



Arts & Culture

We seek to build strong, vibrant communities enlivened by the presence of healthy cultural organizations and well-resourced artists, and enriched by well-integrated arts, cultural and community-building activities. Our strategy is focused in three areas:

Institutional capitalization: Promoting sound capitalization principles and sustainable cultural facility management through grants for facility renovation and repair projects, for building reserve funds, and investments in transformational projects that support a shift in an organization’s business model in response to field-wide pressures.

Arts and community building: Fostering the integration of arts and culture into effective community-building by investing in exemplary national and local revitalization efforts, raising the visibility of art and community building, and capturing the best practices and sharing them with the field.

Artists’ skills and resources: Working to boost artists’ skills and resources so they can better contribute to community life through entrepreneurship and community development training, support for artists’ live-work spaces, and activities that encourage communities to embrace artists as important contributors to the identity, vitality and cohesion of the places where they live.

In 2012 we are refining our program to better promote community development and strengthen civic engagement, so grant opportunities will be modified going forward.

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2011 Arts & Culture grants begin on page 108.

Community Development

We aim to advance opportunity and improve the quality of life for underserved communities by supporting work to strengthen the social and economic fabric in American cities.

Our Detroit Program represents our primary community-development effort. Through this program, we practice a highly strategic, integrated approach to urban revitalization in our hometown.

Our national community-development focus is on replicable, innovative models and exemplary vehicles for equitable reinvestment.

Our team connects these two strands of work to create opportunities for shared learning between Detroit and the national urban-redevelopment community.

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2011 Community Development grants begin on page 118.

Detroit

Since our founding in 1924, we have provided philanthropic support to Detroit’s nonprofit organizations and community initiatives. In recent years we have taken a proactive approach, engaging and collaborating with others seeking to renew the city that was once a place of opportunity.

We call our framework Re-Imagining Detroit. Its nine components are:

Detroit arts and culture: Strengthening the economic, social and cultural fabric of greater Detroit through the nurture and promotion of artists, arts and cultural organizations.

Education reform: Supporting efforts to create high-quality education options, early childhood programs, and out-of-school time educational options.

Entrepreneurial development: Expanding economic opportunity for residents of the city and region by strengthening the infrastructure supporting new-business creation.

Green economy: Investing in efforts to develop a green workforce, renewable- and alternative-energy jobs and neighborhood energy efficiency.

Health: Identifying opportunities to improve community health and capitalize on the strengths of the city’s major hospitals and medical research centers.

Mass transit development (Woodward Light Rail): Stimulating development, density and employment through investment in regional mass transit.

Complete neighborhoods: Fostering stable, sustainable neighborhoods that will build confidence and economic opportunity in the city.

City land use: Addressing the challenges of vacant and underutilized land, and helping increase population density in the city.

Anchor institutions / Woodward creative corridor: Building on the strengths of the cultural, medical and education and research institutions.

2010 Detroit grants begin on page 46.
2011 Detroit grants begin on page 122.

Education

We believe increasing the number of college graduates in the United States can help millions of low-income and underserved people change the trajectory of their lives, and fuel a new, education-led era of national prosperity. We promote postsecondary access and success for low-income, first-generation, and underrepresented students through these strategies:

Pathways through college: We invest in efforts that ensure students, not only gain admittance to post-secondary institutions, but have the skills and support needed to succeed in two- and four-year institutions. We do this through networks of colleges, research organizations and community-based organizations and aim to fund innovative, sustainable programs that can be taken to a larger scale.

Strengthening institutions: We aim to build the capacity of institutions that predominately serve low-income,

underrepresented and first-generation college students, including community colleges, minority-serving institutions, and Title III and Title V colleges and universities. By supporting efforts that enhance institutional effectiveness, we hope to help these institutions fulfill their missions and better serve their students.

Higher education productivity: We support efforts to improve productivity to lower educational costs while maintaining or increasing quality. We are especially interested in online education, back-office consolidation, and energy efficiency practices that can be easily brought to scale.

South Africa: We also make grants to strengthen higher education in South Africa, believing that strong universities are one of the best vehicles to ensure strong and vibrant democracy.

2010 Education grants begin on page 60.
2011 Education grants begin on page 136.

Environment

Greenhouse gases that continue to accumulate in the atmosphere — primarily due to fossil fuel combustion — make climate changes unavoidable. We support the development of strategies and policies that promote preparedness as climate changes, as well as efforts to mitigate the severity of its impacts by hastening the transition to cleaner, more efficient energy alternatives. We focus on:

Adaptation to climate change: Preparing for and responding to climate change must account for everything from human health, and food and water supplies to transportation infrastructure and natural ecosystems. We are actively engaged in building the field of climate-change adaptation, fostering the development of place-based adaptation strategies, and informing and promoting appropriate policies and practices.

Energy efficiency and renewable energy: We support efforts to reduce energy use in buildings and accelerate the adoption of renewable-energy technologies. That support extends to advocacy for policies that encourage efficiency, including building codes, appliance standards and utility investments in energy efficiency, as well as efforts to build a market for retrofits. We also support activities that advance the next generation of energy-efficiency practices. Our work to promote the adoption of renewable-energy technologies focuses on encouraging supportive policies in the Midwest and at the federal level, including Midwest electricity

transmission policy that favors energy efficiency and renewable power.

Special initiatives: We invest in compelling, time-sensitive initiatives that will advance our overall goal.

2010 Environment grants begin on page 68.

2011 Environment grants begin on page 144.

Health



Our goal is to reduce health disparities by addressing inequitable conditions that lead to poor health outcomes. We promote the health and well-being of low-income and vulnerable populations by improving the environmental and social conditions affecting their communities and by improving access to high-quality health care.

We work in these areas:

Healthy environments: We invest in efforts to make the places where low-income families live, learn, work and play safe and healthy. Our support is focused around housing, food, transportation and the built environment as key determinants of health.

In our clean-freight transport initiative, we partner with organizations addressing the health effects of diesel exhaust on vulnerable communities and on workers. In our safe and healthy housing work, we take a comprehensive approach and support efforts to abate hazards, properly weatherize structures, provide community education, and related activities.

We also support collaborations to improve housing policy and intervention; cross-sector approaches to affect environmental policies that impact health; and efforts to improve food system policies and practices.

Caring for communities: We work to strengthen the primary-care safety net for vulnerable populations by improving access, quality, and equity. Our safety-net enhancement initiative funds efforts to strengthen collaboration among community-based health care agencies that serve needy populations. Our community health hub investments are directed at strengthening the infrastructure of federally qualified health centers and building their effectiveness.

In addition, we support new and promising practices in population health, especially innovations that link health care and clinical services to community health.

2010 Health grants begin on page 78.

2011 Health grants begin on page 154.

Human Services



We seek to expand access and opportunities for vulnerable, disadvantaged and low-income individuals and families by strengthening the safety net of nonprofit organizations and generating new knowledge on efforts to ameliorate poverty and create pathways to the economic mainstream.

We understand that organizational effectiveness, resilience and commitment to excellence affect the services provided to those attempting to escape poverty.

Our aim is to partner with other foundations and with the public, private and nonprofit sectors, and deploy our capital in innovative ways for the benefit of nonprofit organizations and the people they serve.

Our investments are concentrated in these focus areas:

Advancing the effectiveness and resilience of direct-service, safety-net organizations: We look for opportunities to enhance the ability of high-performing, multi-service organizations to innovate and excel in their service-delivery and systems-change work. As part of this effort, we help advance research that builds knowledge of effective practices among human-services practitioners.

Leveraging the effectiveness of networks: We support membership organizations and similar networks in efforts to provide technical assistance and build the capacity of direct-service safety-net providers. We are interested in building knowledge about the roles of funders, the issues and policies affecting poverty and efforts to ameliorate and, ultimately, eliminate it. We also support research in this area.

2010 Human Services grants begin on page 92.

2011 Human Services grants begin on page 168.