



**Steelcase
Foundation**

by the numbers

**2016
Annual
Report**



Numbers compel action.

They make us drive faster (or s-l-o-w-e-r), walk more steps, climb higher, dive deeper, read faster (or more deliberately), and think harder. Numbers shape decisions, work, and play. They create puzzlement (there are infinite numbers between 0 and 1, and there are infinite numbers between 0 and a million). They are specific and definite. Yet numbers—and statistics—only tell part of the story.

What are the consequences to at-risk youth of a lack of **financial literacy**?

How can the Steelcase Foundation help **reduce the employment rate gap** for young men of color on the city's southeast side?

How can local school districts build cohorts of highly effective teachers to **improve math and language proficiency** in underperforming students?

How did a bug collection **encourage STEM education** for middle-school students?

Can mediation of school disputes **improve graduation rates**?

We encourage you to explore these numbers—and others—that have impelled Steelcase Foundation's grant decisions, along with the stories of the compelling actions that have resulted in changed lives. We think they're tales worth sharing.

KATE WOLTERS

Chair, Steelcase Foundation

JULIE RIDENOUR

President, Steelcase Foundation



**...Because 90%
of at-risk youth
surveyed would
benefit from
financial literacy
training.**

PROJECT NORTHSTAR

Financial Literacy Program

It's pretty common for young people to be clueless about the long-term costs of their financial choices. But for at-risk youth—who often wind up on their own at an early age—opportunities to learn about managing money, maintaining good credit, and navigating today's complex financial world can be few.

A recent initiative from Project NorthStar is addressing that problem head-on by bringing financial literacy training to at-risk students and young adults **ages 14 to 24** years old in high schools, alternative schools, juvenile detention centers, and adult education programs across Kent County.

In classrooms and workshop settings, the Financial Literacy Program helps young people understand the basics of personal finance—managing, borrowing, and investing money; finding housing; buying insurance; and more. Workshops use game-of-life simulations in which participants choose a career and family size and then work through the realities of monthly expenses with volunteers from banking, insurance, real estate, and other related fields.

The format makes learning fun, but in truth, it's serious work, and without it young people face serious consequences. Financial mistakes made early in life can be terribly costly over the long haul. And in today's complicated financial landscape, it's critical that young people understand how financial decisions made today will affect their future, whether borrowing money to buy a car, getting quick cash through predatory lenders (at annualized rates of nearly **400 percent**), or piling up student-loan debt.

Money is part of everyday life, and learning to manage it well is a key to freedom, independence, and success in life. Project NorthStar's Financial Literacy Program is providing the fundamentals for a better path forward—helping at-risk young people build a more prosperous future, regardless of their past.

COOK MUSEUM OF
NATURAL HISTORY

Life is Amazing capital campaign

What was once a bug collection designed to train employees of a family-owned pest control business is now poised to become a full-scale, state-of-the-art, interactive natural science museum in the heart of northern Alabama. Its mission? To reverse a concerning trend and inspire young peoples' passion for science.

The dwindling interest in science is of national concern, and particularly so in this region where, despite high unemployment rates, companies struggle to fill jobs in aerospace, bioscience, and advanced manufacturing fields. Studies show that about one-third of elementary students lose interest in science by the time they reach **4th grade**. By **8th grade**, that grows to half of all students. The Cook Museum of Natural History is eager to turn that around by bringing science to life for young people.

Rather than isolated spaces, exhibits work together to create an engaging narrative of how the natural world works. Spaces are planned for aquariums, live animals, mounted wildlife, rocks and minerals, exhibits on regional biomes, as well as indoor and outdoor learning spaces, a theatre, café, gift shop, traveling exhibit space and more. Because science is best learned through experience, designers have planned for the kind of open-ended, self-directed learning that taps into kids' natural desire to explore—spelunking through a replica of a regional cave or diving head-long into science projects in a fully-equipped maker space.

Slated to open in **2018**, the new museum will help resource-strapped schools do more, provide science-centered professional development for Alabama teachers, inspire a new generation of young people interested in pursuing science-based careers, and attract as much as **\$50 million** a year to the economies of the region.



**Because...
Only 50%
of young
people
are still
interested
in science
by the time
they reach
8th grade.**

DISPUTE
RESOLUTION CENTER
OF WEST MICHIGAN

Restorative Justice Circles

It's a sad irony that suspending students from school alienates them from their community, while being a part of a strong community is one of the best ways to keep at-risk kids out of trouble. School suspensions are a short-term solution with long-term repercussions. Studies show that students who are suspended even once are far more likely than their peers to fail a grade, drop out, or become involved in crime.

It's a problem that the Restorative Justice Circles program, an outgrowth of the Dispute Resolution Center of West Michigan, is working to resolve. Now in its **3rd** year, the program is transforming discipline in Godfrey Lee, Kelloggsville, and Wyoming middle and high schools—schools with notably high suspension rates, particularly among special education and minority students who tend to be suspended at significantly higher rates than the general population.

The program uses mediation circles, rather than traditional punishments, to help students resolve their conflicts—anything from bullying, gossiping, and social media clashes, to theft and physical altercations. Instead of being sent home for disruptive behavior, students are brought together to talk about what happened, what they were thinking at the time, and what they think now. They're asked to consider who's been affected, how to make things right and, most importantly, how to avoid similar problems in the future.

Students often need the skills and support to respond appropriately in difficult situations, according to program director Christine Gilman, who emphasizes that these are not bad kids, they just lack guidance or internal resources to deal with their conflicts.

So far this year, facilitators have convened **more than 100** restorative justice circles—preventing almost **200** suspension days, keeping at-risk students in their school community, and teaching conflict resolution skills that will last a lifetime.

Because...

**Students suspended 1x
in 9th grade drop out
2x as often as their peers.**

EDUCATION TRUST MIDWEST
AND KISD

The Center for Excellence in Teaching & Learning

Teachers in high-risk schools face some of the most daunting challenges, yet those teachers often are disproportionately younger and less experienced than their counterparts in more affluent schools.

That's why the Center for Excellence in Teaching and Learning is working alongside **6** Title I elementary schools in the Grand Rapids, Wyoming, and Kelloggsville public school districts to tap into the capacities of their strongest teachers and extend their influence beyond their classrooms and into the larger school community.

In each school, a handful of highly effective teachers is fostering a lead-from-within culture: promoting coaching and mentoring among educators, influencing professional development, and taking leadership roles in their schools.

The results are impressive. In just **3 years**, proficiency scores in math and language arts are trending upward, at the same time state averages are trending downward, and all **6** schools are outperforming schools with similar risk factors and demographics in the state and their districts. The Michigan Department of Education designated one elementary as a "Reward School," while two others were among **35** Michigan Title 1 schools to be honored as "Distinguished" for using innovation in team teaching to help close the achievement gap for poor and minority students. As more schools are brought on board, the results clearly show that the longer schools are in the program, the greater the potential for growth.

While poverty and social problems persist, programs like this, an outgrowth of the Education Trust Midwest, broaden our understanding of what works and help educators move the needle in the right direction for students in some of the region's highest risk schools.

...Because students
who have **highly
effective teachers**
3 years in a row
score **52** percentile
points higher on
achievement tests
than those with less
effective teachers.

5 years with a
highly effective teacher
can completely close the
achievement gap between
disadvantaged students and
their privileged peers.

**GRAND RAPIDS
RED PROJECT**

Naloxone Rescue Kit Program

The national epidemic of lethal drug overdoses hasn't escaped Michigan. The state has seen a **450% increase** in the last **2 decades**. In Kent County, drug overdose is the leading cause of accidental death.

The Grand Rapids Red Project has had a front-row seat to the tragedy. The non-profit organization was founded to prevent the spread of HIV. As their efforts in clean works and HIV testing among users drove down the incidence of HIV, they remained concerned about a persistent uptick in overdoses from opiate-based pain relievers like Oxycontin and Vicodin, and their street-cousin heroin.

One of the few defenses against a lethal overdose is Naloxone, a lifesaving drug that can reverse an overdose in less than **2 minutes**. Administered by nasal spray or syringe, it's simple, safe, and easy to use—even for a novice. With more than **400** overdoses reversed already, Red Project is working to get this powerful antidote into the hands of police, families, addicts, and prescribers across Kent County.

Their approach is three-pronged. First, equip every police force in Kent County with Naloxone rescue kits and train on the signs of an overdose. Second, create a regional task force that brings health-care providers, law enforcement, pharmacists, pharmaceutical makers, and drug court staff together to educate, advocate, and explore collaborative solutions. And third, encourage doctors to co-prescribe Naloxone kits with every opiate prescription they write, because overdose isn't just a street problem. In fact, nearly half of the deaths in Michigan occur within **30 days** of the victim filling a prescription for an opiate-based pain reliever.

Now in the second year of a **2-year** grant, Grand Rapids Red Project is giving hundreds of people on the front line of the epidemic—parents, police, users, and friends—the knowledge and resources to act quickly to save a life.

**Because...
Michigan has seen
a 450% increase
in drug overdoses
in the last 2 decades.**



**GRAND RAPIDS
URBAN LEAGUE**

Sowing Opportunity Now

Steady economic growth is reviving the national job market, but that opportunity stream has eluded many African-American men. Nationwide, their unemployment rate is **2x** that of their Caucasian counterparts, and in Kent County, the numbers are especially grim: young black men are **7x** more likely to be unemployed.

The Grand Rapids Urban League is working to chip away at that statistic through its Sowing Opportunity Now program. Their goal? To identify and address employment barriers for young, black men **aged 16 to 24** give them the support they need to land and keep good-paying jobs.

Participants in the four-week program get back on track academically by completing their GEDs or enrolling in training and apprenticeship programs; they learn to develop their communication, collaboration, and conflict resolution skills; they have opportunities to visit companies that specialize in an area of interest; and they get support in the how-tos of job hunting.

Beyond mere skills building, the program fosters a sense of personal security and self-confidence built through intense, hands-on case management. Whether it's a hot breakfast, bus fare to an interview, access to a computer, or companionship in court, each participant knows that someone has his back at every turn, no matter the problem.

That intensive support is making a difference. Graduates of the first cohort said they have greater optimism about their futures and expressed a desire to create an environment of success for themselves and their families. Remarkably, most graduates have stayed in close touch with the program, maintaining bonds with case-workers and peers who have come to represent a second family and invaluable source of personal support.

**...Because
20% of
African-
American
men in metro
Grand Rapids
are unemployed,
compared to
3.3% of
the general
population.**



2016 Grant Totals

\$4,030,855

- 46% Education \$1,838,922**
- 25% Human Services \$1,014,733**
- 17% Arts & Culture \$677,500**
- 9% Community & Economic Development \$360,000**
- 3% Other \$124,700**
- 1% Health \$15,000**

Future grants
pledged in 2016:
\$2,308,137

**Total granted
in 2016**

**FUTURE
FUNDS:
\$12,500**

Arts & Culture

\$677,500

\$ 125,000 COOK MUSEUM OF
NATURAL SCIENCE
Life Is Amazing Capital Campaign
www.cookmuseum.org

\$ 160,000 GRAND RAPIDS ART MUSEUM
Support for General Operations
www.artmuseumgr.org

\$ 27,500 GRAND RAPIDS CHILDREN'S MUSEUM
Access
FUTURE \$ 12,500
www.grcm.org

\$ 355,000 GRAND RAPIDS SYMPHONY
Music Education, Innovative
Accessibility, and Systematic
Approach to Inclusion
www.grsymphony.org

\$ 10,000 GRAND RAPIDS SYMPHONY
Strategic Implementation and
Financial Planning
www.grsymphony.org

Total granted in 2016

Education

**FUTURE
FUNDS:**
\$1,600,937

\$1,838,922

\$ 10,000 COUNCIL OF MICHIGAN FOUNDATIONS
Every Student Succeeds Act Support
www.michiganfoundations.org

\$ 120,000 EARLY LEARNING NEIGHBORHOOD
FUTURE \$ 108,000
COLLABORATIVE
Empowering Parents
Impacting Children (EPIC)
www.elncgr.org

\$ 500,000 EDUCATION TRUST—MIDWEST
FUTURE \$ 500,000
Kent County School Leader and
Master Teacher Capacity Development
www.midwest.edtrust.org

\$ 50,000 FERRIS STATE UNIVERSITY
FUTURE \$ 50,000
Federal Building Renovation for
Kendall College of Art & Design
of Ferris State University
www.ferris.edu

\$ 125,000 GODFREY-LEE PUBLIC SCHOOLS
Student Achievement Improvement
Through Human-Centered Redesign
www.godfrey-lee.org

\$ 67,487 GODWIN HEIGHTS PUBLIC SCHOOLS
FUTURE \$ 67,487
Godwin Heights High School/KSSN
Collaborative Project
www.godwinschools.org

\$ 200,000 GRAND RAPIDS
COMMUNITY FOUNDATION
Grand Rapids Challenge Scholars
www.grfoundation.org

\$ 205,925 GRAND RAPIDS PUBLIC SCHOOLS
FUTURE \$ 156,050
GRPS Leadership Development
www.grps.org

\$ 127,500 GRAND RAPIDS PUBLIC SCHOOLS
Comprehensive Curriculum Audit
www.grps.org

\$ 5,000 GRAND RAPIDS PUBLIC SCHOOLS
GRPS Collaborative Partner Facilitation
www.grps.org

\$ 1,935 GRAND RAPIDS PUBLIC SCHOOLS
Early Warning Intervention
Exploration Project
www.grps.org

\$ 40,000 GRAND RAPIDS STUDENT
ADVANCEMENT FOUNDATION
Project Lift
www.grsaf.org

\$ 10,475 GRAND VALLEY STATE UNIVERSITY
Education System Scan
www.gvsu.edu

\$ 30,600 GRAND VALLEY STATE UNIVERSITY
FUTURE \$ 69,400
Story Time in The Heights
www.gvsu.edu

\$ 125,000 KCONNECT
FUTURE \$ 250,000
Kconnect Operational Support
www.k-connect.org

\$ 10,000 KENT INTERMEDIATE
SCHOOL DISTRICT
Project NorthStar Financial Literacy
Program
www.kentisd.org

\$ 10,000 KENT SCHOOL SERVICES NETWORK
KSSN Leadership Team Capacity
Building
www.kentssn.org

\$ 200,000 WEST MICHIGAN CENTER FOR
FUTURE \$ 400,000
ARTS AND TECHNOLOGY
Teen Arts + Tech Program and
Leave Your Mark Campaign
www.wmcat.org

**Total granted
in 2016**

*FUTURE
FUNDS:
\$300,000*

Community & Economic Development

\$360,000

\$ 10,000 GRAND RAPIDS COMMUNITY
FOUNDATION
On The Ground Media Program to
Highlight Neighborhood Revitalization
www.grfoundation.org

\$ 250,000 GRAND RAPIDS WHITEWATER
Restoring The Namesake Rapids
www.grandrapidswhitewater.org

\$ 100,000 GRAND RAPIDS URBAN LEAGUE, INC.
FUTURE \$ 50,000
Sowing Opportunity Now
Workforce-Based Program
www.grurbanleague.org

**Total granted
in 2016**

*FUTURE
FUNDS:
\$30,000*

\$15,000

Health

\$ 15,000 SIGHT SAVERS AMERICA
FUTURE \$ 30,000
KidCheck Plus Health Screenings
www.sightsaversamerica.org

Total granted in 2016

**FUTURE
FUNDS:
\$327,700**

Human Service

\$1,014,733

\$ 75,000
FUTURE \$ 75,000

ARBOR CIRCLE CORPORATION
Initiative for Runaway
and Homeless Youth
www.arborcircle.org

\$ 20,000

HOME REPAIR SERVICES
OF KENT COUNTY
Community Food Club of Greater
Grand Rapids
www.homerepairservices.org

\$ 75,000
FUTURE \$ 50,000

BETHANY CHRISTIAN SERVICES
Teen Outreach Program
www.bethany.org

\$ 30,000

KIDS' FOOD BASKET
Kids Helping Kids
www.kidsfoodbasket.org

\$ 46,083

CAMP FIRE WEST MICHIGAN 4C
Out of School Time (OST) Quality
Improvement System Continuation
www.4cchildcare.org

\$ 20,000

MICHIGAN LEAGUE FOR
PUBLIC POLICY
Kids Count in Michigan
www.mlpp.org

\$ 25,000
FUTURE \$ 15,000

D. A. BLODGETT—ST. JOHN'S
Brief Strategic Family Therapy
Pilot Project
www.dabsj.org

\$ 20,000
FUTURE \$ 10,000

MOMSBLOOM
Community-Based Doula Pilot
www.momsbloom.org

\$ 25,000
FUTURE \$ 25,000

DISPUTE RESOLUTION CENTER
OF WEST MICHIGAN
Restorative Justice Circles at
Lee Middle, Lee High School and
Kelloggsville High School
www.drcwm.org

\$ 73,600
FUTURE \$ 67,700

THE GRAND RAPIDS RED PROJECT
Expanded Access to Naloxone
Rescue Kits: Law Enforcement &
Co-Prescription, Kent County
www.redproject.org

\$ 770.18

GRAND RAPIDS COMMUNITY
FOUNDATION
Funding for Homelessness Study
www.grfoundation.org

\$ 47,465

UNITED WAY OF ATHENS AND
LIMESTONE COUNTY
2016 Campaign
www.unitedwayathenslimestone.com

\$ 500,000

HEART OF WEST MICHIGAN
UNITED WAY
2016 Campaign
www.hwmuw.org

\$ 1,815

UNITED WAY OF GREATER
HIGH POINT, INC.
2016 Campaign
www.unitedwayhph.org

\$ 30,000
FUTURE \$ 60,000

HEARTSIDE MINISTRY, INC.
Bridging The Gap Literacy Program
www.heartside.org

\$ 25,000
FUTURE \$ 25,000

YWCA WEST CENTRAL MICHIGAN
YWCA Marketing and
Awareness Campaign
www.ywcawcmi.org

**Total granted
in 2016**

Other

*FUTURE
FUNDS:
\$37,000*

\$124,700

\$ 10,000 COUNCIL OF MICHIGAN
FOUNDATIONS
Office of Foundation Liaison
www.michiganfoundations.org

\$ 30,000 GRAND RAPIDS COMMUNITY
FOUNDATION
Nonprofit Technical Assistance Fund
www.grfoundation.org

\$ 9,700 COUNCIL OF MICHIGAN
FOUNDATIONS
2016 Membership Dues
www.michiganfoundations.org

\$ 75,000 GRAND VALLEY STATE UNIVERSITY
Design for The Greater Good
Capacity Building Initiative at
Dorothy A. Johnson Center
for Philanthropy
www.gvsu.edu

Statements of Activities

YEAR ENDED NOVEMBER 30	2016	2015
Revenues		
In-Kind Contributions	\$ 336,298	\$ 338,277
Contributions	1,200,000	917,000
Investment Income:		
Dividends & Interest	566,313	707,166
Net Realized & Unrealized Gain on Investments	4,910,042	(2,123,144)
Total Revenues	\$ 7,012,653	\$ (160,671)
Expenses		
Grants & Matching Gifts	\$ 3,309,118	\$ 4,876,810
Investment Management & Agency Fees	1,295,175	1,154,375
Current Provision for Federal Excise Tax	35,889	103,346
General & Administrative	336,298	338,277
Total Expenses	\$ 4,976,480	\$ 6,472,808
Increase in Net Assets	\$ 1,036,173	\$ (6,633,479)
Net Assets, Beginning of Year	\$ 90,170,088	\$ 96,803,567
Net Assets, End of Year	\$ 92,206,261	\$ 90,170,088

Statements of Financial Position

YEAR ENDED NOVEMBER 30	2016	2015
Assets		
Cash & Cash Equivalents	\$ 1,233,782	\$ 516,500
Accrued Interest Receivable	20,097	16,663
Investments, at Fair Value	93,229,253	93,115,302
Federal Excise Tax Refundable	31,266	22,155
Total Assets	\$ 94,514,398	\$ 93,670,620
Liabilities & Net Assets		
Liabilities: Grants Payable	\$ 2,308,137	\$ 3,500,532
Net Assets: Unrestricted	\$ 92,206,261	\$ 90,170,088
Total Liabilities & Net Assets	\$ 94,514,398	\$ 93,670,620



2016 Employee Matching Gifts

\$470,658

80% Education \$378,216

15% Arts & Culture \$71,502

5% Other/Environment & Conservation \$20,940

100% Thank you.

Trustees

Kate Pew Wolters
Board Chair

James P. Keane

Mary Anne Hunting

Elizabeth Welch

Mary Goodwillie Nelson

Craig Niemann

Robert C. Pew III

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Julie Ridenour
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Phyllis Gebben
Donation Coordinator

Brittany Dernberger, MPA
Grants Consultant

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J
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Because...

**Social justice giving makes
a measurable difference
in lives and communities.**

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P.O. Box 1967/GH-2E, Grand Rapids, MI 49501-1967
616-246-4695 / steelcasefoundation.org

04/10/17