

Steelcase Foundation
2013 annual report

STEELCASE FOUNDATION

2013

Annual report

VISION: WE EMPOWER PEOPLE
TO REACH THEIR FULL POTENTIAL.

MISSION: The Steelcase Foundation believes that quality, accessible public education is paramount to achieving its vision. The Foundation assists its philanthropic partners in generating education initiatives, in addition to work and cultural opportunities. This focus occurs primarily in Steelcase Inc.'s founding community of West Michigan.

VISION
MISSION
VALUES
PROCESS

VALUES:

People. We have a sense of responsibility to others and are committed to improving the human condition.

Partnerships. Partnerships are at the heart of success. Collaboration accelerates listening, learning, and working together to achieve the best possible outcomes. **Diversity.** Organizations operate best when there is clear representation of the people they serve, at every level. **Integrity.** Our relationships are conducted with high integrity, respect, and fairness.

Humility. Our work is our primary focus; our public presence is understated. **Innovation.** We are a passionate agent of innovation, encouraging risk-taking and new approaches to achieve desired results.

Results. We support diligent, highly responsive accountability, and continuous improvement to achieve meaningful results, with lasting impact.

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FUNDING PRIORITIES. Quality, accessible public education is the Foundation's primary focus. Generating education, work and cultural initiatives and opportunities is the Foundation's secondary focus. The Steelcase Foundation encourages grant-seekers to use human-centered design, innovation, and systems thinking.

PROCESS. Each grant-seeker is a potential community partner. An intentional, personal review and analysis is provided for each and every grant request. The Steelcase Foundation relies on a timely mixture of proposal analysis, mutual leadership conversations, site visits, and face-to-face meetings. Grant applications are evaluated against multiple factors: implementation capacity, board and management leadership, feasibility and financial sustainability, and defined community benefit.

shifting systems

To our Steelcase Foundation partners and friends:

What's more challenging than folding a map along its original crisp folds and into its former size? As difficult as that can be, the real-time navigation of the chart's terrain can be very perplexing – just ask any hiker, cyclist, or driver!

This past year has been a year of strategic navigation for all of us at the Steelcase Foundation, which concluded a two-year planning process with a re-affirmed vision, a two-part mission, and a slight modification to the Foundation's values. We're proud of that restatement of purpose, and expect that it will help us navigate the increasingly complex needs of the communities served by the Foundation.

Most maps we use in our daily lives are navigational, but the ability to detail routes and even shape them at their beginning stages is dependent upon understanding the twists and turns, rises and falls, land and water, which form the natural terrain.

Our vision continues to be the destination long held as the Foundation's mission: "We empower people to reach their full potential."

In support of that vision, the Foundation's new mission speaks directly to a growing concern reflective of road markers at national, state, and local levels. The mission states the belief that quality public education – at every level – is key to achieving the vision. The mission also recognizes the Foundation's starting points: Steelcase communities.

We understand that addressing challenges within our communities creates a rippling effect, just as it would if we were overlaying a connecting series of travel, public services, and communication systems on hilltops, valleys, plains, plateaus, and other earth formations.

Inside this report you'll see the beginning of the journey to embody the Foundation's expanded vision and mission. The Steelcase Foundation is digging deeper into the needs of education – as reflected in the Foundation's lead support of the county-wide collective impact effort *KConnect* – and at the same time addressing community needs in a systemic way.

As our world and our lives have become increasingly complex, so have the options and tools for navigating the needs the Foundation is asked to address. We hope you'll agree our adjusted strategic platform is positioned to direct the Foundation to responses which address root causes – moving Steelcase communities closer to that bold vision of personal empowerment. We're pleased to present these stories of our stops along the way in 2013.

Julie Ridenour / President, Steelcase Foundation

Kate Pew Wolters / Board Chair, Steelcase Foundation

the financial terrain

statements of activities

YEAR ENDED NOVEMBER 30	2013	2012
REVENUES		
In-kind contributions	\$ 377,321	\$ 332,151
Contributions	516,100	412,000
Investment income:		
Dividends and interest	1,160,860	1,090,053
Net realized & unrealized gain on investments	12,594,904	7,618,164
TOTAL REVENUES	\$ 14,649,185	\$ 9,452,368
EXPENSES		
Grants & matching gifts	\$ 5,340,026	\$ 3,530,411
Investment management & agency fees	1,032,395	751,025
Current provision for federal excise tax	82,611	(5,103)
General & administrative	377,321	332,151
TOTAL EXPENSES	6,832,353	\$ 4,608,484
INCREASE IN NET ASSETS	\$ 7,816,832	\$ 4,843,884
NET ASSETS, BEGINNING OF YEAR	\$ 86,187,431	\$ 81,343,547
NET ASSETS, END OF YEAR	\$ 94,004,263	\$ 86,187,431

statements of financial position

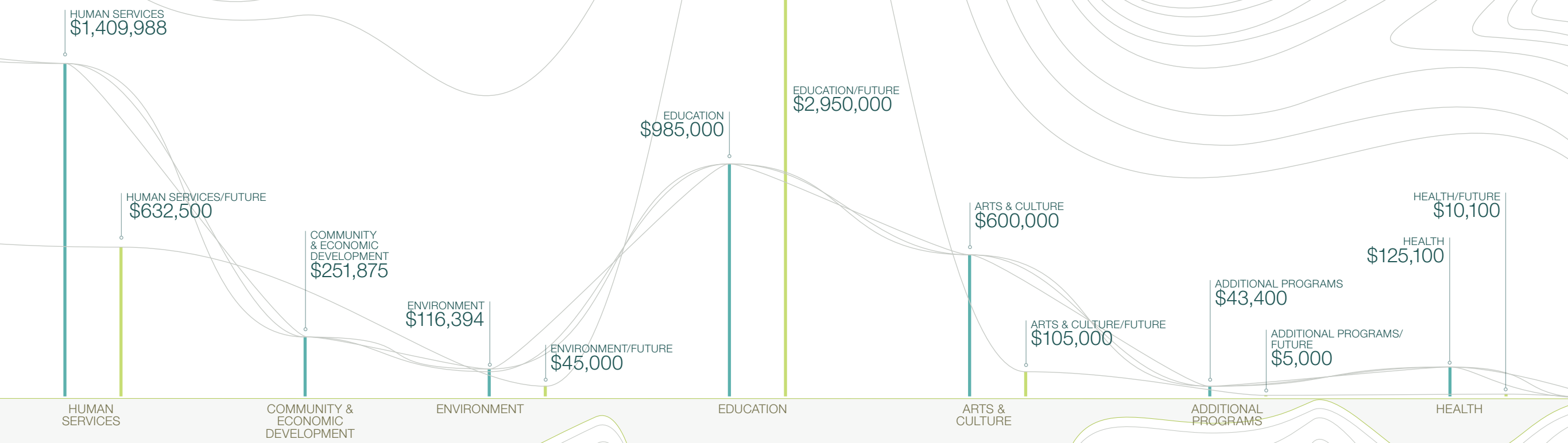
YEAR ENDED NOVEMBER 30	2013	2012
ASSETS		
Cash & cash equivalents	\$ 1,998,537	\$ 78,656
Accrued interest receivable	24,919	27,718
Investments, at fair value	95,749,597	88,484,636
Federal excise tax refundable	-	21,421
TOTAL ASSETS	\$ 97,773,053	\$ 88,612,431
LIABILITIES & NET ASSETS		
Liabilities:		
Grants payable	\$ 3,747,600	\$ 2,425,000
Federal excise tax payable	21,190	-
TOTAL LIABILITIES	\$ 3,768,790	\$ 2,425,000
NET ASSETS: Unrestricted	\$ 94,004,263	\$ 86,187,431
TOTAL LIABILITIES & NET ASSETS	\$ 97,773,053	\$ 88,612,431



grants awarded: 2013 grand totals

2013 total funding:
\$3,531,757

total future funding:
\$3,747,600



matching gifts

The Steelcase Foundation also partners with Steelcase employees, retirees and directors by matching their gifts to arts and culture, education, and environmental and conservation programs. The maximum contribution is \$10,000 yearly. The amount can be a combination of gifts to a number of different organizations.

In 2013, the Foundation provided \$485,668.05 in matching funds that included \$415,952.30 for education; \$50,457.10 for arts and culture; and \$19,258.65 for environment and conservation programs. Matching gift application forms are available from the Foundation office. For a detailed list of matching gift recipients, please visit us online at www.steelcasefoundation.org.



our stewards of the journey:

STEELCASE FOUNDATION TRUSTEES

- Julie Ridenour
President
- Kate Pew Wolters
Board Chair
- James P. Hackett
- Mary Anne Hunting
- Elizabeth Welch Lykins
- Mary Goodwillie Nelson
- Craig Niemann
- Robert C. Pew III
- Brian Cloyd
Ex Officio Member

FOUNDATION STAFF

- Phyllis Gebben
Donation Coordinator
- Christine Nelson, Ph.D.
Grants Consultant

INVESTMENT COMMITTEE

- Mary Anne Hunting
- Craig Niemann
- Shelly Padnos
- Kate Pew Wolters

INVESTMENT COMMITTEE STAFF

- Gary Malburg

We empower people

advancing the future in education

EDUCATION GRANT TOTALS

2013 FUNDING:
\$985,000
» FUTURE FUNDING:
\$2,950,000

EDUCATION TRUST – MIDWEST
\$0 » \$2,000,000 ♦ Kent County School
Leader and Master Teacher Capacity Development

FERRIS STATE UNIVERSITY
\$0 » \$200,000 ♦ Federal Building Renovation for
Kendall College of Art & Design of Ferris State University

GRAND RAPIDS COMMUNITY COLLEGE FOUNDATION
\$125,000 » \$125,000 ♦ GRCC Works...Ask Anyone

GRAND RAPIDS PUBLIC SCHOOLS
\$50,000 » \$50,000 ♦ Blandford School capital campaign

GRAND RAPIDS PUBLIC SCHOOLS
\$15,000 » \$15,000 ♦ Elementary Afterschool Sports Foundation

GRAND RAPIDS UNIVERSITY PREPARATORY ASSOCIATION
\$200,000 » \$100,000 ♦ Grand Rapids University Prep Academy:
Inspire, Achieve, Realize

GRAND VALLEY STATE UNIVERSITY
\$250,000 » \$200,000 ♦ Mary Idema Pew Library Learning
and Information Commons

GRANDVILLE AVENUE ARTS AND HUMANITIES, INC.
\$25,000 » \$50,000 ♦ Library Scholars program

KCONNECT
\$100,000 » \$200,000 ♦ KConnect Operational Support

LEARN-TO-READ COUNCIL OF ATHENS AND LIMESTONE CO.
\$10,000 » \$10,000 ♦ LTR Upgrade for Adult and
Student Literacy Advancement

**SPECIALIZED LANGUAGE DEVELOPMENT LEARNING
CENTER, INC.**
\$35,000 » \$0 ♦ Bringing Literacy to Light:
A Strategic Branding Initiative

WEDGWOOD CHRISTIAN SERVICES
\$175,000 » \$0 ♦ Lighthouse Academy North Start-up

KCONNECT OPERATIONAL SUPPORT

For many years, various public systems, educational institutions, private foundations, and nonprofit organizations have worked diligently to improve the lives of children and families in Kent County. And yet, employment rates, poverty rates, student standardized test scores, abuse/neglect rates, and the overwhelming number of minority children in the child welfare system show no significant improvements.

The idea behind KConnect is collective impact: the commitment of a group of key leaders from different sectors to a common agenda. This is more than collaboration; it's a shared vision for addressing a specific social problem at a macro level – in this case, the urgent need for improving education, employment and well-being for children and families. KConnect isn't about replacing existing organizations; it's about improving communication and alignment, filling necessary gaps, and building strong public awareness of these needs.



forging new paths in health & environment



HEALTH GRANT TOTALS

2013 FUNDING:
\$125,100
» FUTURE FUNDING:
\$10,100

FRIENDS OF GRAND RAPIDS PARKS

\$30,000 » \$45,000 ♦ *Parks Alive: Reclaim & Sustain, Clean & Green, Stay & Play*

HEALTHY HOMES COALITION OF WEST MICHIGAN, INC.

\$10,000 » \$0 ♦ *Healthy Homes Primary Prevention Program (H2P3)*

JOHN BALL ZOOLOGICAL SOCIETY

\$13,894.47 » \$0 ♦ *Dispute Resolution*

WEST MICHIGAN HORTICULTURAL SOCIETY, INC.

\$25,000 » \$0 ♦ *The Richard & Helen DeVos Japanese Garden at Frederik Meijer Gardens & Sculpture Park*

WEST MICHIGAN TRAILS & GREENWAYS COALITION

\$37,500 » \$0 ♦ *Connecting Communities; Completing the Vision campaign*

ENVIRONMENT GRANT TOTALS

2013 FUNDING:
\$116,394.47

» FUTURE FUNDING:
\$45,000



CONNECTING COMMUNITIES, COMPLETING THE VISION CAPITAL CAMPAIGN FOR WEST MICHIGAN TRAILS AND GREENWAYS COALITION

Since the West Michigan Trails and Greenways Coalition was formed 14 years ago, more than 775 miles of great trails have been created in West Michigan. But navigating through the system, moving from one trail to another, is still challenging, often involving country roads with no bike lanes or shoulders.

With help from the Steelcase Foundation, this capital campaign is addressing those gaps in the system, creating key connectors that will complete the WMTGC's vision of a universally accessible and safe pathway network for trail users. The grant will provide seed funding for new projects, trail head construction, and trail signage and amenities.

KENT COUNTY DENTAL CLINIC KENT COUNTY HEALTH DEPARTMENT

For many people living at or below the poverty line, dental care is an out-of-reach luxury. Nearly 1 in 5 Kent County residents has not visited a dentist or other oral health care provider in the past year. All of this neglect has a cost: The Michigan Oral Health Coalition estimates 10,833 emergency room visits in Kent County in 2008 were due to oral health issues.

To help bridge this gap, the Kent County Health Department is partnering with the nonprofit Michigan Community Dental Clinics (MCDC) to provide dental services to those unable to obtain dental care via the private sector. With grants from the Steelcase Foundation and others, KCHD is buying and renovating the former Kentwood Public Library into a location that will replace two nearby public health clinics and let families receive KCHD medical and dental services in the same visit. The intention is to serve 9,000 patients, approximately 42% of them children.

CHERRY STREET HEALTH SERVICES HEART OF THE CITY HEALTH CENTER

\$15,000 » \$0 ♦ *Increasing Health Care Access in Wyoming & SW Grand Rapids*

GILDA'S CLUB GRAND RAPIDS HOSPICE OF MICHIGAN

\$10,100 » \$10,100 ♦ *Making Choices Michigan*

MSU COLLEGE OF HUMAN MEDICINE

\$25,000 » \$0 ♦ *Fellowship in Hospice and Palliative Care*

KENT COUNTY HEALTH DEPARTMENT

\$75,000 » \$0 ♦ *Kent County Dental Clinic*

shifting the current in community and economic development & other supporting programs



BUILDING BLOCKS: A HABITAT FOR HUMANITY CAMPAIGN TO RESTORE WEST MICHIGAN NEIGHBORHOODS

In 2012, one out of every six single-family homes in Grand Rapids was foreclosed on, devastating entire areas. These vacant homes create negative space in neighborhoods, lowering property values, becoming hubs for criminal activity and accelerating decline.

Faced with such a widespread problem, Habitat for Humanity of West Michigan decided to broaden its focus from putting one family in a home to revitalizing entire neighborhood blocks. With help from the Steelcase Foundation and others, Habitat is strategically selecting multiple homes on a street to renovate, with the thought that seeing numerous houses improved will re-invigorate neighbors. Habitat also is partnering with neighborhood associations, local schools, other nonprofits and community investors to enhance the impact and encourage greater positive momentum.



COMMUNITY
& ECONOMIC
DEVELOPMENT
GRANT TOTALS

2013 FUNDING:
\$251,875

- CALEDONIA FRIENDS AND PATRONS OF THE LIBRARY
\$1,875 » \$0 ♦ LEED Bonus
- GRAND ACTION FOUNDATION
\$100,000 » \$0 ♦ Grand Rapids Urban Market
- HABITAT FOR HUMANITY OF KENT COUNTY, INC.
\$150,000 » \$0 ♦ Building Blocks: A Habitat for Humanity Campaign to Restore West Michigan Neighborhoods

OTHER
SUPPORTING
PROGRAMS
GRANT TOTALS

2013 FUNDING:
\$43,400

» FUTURE FUNDING:
\$5,000

- COUNCIL OF MICHIGAN FOUNDATIONS
\$10,000 » \$5,000 ♦ Office of Foundation Liaison
- COUNCIL OF MICHIGAN FOUNDATIONS
\$8,400 » \$0 ♦ 2012/2013 membership dues
- GRAND RAPIDS COMMUNITY FOUNDATION
\$25,000 » \$0 ♦ Nonprofit Technical Assistance Fund

taking steps in human services programs

AFTERSCHOOL ADVENTURE AND THRIVE TUTORING AFTER-SCHOOL TUTORING PROGRAM WITH GRAND RAPIDS CREATIVE YOUTH CENTER

The mission of the Grand Rapids Creative Youth Center is to “prepare kids for life’s adventures by supporting their writing and amplifying their voices” – a clear need, given the bleak facts that in 2012, 69% of Grand Rapids Public Schools’ fourth and seventh graders failed to achieve proficiency in writing for their grade level, and GRPS has an overall graduation rate of only 45%.

Some of the best tools to help children reach their potential are afterschool and summer programs. Participation in these community-based programs has been linked to improved school attendance, engagement in learning, and higher test scores and grades. These programs also keep students safe and healthy after school.

Modeled on writing and tutoring centers successfully developed in part by award-winning author Dave Eggers, GRCYC uses funding from the Steelcase Foundation and other sources to offer free after-school tutoring programs to GRPS students. Elementary-age kids attend 8- to 12-week sessions up to four days a week, receiving homework help and participating in reading and creative writing activities. Middle- and high-school students attend *Thrive Tutoring* in the evenings, where they’re paired one-on-one with a trained tutor. And all students can have their writing published in yearly anthologies in partnership with local bookstore Schuler Books.



AMERICAN RED CROSS

\$15,098 » \$0 ♦ Hurricane Sandy disaster relief (employee matching gift)

AMERICAN RED CROSS

\$2,084 » \$0 ♦ 2013 Oklahoma & Spring Storms Relief (employee matching gift)

BOYS & GIRLS CLUBS OF GRAND RAPIDS YOUTH COMMONWEALTH INC.

\$37,000 » \$35,000 ♦ Building Bridges Campaign

BOYS & GIRLS CLUBS OF NORTH ALABAMA

\$40,000 » \$0 ♦ Urgent Intervention program

DWELLING PLACE OF GRAND RAPIDS, INC.

\$130,000 » \$0 ♦ Herkimer Block Revitalization

FIRST STEPS KENT

\$100,000 » \$200,000 ♦ Influencing Measurable Change in Kent County's Early Childhood System

GRAND RAPIDS CREATIVE YOUTH CENTER

\$10,000 » \$0 ♦ Afterschool Adventure afterschool tutoring program

HEART OF WEST MICHIGAN UNITED WAY

\$125,000 » \$0 ♦ 2012 Campaign

HEART OF WEST MICHIGAN UNITED WAY

\$100,000 » \$0 ♦ Robert C. Pew memorial gift for Michigan Reading Corps

HEART OF WEST MICHIGAN UNITED WAY

\$400,000 » \$100,000 ♦ 2013 Campaign

MEL TROTTER MINISTRIES

\$25,000 » \$0 ♦ Shelter from the Storm capital campaign

PLANNED PARENTHOOD OF WEST AND NORTHERN MICHIGAN

\$60,000 » \$60,000 ♦ Standing Tall campaign

SAFE HAVEN MINISTRIES, INC.

\$12,500 » \$7,500 ♦ Safe Haven Works: Helping Employers Address Domestic Violence in the Workplace

SENIOR MEALS PROGRAM, INC.

\$75,000 » \$0 ♦ Senior Meals Capital Campaign

SENIOR NEIGHBORS, INC.

\$20,000 » \$0 ♦ Central office relocation

THE GRAND RAPIDS RED PROJECT

\$15,000 » \$0 ♦ Clean Works Program

UNITED WAY OF ATHENS AND LIMESTONE COUNTY

\$45,375 » \$0 ♦ 2013 Campaign

UNITED WAY OF GREATER HIGH POINT, INC.

\$15,015 » \$0 ♦ 2013 Campaign

WEST MICHIGAN CENTER FOR ARTS AND TECHNOLOGY

\$50,000 » \$100,000 ♦ Project-Based Learning for Teen Arts Program

YOUNG MEN'S CHRISTIAN ASSOCIATION OF GRAND RAPIDS

\$5,000 » \$0 ♦ Camp Manitou-Lin Resident and Day Camp scholarships, Mid City Adventure Club, and Search Institute Asset Training

YWCA WEST CENTRAL MICHIGAN

\$130,000 » \$130,000 ♦ Transformation for the YWCA West Central Michigan capital campaign

HUMAN SERVICES GRANT TOTALS

2013 FUNDING:
\$1,409,988

» FUTURE FUNDING:
\$632,500

unfolding potential in arts and culture

CAPACITY BUILDING: GRAND RAPIDS INTENSIVE CONSULTATIONS AND COMMUNITY BOARD SEMINARS, **KENNEDY CENTER FOR PERFORMING ARTS**

West Michigan has many great arts and cultural organizations, but will that be the case 10 years from now? The DeVos Institute of Arts Management at the Kennedy Center spent two years meeting with dozens of these groups, and found that most rely on the same small pool of regional funders, fail to develop long-term strategic plans, have skill gaps among board and staff members, and are not recognized outside of the region.

To combat these threats, the DeVos Institute is using funds from the Steelcase Foundation and other sources to train staff and board members on strategic planning, fundraising and marketing. The vision is that these organizations can continue to be enjoyed by generations of West Michigan residents in the years to come.



ATHENS-LIMESTONE PUBLIC LIBRARY FOUNDATION
\$50,000 » \$50,000 ♦ "This is Your Legacy" capital campaign

GRAND RAPIDS ART MUSEUM
\$150,000 » \$0 ♦ Building momentum as a cultural leader

GRAND RAPIDS BALLET COMPANY
\$55,000 » \$55,000 ♦ Stepping Forward Campaign:
A New Era for Ballet in Michigan

GRAND RAPIDS PUBLIC MUSEUM
\$125,000 » \$0 ♦ Building a Sustainable Future
at the Grand Rapids Public Museum

GRAND RAPIDS SYMPHONY
\$170,000 » \$0 ♦ Underwriting Music Director's Chair

JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS
\$50,000 » \$0 ♦ Intensive Consultations & Community Board
Seminars Capacity Building: Grand Rapids

ARTS &
CULTURE
GRANT TOTALS

2013 FUNDING:
\$600,000

» FUTURE FUNDING:
\$105,000

THIS IS YOUR LEGACY CAPITAL CAMPAIGN SUPPORTING THE **ATHENS-LIMESTONE PUBLIC LIBRARY**

A waiting list for reading programs. Not enough space for computer workstations. No handicapped accessibility. No space for meetings. Inadequate parking. These are all signs of a library that is thriving but stretched beyond capacity in serving a population that has doubled since 1970, the year the current facility was built.

With help from the Steelcase Foundation, the Athens-Limestone Public Library is renovating a former grocery store into a LEED-certified, state-of-the-art space. The new library will be three times larger, will let them nearly triple their collection, and will allow for vastly expanded services and classes.

full potential