

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

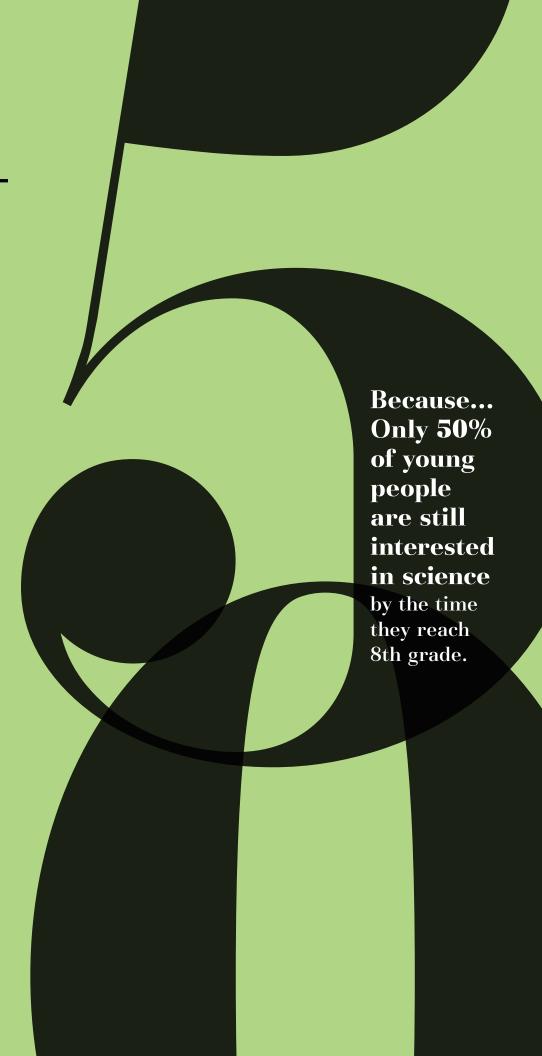
Life is Amazing capital campaign

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.

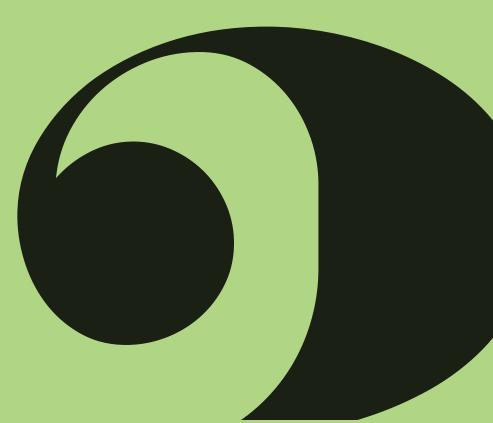
Rather than isolated spaces, exhibits work together to create an engaging narrative of how the natural world works. Spaces are planned for aquariums, live animals, mounted wildlife, rocks and minerals, exhibits on regional biomes, as well as indoor and outdoor learning spaces, a theatre, café, gift shop, 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 headlong into science projects in a fullyequipped 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.



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.



...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.

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.

GRAND RAPIDS RED PROJECT

Naloxone Rescue Kit Program

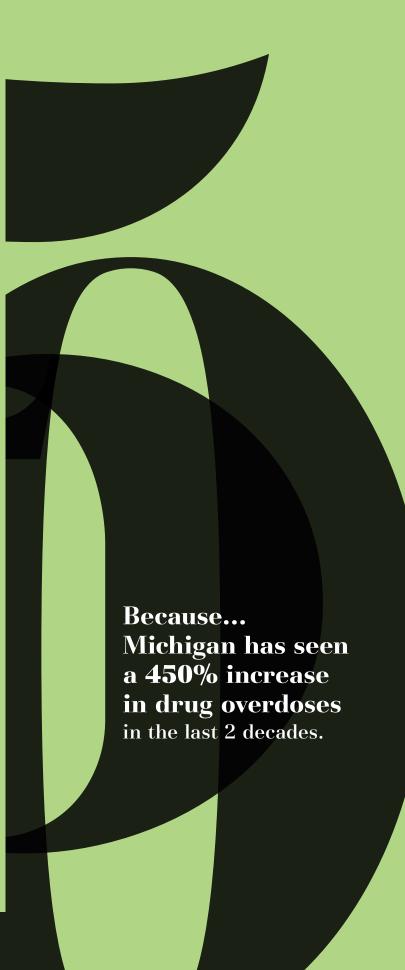
The national epidemic of lethal drug overdoses hasn't escaped Michigan. The state has seen a **450% increase** in the last **2 decades**. In Kent County, drug overdose is the leading cause of accidental death.

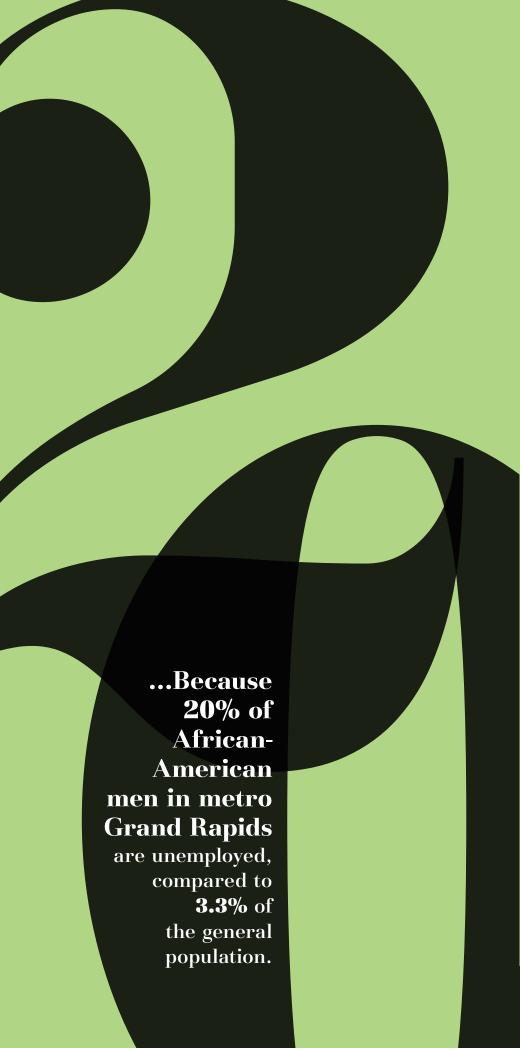
The Grand Rapids Red Project has had a front-row seat to the tragedy. The non-profit organization was founded to prevent the spread of HIV. As their efforts in clean works and HIV testing among users drove down the incidence of HIV, they remained concerned about a persistent uptick in overdoses from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





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 caseworkers and peers who have come to represent a second family and invaluable source of personal support.



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

Arts & Culture

Total granted in 2016

FUTURE FUNDS: \$12,500

\$677,500

\$ 125,000

COOK MUSEUM OF NATURAL SCIENCE Life Is Amazing Capital Can

Life Is Amazing Capital Campaign

www.cookmuseum.org

\$ 160,000

GRAND RAPIDS ART MUSEUM Support for General Operations

www.artmuseumgr.org

\$ 27,500 FUTURE \$ 12,500

GRAND RAPIDS CHILDREN'S MUSEUM Access

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 Education in 2016

FUTURE FUNDS: \$1,600,937

\$1,838,922

\$ 10,000

COUNCILOF MICHIGAN FOUNDATIONS Every Student Succeeds Act Support www.michiganfoundations.org

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

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

\$ 50,000 FUTURE \$ 50,000

FERRIS STATE UNIVERSITY 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 FUTURE \$ 67,487

GODWIN HEIGHTS PUBLIC SCHOOLS 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 FUTURE \$ 156,050 GRAND RAPIDS PUBLIC SCHOOLS 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 FUTURE \$ 69,400

GRAND VALLEY STATE UNIVERSITY Story Time in The Heights www.gvsu.edu

\$ 125,000 FUTURE \$ 250,000

KCONNECT 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 FUTURE \$ 400,000 WEST MICHIGAN CENTER FOR ARTS AND TECHNOLOGY Teen Arts + Tech Program and Leave Your Mark Campaign www.wmcat.org Total granted in 2016 Community & Economic Development

FUTURE FUNDS: \$300,000



\$ 10,000

GRAND RAPIDS COMMUNITY FOUNDATION

On The Ground Media Program to Highlight Neighborhood Revitalization www.grfoundation.org

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

\$ 250,000

GRAND RAPIDS WHITEWATER Restoring The Namesake Rapids www.grandrapidswhitewater.org

Total granted in 2016

FUTURE FUNDS: \$30,000 \$15,000

\$ 15,000 FUTURE \$ 30,000

SIGHT SAVERS AMERICA KidCheck Plus Health Screenings www.sightsaversamerica.org Health

Human Service

Total granted in 2016

FUTURE FUNDS: \$327,700

\$1,014,733

\$ 75,000 FUTURE \$ 75,000

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

\$ 75,000 FUTURE \$ 50,000

BETHANY CHRISTIAN SERVICES Teen Outreach Program www.bethany.org

\$ 46,083

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

\$ 25,000 FUTURE \$ 15,000

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

\$ 770.18

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

\$ 500,000

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

\$ 30,000 FUTURE \$ 60,000

HEARTSIDE MINISTRY, INC. Bridging The Gap Literacy Program www.heartside.org \$ 20,000

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

\$ 30,000

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

\$ 20,000

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

\$ 20,000 FUTURE \$ 10,000

MOMSBLOOM Community-Based Doula Pilot www.momsbloom.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

\$ 47,465

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

\$ 1,815

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

\$ 25,000 FUTURE \$ 25,000

YWCA WEST CENTRAL MICHIGAN YWCA Marketing and Awareness Campaign www.ywcawcmi.org Total granted in 2016

FUTURE FUNDS: \$37,000

\$124,700

\$ 10,000

COUNCIL OF MICHIGAN FOUNDATIONS Office of Foundation Liaison www.michiganfoundations.org

\$ 9,700

COUNCIL OF MICHIGAN FOUNDATIONS 2016 Membership Dues www.michiganfoundations.org \$ 30,000

GRAND RAPIDS COMMUNITY FOUNDATION Nonprofit Technical Assistance Fund www.grfoundation.org

\$ 75,000 FUTURE \$ 37,000

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.



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Because...

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

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