution capacity.

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### **FORGOTTEN HARVEST INC.**

Southfield, Michigan

\$ 400,000

As the third-largest fresh-food-rescue program in the nation and the only one of its kind in Southeast Michigan, Forgotten Harvest collects food from 350 donors and transports it to 120 charitable organizations for immediate use. To accommodate its growing operations, the organization will use grant monies to purchase and renovate a more centrally located facility for use as a food-distribution center.

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### **GIRLS INCORPORATED OF LYNN**

Lynn, Massachusetts

\$ 850,000

As one of the largest and most successful Girls Inc. branches in the nation, this organization provides after-school programs designed to help low-income, high-risk girls in a diverse, high-poverty community north of Boston, stay in school and pursue educational and career opportunities. Grant monies will support the purchase and renovation of a vacant, historic school building for use as a headquarters and clubhouse facility.

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### **GREEN CHIMNEYS CHILDREN'S SERVICES INC.**

Brewster, New York

\$ 400,000

This residential treatment center has pioneered the use of nature-based therapies and activities, including wildlife rehabilitation, organic gardening and an equine program, for treating at-risk children and youth with behavioral, emotional, social and learning challenges. Grant funding will be used for the renovation of the health center and horse barn, and to establish an endowment.

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### **HANDICAPPED DEVELOPMENT CENTER**

Davenport, Iowa

\$ 400,000

This center offers an array of vocational and life-skills activities for adults with developmental disabilities in four key program areas: employment, personal independence, physical therapy and community residential services. To provide expanded programming space, the agency is utilizing grant funding to renovate a recently purchased commercial building in an area that is undergoing redevelopment.

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### **LUTHERAN SOCIAL SERVICE OF MINNESOTA**

St. Paul, Minnesota

\$ 1,200,000

Owned by the six Minnesota synods of the Evangelical Lutheran Church in America, LSS offers adoption, financial, refugee, counseling, housing and other services to children, youth, families, seniors and disabled and disadvantaged clients at 325 locations around the state. Grant monies will support the construction of an environmentally sustainable replacement facility, enabling the agency to expand its programming and access to supportive services for low-income residents.

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### **NEIGHBORHOOD HOUSING SERVICES OF NEW HAVEN**

New Haven, Connecticut

\$ 175,000

As the largest nonprofit home-ownership development program in New Haven, this organization develops energy-efficient housing and provides access to home-acquisition opportunities, as well as counseling and education, for first-time, low- and moderate-income home buyers. This grant will be used to renovate an existing urban structure for use as a Home Improvement and Energy Conservation Laboratory, with LEED certification.

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### **OZARKS FOOD HARVEST**

Springfield, Missouri

\$ 500,000

In addition to supplying food to local Salvation Army branches, emergency shelters, soup kitchens, group homes and domestic-abuse shelters in southwest Missouri, this food bank has pioneered innovative programs, such as Food for Thought and Club FUN, which contribute to children's health and well-being. This grant will be used for the construction of a replacement facility that will provide more storage space and consolidate operations at a single location.

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**PREBLE STREET**

Portland, Maine

\$ 1,000,000

Established in 1991 as a food pantry and soup kitchen, this organization has transitioned from providing shelter services to adopting a comprehensive model that emphasizes permanent housing and supportive services for chronically homeless individuals. This grant will support the organization's program-expansion campaign and advance its efforts to reduce the human, social and economic toll of homelessness.

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**SECOND HARVEST FOOD BANK OF SANTA CRUZ AND SAN BENITO COUNTIES**

Watsonville, California

\$ 400,000

Operating through a network of 160 member agencies, this food bank distributes more than five million pounds of food annually to very low-income Latino families and seasonal agricultural workers in the Pajaro Valley region. This grant will enable the organization to expand its warehouse facility and to accommodate ongoing growth in food distribution and community education and volunteerism.

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**THE SENIOR SOURCE, SENIOR CITIZENS OF GREATER DALLAS**

Dallas, Texas

\$ 350,000

This organization offers extensive programs and services to disadvantaged elderly individuals, including employment counseling, elder care, home companion, guardianship, financial management, volunteer services for retirees, advocacy and nursing-home ombudsman activities. This grant targets the purchase and construction of a replacement senior center to meet increasing demand for senior services, with plans to secure the appropriate level of LEED certification.

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**SYNERGY SERVICES INC.**

Parkville, Missouri

\$ 840,000

Homeless, abused and neglected youth in the seven-county metropolitan Kansas City area are extended a helping hand through the agency's crisis-intervention and residential services, which include a 24-hour hotline, domestic-violence emergency shelter, children's center, teen center and thrift store. This grant-funded project involves the construction of a new Homeless Youth Shelter and a Youth Development and Resource Center on a five-acre campus.

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**VALLEY YOUTH HOUSE COMMITTEE INC.**

Allentown, Pennsylvania

\$ 200,000

Homeless, abused, drug-involved and troubled youth in Bucks, Lehigh and Northampton counties can find emergency shelter, counseling, life-skills instruction and youth-development services at Valley Youth House. This grant will help the agency purchase and renovate Camp Fowler, and add camping, therapeutic recreation and adventure-based programming to its existing treatment options for at-risk adolescents.

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### **WESTCHESTER ARC**

White Plains, New York

\$ 450,000

This pioneering human-services agency serves the developmentally disabled in Westchester County through a variety of programs, including a Children’s School for Early Development, residential services, pre-school and inclusion classes, respite services for caregivers, adult day services and more. Grant monies will enable Westchester Arc to build a new headquarters facility in Hawthorne and allow it to consolidate its administrative offices while providing additional meeting and performance space.

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### **WEXFORD RIDGE NEIGHBORHOOD CENTER INC.**

Madison, Wisconsin

\$ 475,000

Functioning as a grassroots community center, Wexford Ridge serves adults, youth and families in a low-income apartment building through broad-based programming in youth development, health and fitness, intergenerational arts and performing arts and Junior Achievement. This grant will allow Wexford to build and seek LEED certification for a new 12,000-square-foot community center featuring flexible-use spaces, a food pantry, technology-training room and classrooms, and to expand its clientele and service offerings.

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### **WOODS SERVICES FOUNDATION**

Langhorne, Pennsylvania

\$ 415,000

This institution has been providing primarily residential services to youth and adults with developmental, emotional and physical disabilities, as well as those with brain injuries and age-related illnesses, since 1913. Grant monies support the construction of a new medical and employee-training center that will support the ongoing professional development of Woods’ staff.

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### **YMCA CAPE COD**

West Barnstable, Massachusetts

\$ 750,000

As the only YMCA on the Cape, this organization serves 250,000 year-round residents with programs, such as preschool ballet, child care and arthritis aquatics, and also provides a safety net of human and social services through community outreach and partnerships with other agencies. The Y’s renovation and expansion of its multi-service facility will enable it to continue providing affordable, accessible community-based programs and services.

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### **YMCA OF FOND DU LAC**

Fond du Lac, Wisconsin

\$ 1,200,000

This YMCA has demonstrated a strong commitment to preserving and strengthening the downtown area while increasing opportunities for low-income families and serving as a model for collaboration among nonprofits. This grant will enable the organization to renovate and expand its existing facility, which in turn will increase programming for underserved residents and bolster the city’s downtown redevelopment.

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### **YMCA OF SOUTHERN INDIANA**

Jeffersonville, Indiana

\$ 500,000

The YMCA's fitness, wellness and recreational facilities, combined with programs and services for all age groups, make it a multifaceted center for community-based activity and outreach. A collaborative project to build a facility and aquatics center in New Albany will enable the Y to expand into Floyd County, support New Albany's downtown redevelopment efforts, and meet the needs of low- to moderate-income families living in the city.

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### **YOUTH EASTSIDE SERVICES**

Bellevue, Washington

\$ 800,000

YES is the only agency in East King County that provides culturally competent, comprehensive mental-health and outreach services to youth and families, regardless of their ability to pay. Grant monies will go toward the construction of a new multi-service center and the expansion of satellite offices, enabling the organization to augment its services and capacity.

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### **YOUTH VILLAGES INC.**

Memphis, Tennessee

\$ 1,000,000

With four residential treatment facilities and eight group homes, this organization provides a continuum of care services for abused, neglected and severely emotionally troubled children and their families in middle and west Tennessee. Grant monies will go toward the construction of a Girls Intensive Residential Treatment facility for young women, 11 to 18 years of age.

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## INTERNATIONAL

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### ALDEBURGH MUSIC

Snape, Suffolk, England, United Kingdom

\$ 500,000

Founded in 1948 by British composer Benjamin Britten and tenor Peter Pears as the home for their touring English Opera Group, this performing-arts center nurtures emerging musicians, hosts music festivals and provides musical-arts outreach to public-school students, young offenders and disadvantaged individuals. Grant monies will go toward the purchase and renovation of four historic buildings for adaptive re-use as performance and artistic work space.

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### CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

Bellville, South Africa

\$ 410,057

The university seeks to fulfill its goal of being at the heart of technology education and innovation in Africa by developing and sustaining an empowering environment where, through teaching, learning, research and scholarship, students and staff, in partnership with the community and industry, are able to create and apply knowledge that contributes to this end. Grant support will be used for the implementation of the second year of a five-year strategic development plan as part of the Kresge Foundation's South Africa Philanthropy Promotion Initiative.

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### CENTRE FOR HIGHER EDUCATION TRANSFORMATION

Wynberg, Cape Town, South Africa

\$ 250,000

This highly respected network of researchers and policymakers is establishing the Higher Education Research and Advocacy Expertise Network in Africa (HERANA) to create a base of research to inform African decision-makers about the strategic value of higher education. Supported in collaboration with the Partnership for Higher Education in Africa, it is hoped that this three-year, three-pronged initiative will use research, data and advocacy to demonstrate the critical link between a strong higher-education system and African development and democratization.

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### **THE CHILDREN'S HOSPITAL TRUST**

Rondebosch, Cape Town, South Africa

\$ 221,465

The trust, established in 1994, is dedicated to supporting the Red Cross War Memorial Children's Hospital and to serving African children by promoting the hospital as a center for pediatric care and by raising funds for selected needs. Grant monies will go toward implementation of the second year of a five-year strategic development plan, as part of the Kresge Foundation's South Africa Philanthropy Promotion Initiative.

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### **INSTITUTE FOR INTERNATIONAL EDUCATION**

New York, New York

\$ 400,000

Founded in 1919, this U.S.-based institute is one of the world's largest and most experienced international education and training organizations, and serves as the fiscal agent for the Partnership for Higher Education in Africa. Grant monies will support the management and administration of the partnership, which supports the development of African universities through grant-making across nine countries.

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### **SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT**

Woodstock, Cape Town, South Africa

\$ 564,090

Inyathelo, as the institute is called, promotes solutions for nonprofit resource-mobilization and sustainability in South Africa and neighboring countries, and currently manages the Kresge Foundation's \$10 million, five-year South Africa Philanthropy Promotion Initiative, including mentoring and training grantees, assessing progress and conducting retreats, conferences and staff exchanges. This grant will enable Inyathelo to build the advancement capacity of four South African universities and the Red Cross War Memorial Children's Hospital Trust, Africa's only pediatric hospital.

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### **THE TIDES CENTER**

San Francisco, California

\$ 10,000

Tides Center, Tides Foundation and Tides Shared Spaces collaborate with individuals and organizations world-wide to promote broadly shared economic opportunity, robust democratic processes and the opportunity to live in a healthy, sustainable environment where human rights are preserved. This grant supports the planning and implementation of the 2008 conference in Johannesburg, South Africa, sponsored by the Africa Grantmakers' Affinity Group, which comprises a collaborative network of 41 mostly U.S.-based grantmakers and is a project of the Tides Foundation.

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### **UBUNTU EDUCATION FUND**

Zwide, Port Elizabeth, South Africa

\$ 625,000

Based in Zwide Township near Port Elizabeth, this human-services agency operates programs centering on HIV prevention and treatment and counseling for rape and abuse victims, as well as after-school activities and career and education counseling for residents of the Eastern Cape, one of South Africa's poorest provinces. This project entails the construction of an 18,600-square-foot, environmentally sustainable Ubuntu center with space for offices and conferences, a theater and multipurpose hall, a health-resources wing and other service areas.

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### **UNIVERSIDAD DE MONTERREY**

San Pedro Garza Garcia, Nuevo Leon, Mexico

\$ 300,000

Located in a residential and commercial suburb of Monterrey, Mexico's third-largest city, the university is a U.S.-accredited, Catholic-inspired private institution that emphasizes community service and operates 31 undergraduate, 11 post-graduate, 294 continuing education and 29 medical-specialty programs, in addition to four high schools. Grant funding will go toward the renovation of the anatomy and physiology laboratories.

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### **UNIVERSITY OF PRETORIA**

Pretoria, South Africa

\$ 462,443

The University of Pretoria, which is celebrating its centennial year, has evolved from a mainly white, Afrikaner institution to a multicultural, multiracial university that offers quality education, with courses in both English and Afrikaans, to 50,000 South African students from all walks of life. Grant monies will go toward implementation of the second year of a five-year strategic development plan, as part of the Kresge Foundation's South Africa Philanthropy Promotion Initiative.

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### **UNIVERSITY OF THE WESTERN CAPE**

Bellville, South Africa

\$ 267,004

This historically black institution, located near Cape Town, was founded by the Apartheid government to serve black South Africans, but embraced a new mission in the 1970s to serve all races and become the intellectual home of progressive forces. This grant will support the implementation of the second year of a five-year strategic development plan as part of the Kresge Foundation's South Africa Philanthropy Promotion Initiative.

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### **UNIVERSITY OF THE WESTERN CAPE**

Bellville, South Africa

\$ 3,000,000

This historically black institution, located near Cape Town, was founded by the Apartheid government to serve Coloureds, but embraced a new mission in the 1970s to serve all races and become the intellectual home of progressive forces. As part of its strategy to change the way black South Africans engage in the sciences, the university will use grant monies for the construction of a state-of-the-art, environmentally sustainable Life Sciences building housing lecture halls, faculty offices and bench research stations.

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### **UNIVERSITY OF THE WITWATERSRAND**

Johannesburg, South Africa

\$ 56,000

Founded in the 1920s with donations from South Africa's mining industry, "Wits" became a center of political opposition to Apartheid and a scientific pioneer, producing several Nobel laureates, including Nelson Mandela, the country's first democratically elected president. This grant will support the implementation of the first year of a four-year strategic development plan as part of the Kresge Foundation's South Africa Philanthropy Promotion Initiative.

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### **YMCA OF THE USA ON BEHALF OF THE YMCA OF MEXICO**

Chicago, Illinois

\$ 737,500

The YMCA of the USA has submitted a grant request on behalf of the YMCA of Mexico, which was founded in 1892 and currently operates Y facilities in 11 Mexican cities, serving 120,000 children and youth, half of whom live in poor communities. Grant monies over five years will support the Mexico Philanthropy Development Initiative, a three-pronged program designed to help Y leaders establish a permanent fundraising infrastructure, complete ongoing capital campaigns for projects at four sites and advance the culture of philanthropy in Mexico through the development and strengthening of partnerships with the YMCA of the USA and other philanthropic organizations.

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## NONPROFIT SECTOR SUPPORT

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### AMNESTY INTERNATIONAL USA

New York, New York

\$ 750,000

Like its global parent, Amnesty International, this New York-based national affiliate is dedicated to preventing and ending grave abuses of human rights, and to working on behalf of political prisoners. Given its extensive dependence upon online connectivity, this project to overhaul the organization's information-technology infrastructure and communications systems will greatly enhance its staff's ability to share information and mobilize activists quickly and effectively.

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### COUNCIL OF MICHIGAN FOUNDATIONS

Grand Haven, Michigan

\$ 150,000

As the sector association for more than 400 grantmakers in Michigan, the council provides networking, education, resources and advocacy to its members, and, over the past five years, has identified the need to build capacity and competency in diversity, inclusion and cultural competency. This grant will be used for the first-year implementation of its Transforming Philanthropy through Diversity and Inclusion Initiative.

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### COUNCIL ON FOUNDATIONS

Arlington, Virginia

\$ 400,000

This membership organization, comprising more than 2,000 grantmaking foundations and giving programs world-wide, seeks to provide the opportunity, leadership and tools needed by philanthropic organizations to expand, enhance and sustain their ability to advance the common good. Grant monies will assist the council in moving its headquarters to larger, environmentally sustainable, lease-hold space, envisioned as the "front door to philanthropy," in the Crystal City area of Arlington, and to support the continuation of its international program and President's Leadership Fund.

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## GRANT MANAGERS NETWORK

Metairie, Louisiana

\$ 50,000

With 1,000 members representing 700 private, community and corporate foundations, the network is the lead agency in a consortium of eight national organizations that is creating standards for the entire spectrum of grantmaking practices. This grant will go to support the Foundation and Nonprofit Collaboration: Standards for Grantmaking Practices from Application through Reporting.

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## INDEPENDENT SECTOR

Washington, D.C.

\$ 250,000

This coalition of 600 national organizations, foundations and corporate grantmakers is committed to advancing the nonprofit sector by promoting effective policies and a supportive legislative environment, conducting research and analysis, fostering accountability, championing public-private collaborations, communicating the value of the sector and serving as a common meeting ground. Grant monies will support the second year of the organization's three major initiatives in communications, policy and ethics/accountability.

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## JOHNS HOPKINS UNIVERSITY

Baltimore, Maryland

\$ 750,000

The Center for Civil Society, a unit of the university's Institute of Policy Studies, conducts research and provides education, publications and training on topics of importance to the nonprofit sector. This grant will support the center's Listening Post project, which monitors the health of the nonprofit sector and determines how it is responding to major economic and policy changes, and the New Frontiers in Philanthropy project, a research effort to explore significant trends that are influencing the future of philanthropy.

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## NONPROFIT FINANCE FUND

New York, New York

\$ 2,000,000

As a leader in social-enterprise finance, NFF helps nonprofits strengthen their financial health and improve their capacity to serve their respective communities through an integrated package of financial and advisory services, including research and analysis, technical assistance and funding. This grant will enable the organization to expand its advisory services to enhance the business-planning skills of nonprofits and increase their access to financial markets.

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## 2007 FINANCIAL REPORT

In 2007, The Kresge Foundation earned a 21.6% return on \$3.8 billion of assets under management. During that period, it awarded 283 grants totaling \$178,518,389 to nonprofit groups seeking to advance the foundation's values in six fields of interest—health, the environment, arts and culture, education, human services and community development.

The foundation was ranked number-one in return on investments among major U.S. foundations and endowments in 2007. This performance reflects the success of the foundation's recent efforts to increase its capital resources and the amount of money available for grant awards, and to expand the spectrum of financial support offered to nonprofit organizations.

Kresge's high returns, even in the face of a widespread economic downturn, validate its decision to restructure its investment committee and hire a dedicated, in-house team of financial management professionals to set and execute its investment strategy. In doing so, the foundation replaced its conservative investment philosophy with a more nimble approach applied to an increasingly diversified portfolio of holdings across all asset classes and markets. The table on the opposite page summarizes the growth in Kresge's investment assets over the past years.

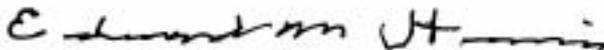
Deloitte & Touche LLP serves as the independent auditors for the foundation. The statements that follow are a condensed version

of the foundation's annual audited financial statements. A full set of audited financial statements is posted on our Web site at [www.kresge.org](http://www.kresge.org).

The foundation's Audit Committee of the Board reviews the results of the independent auditors' examinations and recommends them to the full Board of Trustees for approval. The Audit Committee reviews the annual operating plan and interim financial reports. All foundation staffers are required to submit an annual conflict of interest statement and affirm adherence to the foundation's code of ethics.



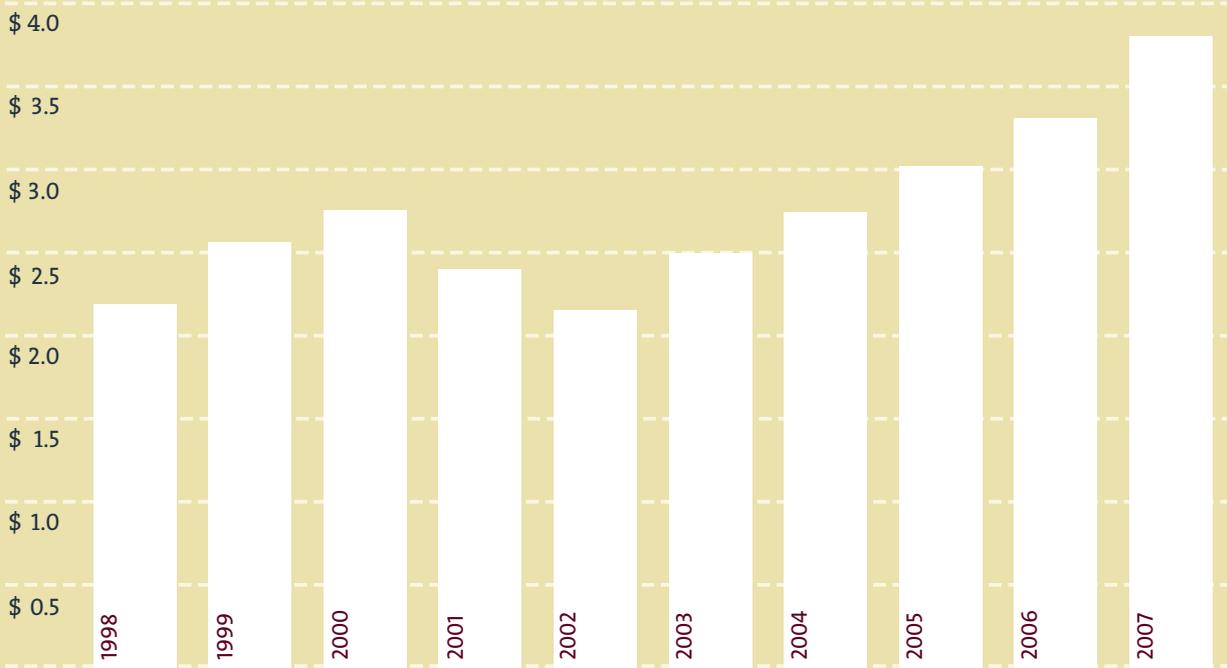
Amy B. Coleman  
Vice President of Finance



Edward M. Hunia  
Senior Vice President and Chief Investment Officer

The Kresge Foundation (A Michigan Trustee Corporation)

**INVESTMENT ASSET VALUES** (in billions)



The Kresge Foundation (A Michigan Trustee Corporation)

**STATEMENTS OF FINANCIAL POSITION** as of December 31, 2007 and 2006

	2007	2006
<b>ASSETS</b>		
Cash	\$ 409,162	\$ 212,924
Investments — at fair market value	3,824,446,347	3,308,753,242
Accrued interest and dividends	680,921	2,789,927
Property and equipment — net	13,657,347	14,058,811
Other	1,947,952	4,041,212
<b>Total assets<sup>1</sup></b>	<b>\$ 3,841,141,729</b>	<b>\$ 3,408,790,822</b>
<b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Liabilities:		
Grants payable	\$ 161,736,429	\$ 173,394,237
Accounts payable and other liabilities	11,396,607	7,767,272
Borrowings under revolving line of credit	27,000,000	
Deferred federal excise taxes	13,836,739	10,272,781
<b>Total liabilities<sup>1</sup></b>	<b>213,969,775</b>	<b>270,368,996</b>
<b>Unrestricted net assets</b>	<b>3,627,171,954</b>	<b>3,138,421,826</b>
<b>Total liabilities and unrestricted net assets<sup>1</sup></b>	<b>\$ 3,841,141,729</b>	<b>\$ 3,408,790,822</b>

<sup>1</sup>For purposes of this presentation, the Foundation has departed from the presentation required under GAAP by netting the collateral and payable under secured lending agreements. Had these amounts not been netted, total assets, total liabilities, and total liabilities and unrestricted net assets as of December 31, 2007 would be \$3,914,210,760, \$287,038,806, and \$3,914,210,760, respectively.

The Kresge Foundation (A Michigan Trustee Corporation)

## STATEMENTS OF INCOME, EXPENDITURES, AND

CHANGES IN UNRESTRICTED NET ASSETS for the years ended December 31, 2007 and 2006

	2007	2006
Interest income	\$ 10,112,216	\$ 17,941,899
Dividend income	15,566,707	13,209,444
Investment management fees	(6,311,782)	(5,656,812)
Federal excise tax expense and other	(11,558,118)	(4,435,617)
<b>Net investment income</b>	<b>7,809,023</b>	<b>21,058,914</b>
Grants approved — net of discount	183,006,183	138,376,051
Administrative expenses	14,306,148	10,498,679
<b>Grants and expenses in excess of income</b>	<b>(189,503,308)</b>	<b>(127,815,816)</b>
Net realized gains on investments	144,647,429	252,539,718
Change in net unrealized market appreciation/depreciation of investments	44,371,199	3,516,096
Equity income of alternative investments	490,621,438	152,541,840
<b>Change in unrestricted net assets before change in accounting principle</b>	<b>490,136,758</b>	<b>280,781,838</b>
Adjustment to initially apply FASB Statement No. 158	1,386,630	
<b>Net change in unrestricted net assets</b>	<b>488,750,128</b>	<b>280,781,838</b>
Unrestricted net assets:		
Beginning of year	3,138,421,826	2,857,639,988
<b>End of year</b>	<b>\$ 3,627,171,954</b>	<b>\$ 3,138,421,826</b>

## BOARD OF TRUSTEES



[top row, left to right]  
James L. Bildner, Susan K. Drewes, Robert D. Storey, Nancy M. Schlichting, Paul C. Hillemonds,  
Jane L. Delgado, Ph.D., David W. Horvitz

[bottom row, left to right]  
Irene Y. Hirano, Rip Rapson, Elaine D. Rosen, Steven K. Hamp, Katherine A. Lutey

[insert] Lee C. Bollinger

**Elaine D. Rosen, Chair**  
*Retired Executive Vice President, Unum Corporation and Retired President, Unum Life Insurance Company, Falmouth, Maine*

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*President and CEO, New Horizons Partners Boston, Massachusetts*

**Lee C. Bollinger**  
*President, Columbia University New York, New York*

**Jane L. Delgado, Ph.D.**  
*President and CEO, The National Alliance for Hispanic Health, Washington, D.C.*

**Susan K. Drewes**  
*Civic Leader, Rochester Hills, Michigan*

**Steven K. Hamp**  
*Civic Leader, Detroit, Michigan*

**Paul C. Hillemonds**  
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**Katherine A. Lutey**  
*Civic Leader, Rochester Hills, Michigan*

**Rip Rapson**  
*President and CEO, The Kresge Foundation Troy, Michigan*

**Robert D. Storey**  
*Retired Partner, Thompson Hine LLP Cleveland, Ohio*

**Nancy M. Schlichting**  
*President and CEO, Henry Ford Health System Detroit, Michigan*

## FOUNDATION STAFF



### EXECUTIVE OFFICE

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### PROGRAM STAFF

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*Buildings and Grounds  
Caretaker*

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*Senior Investment Director*

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## Environmental Footprint for the 2007 Annual Report

This annual report is printed on Neenah ENVIRONMENT® paper, which is made from 100 percent post-consumer fiber using Green-e certified renewable energy and processed without chlorine.

The soy and vegetable oil-based inks used to print the report are 91 percent free of volatile organic compounds (VOCs).

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.

Both the paper manufacturer and the printer are Chain of Custody certified by the Forest Stewardship Council.

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A dark, monochromatic photograph of a field of tall grasses under a cloudy sky. The grasses are in the foreground, and the sky is filled with soft, textured clouds. The overall tone is muted and atmospheric.

THE KRESGE FOUNDATION

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