



STEELCASE  
FOUNDATION  
ANNUAL  
REPORT  
2014

TO THE  
PARTNERS  
& FRIENDS  
OF THE  
STEELCASE  
FOUNDATION

Did you find your eyes immediately attracted to the brightly-colored illustrations of our 2014 Annual Report? And then, upon closer scrutiny, realize the nuances and variations in color that the illustrations used to tell their story?

That's how we feel about the work and impact of the Steelcase Foundation:

- The Foundation's vision, "to empower people to reach their full potential," is readily graspable and understood.
- The work underlying that vision is becoming more elementary and secondary—and even pre-Primary. Those are the educational divisions where the Foundation's work is growing. We're digging deeper into public education to be part of the greater work to improve academic quality and achievement. That work is being done at the local, county, and state levels.
- And sometimes those colors tend to blur a little bit at the edges. The work of education is complex, and increasingly drifts into the area of human services to ensure basic needs are addressed to achieve learning.
- This report reflects our increasing commitment to education as a fundamental catalyst to the betterment of life for all in the communities in which Steelcase, Inc. is a presence. Giving to educational organizations approached the 50 percent mark in this report, and is likely to exceed that in 2015.

We hope you'll find the Steelcase Foundation's 2014 Annual Report to be reflective of our work—initially concise and impactful, but with a depth of detail that adds understanding of our vision, mission, and values and how they are demonstrated through our grants.

Kate Wolters

BOARD CHAIR

STEELCASE FOUNDATION

Julie Ridenour

PRESIDENT

STEELCASE FOUNDATION

# A NEW MODEL FOR A HUNGER-FREE COMMUNITY

Community Food Club of Greater Grand Rapids

Last year, a group of agencies that feed West Michigan's most impoverished citizens posed a question: "What if we changed the way we think about chronic food insecurity?"

While food pantries have an important place in the system (many of these agencies operate food pantries themselves), they're essentially an emergency response to a chronic problem. They set out to explore a different way to address food insecurity in the community, and when they couldn't find a model that matched their vision, they created one.

The Community Food Club of Greater Grand Rapids is a three-year pilot program designed to test whether a collaborative, consumer-based model for food delivery can improve access and nutrition for low-income households and reduce reliance on emergency pantries.

The Food Club opened late in 2014 in a beautifully renovated downtown warehouse. It's spacious, barrier-free, and open convenient hours, six days a week. Built on a membership model similar to Costco, families pay a small monthly membership fee—just \$10—to shop cash-free cost, using points given based on their household size.

Organizers are committed to ensuring a wide array of fresh food choices, a consistent and varied product mix to encourage better meal planning, and a well-appointed consumer experience to provide more dignified access to food for patrons including low-income working families, people whose needs aren't fully met by food pantries, and those who need to supplement their public benefits to provide enough food for a healthy, active household.

It's an initiative nourished by community. More than 30 foundations, organizations, businesses and individuals have contributed financial and in-kind support to repurpose the space and operate the Food Club. The club's impact on reducing hunger, encouraging healthful eating, and promoting self reliance among those who choose to participate is being closely tracked so that this and other communities can learn from this pioneering program.

Partner Agencies include Westminster Presbyterian Church/ Downtown Food Pantry; United Church Outreach Ministry (UCOM); The Salvation Army Social Services; Feeding America-West Michigan Food Bank; Access of West Michigan; Habitat for Humanity of Kent County; and, Home Repair Services (serving as the Fiduciary)





# Composition

100 Sheets • 200 Pages • Wide Ruled  
9 3/4 x 7 1/2 in. • 24.7 x 19.0 cm

# BRIDGING THE LITERACY GAP

Heartside Ministry

Heartside Ministry has been operating at the epicenter of need in Grand Rapids' downtown district for more than 30 years, providing respite from the chaos of life on the street and a community of healing and empowerment for people coping with extreme poverty, addiction, disability, and homelessness.

The ministry's programs bring the restorative powers of art, advocacy, spirituality, and education to those in need, helping them find their voice and purpose. For some, that means finding work or housing. For others, it's rebuilding after abuse or neglect. For many, it's the daily challenge of staying clean and sober. And for a growing number every year, it's making up for lost learning.

Bridging the Gap started as a mobile cart of educational books just a few years ago. Today it has grown to a robust, onsite GED prep program, classroom, and testing center—right in the Heartside. It's run by Jamie Rykse, a graduate of the program herself. Rykse is passionate about the program and determined to reach even further into the community of people she once had to turn away because they couldn't read well enough qualify for the GED program—or couldn't read at all.

Low literacy prolongs poverty. It prevents people from finding help and from securing jobs. And it turns a revolving door to crime and imprisonment. Sixty percent of today's inmates can't read at a functional level, yet correctional facilities have eliminated literacy programs for those over the age of 21, sending people back into the community without the skills they need to succeed. Recidivism and literacy are inexorably linked.

Rykse set out to change that. She wrote a grant, gathered funding, and partnered with the Literacy Center of West Michigan to bring a literacy program to the Heartside, where issues like lack of transportation, serious mental health issues, or criminal pasts too often make people ineligible for existing programs. Now the Bridging the Gap GED & Literacy Program is helping people build the basic reading and writing skills needed to pass the GED or earn a National Career Readiness Certificate—a certification of workplace readiness in skill areas needed for about 70% of the available jobs in the region.

This kind of work is changing lives in the Heartside. Ensuring parents can read to their children—or read a prescription. Helping people find a job—or a better job. Lowering the rate of recidivism. Ending the cycle of generational illiteracy. And creating a new way forward for Heartside residents and their families.

# CREATING A CULTURE OF COLLEGE READINESS

## Challenge Scholars

Education is one of the best investments we can make in our communities' social capital. It breeds engagement. It fosters healthy, productive, diverse neighborhoods. And it gives rise to collaborative communities that see possibility amid challenges. That kind of transformation is happening on Grand Rapids' West Side, thanks to the Challenge Scholars program.

Challenge Scholars promises a free college or trade school education to students who regularly attend school, make good grades, and stay out of trouble from 6th grade through graduation at Grand Rapids' Union High.

It's a life-changing promise, but an empty one for students who lack what they need to rise to the challenge. Ninety percent of Union High students live on the financial brink. Food insecurity, unstable housing, unsafe neighborhoods, untreated health problems, a lack of family involvement—these challenges make it hard just to be in school each day, much less ready to learn. At Union High, in fact, a mere two percent of high school juniors were deemed college-ready based on their ACT scores.

To get a jump start on the problem, Grand Rapids Community Foundation partnered with Grand Rapids Public Schools and the Kent School Services Network to infuse the West Side's Harrison Park and Westwood Elementary schools with support and build a culture of college readiness around young students.

The program funds instructional coaches to diagnose learning gaps and build academic achievement. It brings nurses, clinicians, and DHS workers into the schools, ensuring that students get the services they need, when they need them. It provides enrichment programs in school, after school, and over the summer break. And it funds a family advisor to help families navigate the unfamiliar path to college.

Early results indicate that Challenge Scholars has the potential to be a game changer. School attendance is up. Test scores are climbing. Family investment is growing. And today, more young people than ever are on track to become the first in their families to attend college—and to see the world of possibilities that exist within and beyond their neighborhoods.







# COMFORT FROM THE STORM

## Tornado relief for Athens

When a line of tornados ripped across northern Alabama last year, it cut a 16-mile-long path of heartbreak through Athens, Alabama. Two people died. Twenty were injured. More than 200 homes were destroyed and 400 more were damaged. A tangle of downed trees and power poles left thousands without power and the community buried in debris.

This was the third time in four years that Athens—home to Steelcase's largest manufacturing facility—had been devastated by twisters. Some families had just finished rebuilding from the last storm when these twisters hit. Their path cut particularly hard in areas where people had little to fall back on—completely leveling a mobile home community where 99% of families were without renter's insurance.

From Grand Rapids, Steelcase immediately dispatched trucks stocked with tarps, water bottles, and emergency supplies, while their team in Athens worked tirelessly to contact those who'd been hit and understand how to meet their most pressing needs. Seven employees lost everything and 42 more lost plenty.

While crisis response may not be standard fare for the Foundation, this crisis hit close to home and heart. The Foundation channeled \$100,000 through the local United Way to help heal and rebuild, focusing on those needs unmet by other sources—repairing and refurnishing homes, making rent and utility deposits for those left homeless, taking the bite out of steep insurance deductibles, funding a day camp for children affected by the trauma, even funding financial counseling to help families make prudent use of relief funds.

Steelcase, Inc. responded with an additional \$100,000 gift earmarked for the needs of its employees. Members of the extended Steelcase family reached out too, putting another \$1,000 into the recovery fund.

Timely and robust aid brought immediate comfort and, over the ensuing months, put the people of Athens back on their feet in record time, their homes and lives now fully rebuilt thanks to the support and hard work of many.

# BECAUSE THE GREENEST BUILDING IS THE ONE YOU DON'T HAVE TO BUILD

## Renovation of the Old Federal Building

Kendall College of Art and Design, one of the largest art and design schools in Michigan had outgrown its home in Grand Rapids' busy downtown district. The school's burgeoning enrollment and an expanding program offering left Kendall administrators clambering for more space—preferably close by. And they found it. Right next door.

Built in 1911, the beautiful Beaux Arts-style Old Federal Building had served as a courthouse, a post office, and the city's art museum. The structure, however, had been vacant for a number of years and had fallen into serious disrepair. While it held great possibilities for Kendall, the cost of refurbishing the building was too high. Architects estimated the price tag at \$28 million.

Recognizing that the historic landmark faced likely demolition if funding couldn't be found, Kendall's education partner Ferris State University helped pull together a collaboration of public-private partnerships that drew on city, country, state, and federal resources, as well as on the commitments of regional organizations, including the Steelcase Foundation.

Today Kendall has doubled its footprint. The Old Federal Building-renamed the Woodbridge N. Ferris Building—now houses the school's three-dimensional art, art history, ceramics, fashion, and sustainable design programs. And to serve a city that truly appreciates art, the building also hosts sublime public spaces for hosting community lectures and gatherings, plus a museum-quality gallery and exhibition space for displaying student work as well as Kendall's juried exhibition in the city's annual Art Prize event.

Adding 92,000 square feet of education and exhibition space was a huge reward for Kendall and the region's art lovers, too. But the benefits extend well beyond campus. The Ferris Building earned the state's highest honors for historic preservation, as well as LEED Gold certification— a rare achievement for a renovation that so faithfully maintained the original building. Compared to building new, the renovated building is estimated to reduce carbon emissions by more than one million pounds per year—the equivalent of planting 5,289 trees or not driving 1.6 million miles.

In a region known for sustainable design, Kendall College of Art and Design is serving as a model for best practices. And the Ferris Building has established a new heritage in sustainable adaptive reuse—for Kendall, its students and faculty, and for the greater Grand Rapids community.





2014 GRANT PAYMENT TOTALS: \$3,654,095 / FUTURE \$2,877,500



- 1. EDUCATION: \$1,692,000
- 2. HUMAN SERVICES: \$1,213,345
- 3. ARTS & CULTURE: \$435,000
- 4. COMMUNITY & ECONOMIC DEVELOPMENT: \$200,000
- 5. OTHER: \$69,700
- 6. ENVIRONMENT: \$33,950
- 7. HEALTH: \$10,100

# ARTS & CULTURE

\$435,000 / FUTURE \$252,500

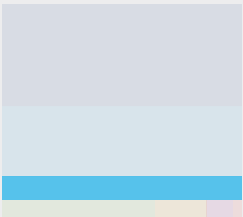
ATHENS-LIMESTONE PUBLIC LIBRARY FOUNDATION  
\$50,000  
“This is Your Legacy” Capital Campaign

GRAND RAPIDS ART MUSEUM  
\$160,000  
Growing impact through strong exhibitions, innovative educational initiatives and community collaborations.

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

GRAND RAPIDS CHILDREN’S MUSEUM  
\$82,500  
Access

GRAND RAPIDS SYMPHONY  
\$170,000  
Underwriting Music Director’s Chair

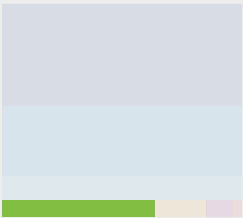


# COMMUNITY & ECONOMIC DEVELOPMENT

\$200,000 / FUTURE \$20,000

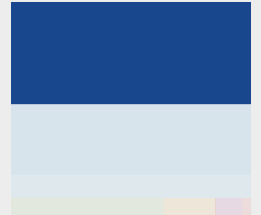
GRAND ACTION FOUNDATION  
\$200,000  
Grand Rapids Urban Market

JOHN KNOX PRESCHOOL  
\$0 / \$20,000  
Playground replacement



# EDUCATION

\$1,692,000 / FUTURE \$2,160,000



## ATHENS STATE UNIVERSITY

\$145,500

Technology and Instruction Integration Lab

## EDUCATION TRUST - MIDWEST

\$500,000 / \$1,500,000

Kent County School Leader and  
Master Teacher Capacity Development

## FERRIS STATE UNIVERSITY

\$50,000 / \$150,000

Federal Building Renovation for Kendall College  
of Art & Design of Ferris State University

## FIRST STEPS KENT

\$5,000

Great Start Readiness Preschool Recruitment

## GRAND RAPIDS COMMUNITY COLLEGE FOUNDATION

\$125,000

"GRCC Works... Ask Anyone"

## GRAND RAPIDS COMMUNITY FOUNDATION

\$100,000

Hackett Family Scholarship Fund

## GRAND RAPIDS COMMUNITY FOUNDATION

\$125,000 / \$375,000

Grand Rapids Challenge Scholars

## GRAND RAPIDS COMMUNITY FOUNDATION

\$100,000

Grand Rapids Challenge Scholars in memory of Peter Wege

## GRAND RAPIDS PUBLIC SCHOOLS

\$50,000

Blandford School capital campaign

## GRAND RAPIDS STUDENT ADVANCEMENT FOUNDATION

\$15,000

Elementary Afterschool Sports

## GRAND RAPIDS UNIVERSITY PREPARATORY ASSOCIATION

\$100,000

Grand Rapids University Prep Academy:  
Inspire, Achieve, Realize

## GRAND VALLEY STATE UNIVERSITY

\$200,000

Mary Idema Pew Library Learning and Information Commons

## GRANDVILLE AVENUE ARTS AND HUMANITIES, INC.

\$25,000 / \$25,000

Library Scholars program

## KCONNECT

\$100,000 / \$100,000

KConnect Operational Support

## KENT SCHOOL SERVICES NETWORK

\$40,000 / \$10,000

KSSN Leadership Team Capacity Building

## LEARN-TO-READ COUNCIL OF ATHENS AND LIMESTONE CO.

\$10,000

LTR Upgrade for Adult and Student Literacy Advancement

## NOORTHOEK ACADEMY

\$1,500

Funding to strengthen donor base and raise visibility

# ENVIRONMENT

\$33,950 / FUTURE \$20,000

FRIENDS OF GRAND RAPIDS PARKS

\$25,000 / \$20,000

Parks Alive: Reclaim & Sustain, Clean & Green, Stay & Play

JOHN BALL ZOOLOGICAL SOCIETY

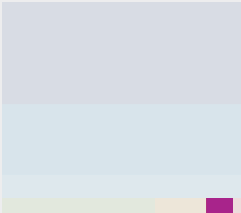
\$3,950

Dispute Resolution

LAND CONSERVANCY OF WEST MICHIGAN

\$5,000

Facilitated Community Conversations to Create an Ambassador Landscape



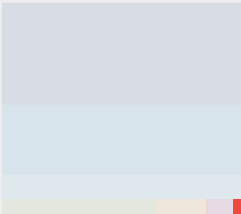
# HEALTH

\$10,100

GILDA'S CLUB GRAND RAPIDS

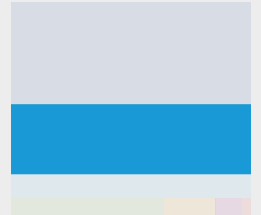
\$10,100

Making Choices Michigan



# HUMAN SERVICES

\$1,213,345 / FUTURE \$425,000



## AMERICAN RED CROSS

\$650

2013 Typhoon in Philippines (employee matching gift)

## BOYS & GIRLS CLUBS OF GRAND RAPIDS

\$25,000 / \$10,000

Building Bridges Campaign Youth Commonwealth Inc.

## EARLY LEARNING NEIGHBORHOOD COLLABORATIVE

\$47,000

Parent Leadership Training Institute

## FIRST STEPS KENT

\$100,000

"Influencing Measurable Change in Kent County's  
Early Childhood System"

## HEART OF WEST MICHIGAN UNITED WAY

\$100,000

2013 Campaign

## HEART OF WEST MICHIGAN UNITED WAY

\$300,000 / \$200,000

2014 Campaign

## HEARTSIDE MINISTRY, INC.

\$30,000

Bridging the Gap Literacy Program

## HOME REPAIR SERVICES OF KENT COUNTY

\$40,000 / \$65,000

Community Food Club of Greater Grand Rapids

## MICHIGAN LEAGUE FOR PUBLIC POLICY

\$20,000

Kids Count in Michigan

## PLANNED PARENTHOOD OF WEST AND NORTHERN MICHIGAN

\$60,000

Standing Tall campaign

## SAFE HAVEN MINISTRIES, INC.

\$7,500

Safe Haven Works: Helping Employers Address  
Domestic Violence in the Workplace

## UNITED WAY OF ATHENS AND LIMESTONE COUNTY

\$49,005

2014 Campaign

## UNITED WAY OF ATHENS AND LIMESTONE COUNTY

\$140,000

Foundation for Mental Health Triplex Facility Construction

## UNITED WAY OF ATHENS AND LIMESTONE COUNTY

\$100,000

Disaster relief in Athens, Alabama

## UNITED WAY OF GREATER HIGH POINT, INC.

\$14,190

2014 Campaign

## WEST MICHIGAN CENTER FOR ARTS AND TECHNOLOGY

\$50,000

Project-Based Learning for Teen Arts Program

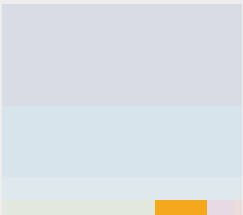
## YWCA WEST CENTRAL MICHIGAN

\$130,000

Transformation for the YWCA West Central Michigan Capital Campaign



OTHER  
\$69,700



COUNCIL OF MICHIGAN FOUNDATIONS  
\$5,000  
Office of Foundation Liaison

COUNCIL OF MICHIGAN FOUNDATIONS  
\$9,700  
2013/2014 Membership Dues

GRAND RAPIDS COMMUNITY FOUNDATION  
\$30,000  
Nonprofit Technical Assistance Fund

W.E. UPJOHN INSTITUTE  
\$25,000  
Impact of Michigan's K-12 Educational Funding on Student Achievement Gaps Study

2014 MATCHING GIFTS  
\$427,635

EDUCATION  
\$354,005

ARTS & CULTURE  
\$51,338

ENVIRONMENT  
\$22,292

# STATEMENTS OF FINANCIAL POSITION

YEAR END NOVEMBER 30	2014	2013
ASSETS		
Cash and cash equivalents	\$ 1,322,403	\$ 377,321
Accrued investment income receivable	21,178	516,100
Investments, at fair value	98,311,985	870,051
Federal excise tax refundable	25,501	12,885,713
TOTAL REVENUES	99,681,067	14,649,185
LIABILITIES		
Grants payable	2,877,500	3,747,600
Federal excise tax payable	–	21,190
TOTAL LIABILITIES	2,877,500	3,768,790
NET ASSETS		
Unrestricted	96,803,567	94,004,263
TOTAL LIABILITIES AND NET ASSETS	99,681,067	97,773,053

# STATEMENTS OF UNRESTRICTED ACTIVITY

YEAR END NOVEMBER 30	2014	2013
REVENUES		
In-kind contributions	\$ 331,153	\$ 377,321
Contributions	1,076,000	516,100
Investment income:		
Dividends and interest	673,509	870,051
Realized/unrealized gain on investments	5,498,388	12,885,713
TOTAL REVENUES	7,579,050	14,649,185
EXPENSES		
Grants and matching gifts	3,211,930	5,340,026
Investment management and agency fees	1,161,570	1,032,395
Current provisions for federal excise tax	75,093	82,611
General and administrative	331,153	377,321
TOTAL EXPENSES	4,779,746	6,832,353
INCREASE (DECREASE) IN NET ASSETS NET	2,799,304	7,816,832
ASSETS, BEGINNING OF YEAR	94,004,263	86,187,431
NET ASSETS, END OF YEAR	96,803,567	94,004,263

# MEET THE STEELCASE FOUNDATION

# TRUSTEES

Kate Pew Wolters    BOARD CHAIR

James P. Keane

Mary Anne Hunting

Elizabeth Welch Lykins

Mary Goodwillie Nelson

Craig Niemann

Robert C. Pew III

Brian Cloyd    EX OFFICIO MEMBER

# FOUNDATION STAFF

Julie Ridenour    PRESIDENT

Phyllis Gebben    DONATION COORDINATOR

Christine Nelson, Ph.D.    GRANTS CONSULTANT

# INVESTMENT COMMITTEE

Mary Anne Hunting

Carl Jandernoa

Craig Niemann

Kate Pew Wolters

# INVESTMENT COMMITTEE STAFF

Gary Malburg



## STEELCASE FOUNDATION

P.O. Box 1967/GH-4E

Grand Rapids, MI 49501-1967

Phone: 616-246-4695

Fax: 616-475-2200

[steelcasefoundation.org](http://steelcasefoundation.org)

04/15 © 2015 Steelcase Inc. All Rights Reserved