The Vision of One, The Power of Many

“Never doubt that a small group of committed people can change the world – indeed, it’s the only thing that ever has.”
— Margaret Mead
Programming Interests

What starts with a vision of one is incomplete until the many can take a good cause, or promising idea, and claim it for their own. The Kellogg Foundation promotes individual and collective achievement through its grantmaking in Health, Food Systems and Rural Development, Youth and Education, and Philanthropy and Volunteerism.
The Vision of One, The Power of Many

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One Vision, Many Voices

"When we talk about visionary social change, it is usually the newsworthy events that receive the most attention," says Wenda Weekes Moore, board chair. "But in our sound-bite culture, it’s easy to forget that most great social movements have humble beginnings."

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The Vision of One, the Power of Many

"Our belief in the value of grassroots change reflects the Kellogg Foundation’s commitment to communities,” says William C. Richardson, CEO. “We believe that social innovation should arise from the healthy milieu of community life, from those who are closest to the problems …"
When we talk about visionary social change, it is usually the newsworthy events that receive the most attention. We live in a 15-second sound-bite culture, where it’s easy to forget that most great social movements have had humble beginnings. We often overlook the incremental advancements, occurring over a long period of time, that lead to these larger achievements.

We hear, for example, of the Rev. Martin Luther King, Jr.’s “I Have a Dream” speech, which he eloquently delivered in 1963 on the steps of the Lincoln Memorial. Yet it is Dr. King’s “Letter from the Birmingham Jail,” written earlier that year on scraps of paper in a dim cell, that lays the moral and civic foundation for the defeat of segregation.

With regard to social change, a common notion is to assume that only charismatic leaders can or do make a difference. Without question, good leadership is essential. However, I am also reminded of the African word “ubuntu,” which means “a person can only be a person through other people.”

Ubuntu tells us that only through the “power of the many” will widespread social change and transformation occur. And, it tells us that what we achieve together has a lasting value all its own. As Dr. King said after his home was bombed in 1956, “If I am stopped, our work will not stop, for what we are doing is right.”

At the Kellogg Foundation, we’ve seen how the vision of one, supported by the power of many, can make positive social change occur. Indeed, this process has been central to our work for nearly 74 years. We rely on the multiplication of our good works to achieve the wider goal of positive change for all segments of society.

I saw this principle in action a few years ago during a visit to a Kellogg Foundation-supported project in Latin America. The setting was a one-room home, which had been converted into a makeshift maternity ward. It was run by a local midwife and
provided care to women in advanced stages of pregnancy. It was located in a poor, remote community. Before this bare-bones clinic existed, women would sometimes die of complications on their way to a far-away hospital.

In this case, the midwife’s vision was expanded to benefit the many with help from a Kellogg Foundation international fellow. The fellow visited the midwife’s home and, with a Kellogg grant, provided her with better training and improved medical equipment. The fellow also connected the midwife with a regional hospital that would provide emergency transport to the village when needed.

“When she calls for an ambulance,” the fellow said, “we know it’s serious!”

As a result, the community received a higher level of prenatal care than ever before. And the fellow got a firsthand example of Mr. Kellogg’s “helping people help themselves” credo in action.

While such stories are reaffirming, we also know that even the most promising new ideas will meet with resistance. That’s simply human nature. Our founder, W.K. Kellogg, had his share of detractors when he started the Kellogg Foundation.

When Mr. Kellogg supported improvements in agriculture, cynics said he just wanted to sell more Corn Flakes. When his Kellogg Foundation built modern schools, critics complained that communities would be taxed for their upkeep. And when the Foundation established county health departments, some said that public health care would drain too much money away from doctors and nurses in private practice.

In all these cases, Mr. Kellogg’s vision was overwhelmingly supported by an eager public that was hungry for new ideas and positive solutions. Moreover, the projects featured in this annual report are evidence that the tradition continues, and in ways and places never previously dreamed possible.

This is not to say that all Kellogg Foundation projects succeed. They don’t. Success is never easy when your work involves some of the world’s toughest social problems. As a grantmaker, we look for proposals with the potential to ignite the spark of social innovation. We seek brilliantly simple ideas that can move mountains and change the social systems that govern so much of our human behavior. That’s a vision of progress that the Kellogg Foundation has always believed in – and it’s one that we want to share with the world.

Wenda Weekes Moore
Board Chair
W.K. Kellogg Foundation

“There is nothing more powerful than an idea whose time has come.”
— Victor Hugo
The Vision of One, The Power of Many

Like many social innovations, this one has humble beginnings. In 1992, all Linda Linke initially wanted to do was help her brother-in-law, Leonard Linke, find a bowling team. Leonard, who was in his 30s and had Down’s syndrome, maintained a respectable 125-pin average. He was eager to improve his game and make new friends in his adopted hometown of Battle Creek, Michigan.

As Linda Linke began making inquiries, she was told that all the local leagues were “full.” She knew this wasn’t so – there were plenty of open lanes available. The real problem, it seemed, was finding open-minded people who could appreciate Leonard’s many gifts.

Linda was not a bowler, but she and some friends decided to start their own league anyway. It began with just a few disabled adults who bowled with their friends, family members, and caregivers. Then, as news of the league spread, so did its popularity. It quickly expanded to 120 members and is now the largest league in the city.

Yet as the teams grew and friendships deepened, Linda and her supporters discovered something else: that many people with disabilities, especially those who lived in foster-care settings, were rarely consulted about their hopes and dreams, much less recreational opportunities. Nearly everything they did – eat, sleep, bathe, even pursue leisure activities – was based on a fixed schedule.

And this regimented existence allowed little mainstream contact and involvement with the larger community.

In 1994, the nonprofit organization, Community Inclusive Recreation (CIR), was created to overcome such barriers. CIR’s 50 programs now help more
than 2,300 people with and without disabilities to water-ski, golf, hike, parasail, snow sled, and attend civic and sporting events of all kinds. Participants make adaptations as necessary, (such as a special chair for water-skiing) but the intent is always to integrate, rather than isolate.

“When people can make more personal choices in life, their confidence and self-esteem skyrockets,” says Linda Linke, CIR’s executive director. “Now, what began with CIR has expanded well beyond our organization. Our participants have joined Rotary, Kiwanis, and Toastmasters. We’ve seen golf courses, city recreation programs, and schools become much more inclusive of people with disabilities. Together, we’ve created a climate of acceptance that benefits the health and well-being of the whole community.”

The success of CIR is an excellent example of the power of grassroots social change in action. As Victor Hugo once said, “There is nothing more powerful than an idea whose time has come.”

This is why, since 1930, an essential aspect of the Kellogg Foundation’s mission has been to find and capitalize on good ideas that promise to improve the human condition.

The ideas may be grand – such as land-grant higher education – or modest, such as a group of neighbors who decide to reclaim and refurbish an abandoned park. But on any scale, the same human dynamic applies: through the vision of one, the
many can be inspired to action and commitment. The “one” may be an individual, a community, or an organization. Who or what the one is matters less than the power of the idea or discovery itself. What is most important, for social change organizations like the Kellogg Foundation, is to help refine and implement these improvements on a larger scale. Our belief in the value of grassroots innovation reflects the Kellogg Foundation’s commitment to communities. Essentially, we believe that social innovation should arise from the healthy milieu of community life, from the people who are closest to the problems and their potential solutions. When tempered by local experience, this new knowledge also holds great value for policymakers and the public. Our efforts to inform decision makers and the public about our work have led to more effective programs and policies in areas such as health, food systems and rural development, youth and education, and philanthropy and volunteerism.

Of course, not all projects or ideas prove successful. Like any entrepreneur or scientist, we find that our successes and failures are both instructive. Still, for the vision of one to inspire the many, certain characteristics are often present.

COMMUNITY-DRIVEN CHANGE

In a democracy, the most successful change efforts usually start from the ground up. The voices of the many contribute importantly as communities determine their responses to evolving needs. This

“When the children see unity, when they see people coming together, it makes them want to be better people.”

— Eldridge Paige
President, Belgrade Community Action Association
holds true for governmental bodies, public-serving institutions, and nonprofit organizations. To help local people identify solutions, the Kellogg Foundation often supports community “visioning sessions.”

As an example, if the issue at hand is adoption, a visioning session may bring together adoptive parents, birth parents, social service professionals, teachers, court officials, caseworkers – and the children themselves. Such meetings often represent the first time the parties involved have ever met face-to-face, much less discussed their common goals in a unified fashion.

This is not to say that visioning is a panacea. Differences will always exist, and compromises are always necessary. Yet when participants feel their views have been heard and heeded, they are usually more willing to reach the consensus necessary for effective action. Indeed, institutions that fail to engage the public should not be surprised when their efforts are met with fear, suspicion, and outright resistance.

**HIGH CAPACITY FOR ORGANIZATIONAL GROWTH**

Even the most promising new social movements and organizations can become victims of their own success. Almost inevitably, they will encounter growing pains as they move from a small group of like-minded people into a larger entity that requires formal management and direction. Though still united by a common purpose, the group and its leaders may find their progress stymied by structural and conceptual limitations. It’s an age-old
human problem, one that has existed for as long as people have formed associations.

To that end, the Kellogg Foundation supports what we call capacity-building. We support personal and team growth across organizations, in areas such as management, human resources, fundraising, finance, and board development. We consider capacity-building as an insurance policy that helps ensure long-term sustainability of nonprofits and social institutions. Capacity-building provides the skills and knowledge necessary to keep the original vision alive and growing.

ABILITY TO LEVERAGE IDEAS AND RESOURCES

Along with boosting the skills and capacity of staff and board members, an evolving organization needs to see itself in broader terms, often to change from being an organization to an institution or a movement.

Another way for organizations to broaden their impact is by forming public-private partnerships. By combining their energy and creativity, partner organizations achieve more together than they ever would apart. In this spirit, the Kellogg Foundation funds program initiatives, which are mini-coalitions brought together around a common cause or issue.

The Community Health Improvement Process (CHIP), an element of the Turning Point public health initiative, is featured on page 26.

EMPHASIS ON SUSTAINABILITY

The Kellogg Foundation often thinks of its grants as “seed money,” meant to nourish new social ventures. Our intent is for these ventures to take
root and flourish. In a word, what we are looking for is sustainability. Whenever feasible, we want the vision to grow and provide ever greater benefits to the many.

When potential grantees apply, we encourage them to provide a working outline of their long-range plan. One of our program directors explains our request this way: “Look ahead several years and imagine that your project has succeeded beyond your wildest dreams. What other funders would be willing to support your new programs or services?

Where will future leaders come from? How will the enterprise adapt to a changing set of challenges and opportunities?” This blue-sky thinking can prompt grantees to be creative about what it will take to sustain their initial efforts. And it suggests that sustainability planning be built into the program’s initial design, rather than added later as an afterthought.

Once a project has been funded, the Kellogg Foundation continues its emphasis on promoting sustainability. This support may include funds for strategic planning, or for the capacity-building measures discussed earlier. A Kellogg grant to the National Indian Youth Leadership Project (NIYLP) exemplifies how one such investment reaped impressive dividends. (To learn more about NIYLP, see page 24).

In the mid-1990s, the Foundation funded the NIYLP’s Turtle Island Project, which promoted service-learning in Native American schools. Through service-learning, children combine academics with community service – usually in a hands-on, non-classroom setting.
“The service-learning approach is the best methodology I’ve seen that closely approximates how Native kids learn,” explains McClellan Hall, executive director of NIYLP, headquartered in Gallup, New Mexico. “We thought it was important to help schools understand that Native traditions bring something of value to the table. The programs include outdoor experiential activities (such as rock climbing and mountain rescue) and a traditional cultural values piece.”

Kids, parents, and schools all loved NIYLP’s pilot project. But even as interest grew, their work reached an impasse.

“We were poised to do some national work but didn’t have the resources,” Hall said. “That’s when the strategic planning component of our Kellogg grant became valuable. At a critical juncture, it helped us make development a new focus of our organization, and that’s played a major role in our success.

“We’re now seeing second-generation programs come up across the country from the work we originally established. We’ve gone from a volunteer organization to one with a 20-person staff.”

ABILITY TO MOVE PRACTICE TO POLICY

If a community finds a new way to combat teenage pregnancy, or improve literacy, that’s progress. Yet if widespread social change is our desired goal, then individual successes are only the beginning. By implementing new ideas and best practices broadly, what benefited dozens of people locally can help thousands of others in communities across a state or nation.

“AVANCE taught me that it’s important to always go back and help others.”
— Kimberly Geselle Beza
Childhood graduate, AVANCE Parent and Child Education Program
One of the best ways to multiply the impact of social innovation is by using new knowledge to inform policymakers. Each day, policymakers make decisions that affect how government entities provide services in health, education, commerce, environmental protection, finance, agriculture – almost every area of human endeavor. When public officials have a clearer understanding of what new approaches have been most effective, they can incorporate these successes into improved services and programs.

Importantly, the term “policy” implies more than legislation at the state and federal level. Private companies set policies that determine the level of health care benefits for employees. Nonprofit organizations and schools set policies that influence the services provided to everyone from senior citizens to migrant workers. In the words of Maureen O’Neil, president of the Toronto, Canada-based International Development Centre, “Social innovation encompasses far more than technical ingenuity: it also includes policy innovations – new ways of informing public thought, eliciting public preferences, and making public choices.”

A NEW VOICE AND VISION

The ability of people and communities to innovate for the common good is one of the most hopeful aspects of the human condition. We know this universal phenomenon holds true whether we’re fighting world hunger, or starting a reading mentor program at a local grade school. Community-driven social change has the power to transcend all boundaries of race, nation, and culture.
As an organization, we will always do what we can to support and strengthen this natural process. Like our founder, W.K. Kellogg, we continue to “invest our money in people.” And what’s learned from our successes and failures will, we hope, advance the world’s ability to solve some of our most pressing social problems.

Anthropologist Margaret Mead once said we should “Never doubt that a small group of committed people can change the world – indeed, it’s the only thing that ever has.”

For the Kellogg Foundation, the phrase “small group of committed people” is interchangeable with the word “community.” A leader, a passion, an organization, or a community can be an essential catalyst to help get the ball rolling. And ultimately, it is the collective will of people united by shared goals and ideals that make social change a reality. By following one vision, the many can find the power and resources to help themselves and society reach their greatest goals.

William C. Richardson
President and CEO
W.K. Kellogg Foundation
Harnessing the Winds of Change

The world around us, wherever we live, offers ample opportunity to despair over deeply entrenched problems. Yet there are always those who, instead of waiting for the winds of change, take action to chart their own future. The Kellogg Foundation-funded projects featured on the following pages represent places where challenges abound, yet where leaders and citizens are committed to forging partnerships, sharing resources, and using their hope and hard work to transform communities.
Parents are their children’s first teachers, but along the Texas-Mexico border, high rates of poverty and illiteracy can make it hard for mothers and fathers to fulfill that role. The AVANCE Parent and Child Education Program takes on the dual challenge of educating Hispanic parents alongside their children in rural and urban high-risk communities. While children enjoy constructive play and socialization to improve school readiness, parents learn about nutrition, health, and early childhood development. As more and more parents gain these skills, they become a positive force that promotes the value of academic achievement to the larger community. AVANCE’s impact is reflected in the success of the elementary schools served through their programming – while targeting some of the state’s poorest communities.

“The only way to solve the education problem is to begin in the home with the parents, who are their children’s first teachers.”

— Gloria Rodriguez
President, AVANCE Parent and Child Education Program
Rodrigo Baggio’s dream of a better future started out as just that. On a momentous night in 1993, the Brazilian software entrepreneur had a dream in which he saw poor youth using computers to overcome their disadvantages. Baggio’s vision was the impetus for the Committee for Democracy in Information Technology (CDI), a nonprofit that uses information technology to reach neglected groups such as street children, indigenous people, the visually impaired, and prison inmates. It’s not an easy task in a region where Internet use hovers around five percent. Yet CDI has opened hundreds of Citizens Rights Schools in eight countries around the world. While youth gravitate to computer training, the school itself serves as a platform for the entire community to engage in civic participation and literacy training. Wider access to information technology also builds citizen awareness of issues such as health, ecology, human rights, and nonviolence. The CDI method of linking the digital revolution with social education has been adapted by communities in Angola, Japan, and South Africa.

“In my dream, I saw poor youth using computers, having discussions about their rights, and finding solutions for their problems through information technology.”

— Rodrigo Baggio
Executive Director, Committee for Democracy in Information Technology
At one time or another, we've all felt left out when it comes to family or social activities. But for people with disabilities, that experience can be pervasive. The disabled often feel shut off from the larger community and have few options when it comes to leisure activities and social interaction. Community Inclusive Recreation (CIR) was established in 1994 to overcome such obstacles. It's an organization that encourages community participation in activities such as golfing, power-parachuting, cultural events, and big-city excursions. While only 60 percent of CIR’s members are disabled, all participants share a zeal for activities that encourage new friendships and wider personal horizons. It's an approach that works: CIR has a waiting list for nearly all of its activities.

“I don’t think anyone could accomplish what CIR has by working alone.”

— Linda Linke
Founder and Executive Director, Community Inclusive Recreation
As South Africa’s growing freedoms foster changes large and small, it is the vast numbers of rural people who hold great potential for creating jobs, wealth, and social development. The Centre for Integrated Rural Development (CIRD) serves the Eastern Cape, Limpopo, and KwaZulu Natal provinces in South Africa. Its mission is to help rural people build on their strengths of labor capacity, cultural heritage, and natural resources. The initiative promotes efforts to enhance leadership ability, fight unemployment, and reduce poverty and food insecurity. Thousands of participants, largely women and youth, have gained expertise in communications, lobbying, and fund-raising. They’ve also learned to run small retail operations that make and sell native crafts. Other community-based CIRD ventures include seedling nurseries, mussel farms, seaweed harvesting, and raisin exporting.

“Even if Kellogg can no longer support the project, it can continue on its own.”

— Sithembiso Nduku
School Headmaster, Sinoxolo Agricultural Nursery Project
When Wade Redmond developed severe food allergies as an infant, his mother could not find fresh, healthy food in their urban neighborhood. The small convenience stores that served the community offered a selection of produce that was limited in both quality and quantity. Five years later, LaDonna Redmond has spearheaded a project to improve nutrition and food access in Chicago’s Austin neighborhood. The local organizations and universities that comprise this local initiative have established community vegetable gardens, a school-based nutrition program, and a farmer’s market supplied by low-income rural growers. A co-op grocery store is also proposed. Through a university consortium outreach program, residents are learning about nutrition. To help achieve their goal of long-term food security, the project’s organizers are also conducting research on food availability and local eating habits.

“We’re not looking to have a quick fix, or to create a social service intervention. We’re looking to create a pattern of solutions.”

— LaDonna Redmond
Director, Chicago Food Systems Project
What we call service-learning is the way Native people have traditionally passed along their knowledge and culture – through hands-on experience and intergenerational learning. The Turtle Island Project seeks to rejuvenate Native education and culture by incorporating service-learning into school curriculums. An initiative of the National Indian Youth Leadership Project, the multi-state, multi-tribe program has involved 14 schools, 10 colleges, and thousands of students. In the schools, enrichment and activities designed to connect the school with the community meet real needs while incorporating key values of respect, responsibility, and service to others. Students work together to gather oral histories, learn native languages, and mentor disabled children. Young people have also prepared holiday meals for elders, honored unmarked graves, developed a community garden, and completed dozens of other service projects to benefit their communities.

“One of the hallmarks of a good service-learning project is that you provide an opportunity for discovery.”

— Alejandro Lopez
Curriculum Specialist, Project Director, National Indian Youth Leadership Project
East Belgrade has fewer than 500 residents. But with 100 percent voter registration, it has become a community with a voice. In part, that’s due to the Community Health Improvement Process (CHIP) of Onslow County, an element of the Turning Point health initiative. CHIP’s members include citizens, social service providers, elected officials, and educators that have helped the town set new health priorities. Together, they’ve refocused their community health system to make prevention and quality of life issues as important as treating illness. Training for grassroots leaders, combined with support from regional and national organizations, has shown local citizens that everyone has a stake in public health. As a result, residents have launched programs on heart health, held GED classes, and sponsored community cleanups and health fairs. Other activities have raised funds for a community center that will focus on health promotion. While there’s still much to be done in East Belgrade, CHIP has shown people that they don’t have to accept the status quo.

“Any time a person has to do something for himself, he learns to activate his mind, develop leadership, and take responsibility.”

— Lonell Mattocks  
Vice President, Belgrade Community Action Association
WHO WE ARE

The W.K. Kellogg Foundation was established in 1930 by breakfast cereal pioneer W.K. Kellogg. During his lifetime, he donated $66 million in Kellogg Company stock and other investments “to help people help themselves.”

The Foundation receives its income primarily from the W.K. Kellogg Foundation Trust, which was set up by Mr. Kellogg. The Trust continues to own substantial equity in the Kellogg Company, in addition to its diversified portfolio. While Kellogg Company and the Kellogg Foundation have enjoyed a long-standing relationship, the Foundation is governed by its own independent Board of Trustees. The Foundation receives its income primarily from the Trust’s investments.

Over the years, the Kellogg Foundation’s programming has evolved, striving to remain innovative and responsive to the ever-changing needs of society. Today, the organization ranks among the world’s largest private foundations. Grants are awarded in the United States, Latin America and the Caribbean, and six countries in southern Africa – Botswana, Lesotho, Mozambique, South Africa, Swaziland, and Zimbabwe.

MISSION

To help people help themselves through the practical application of knowledge and resources to improve their quality of life, and that of future generations.

VISION

Programming activities center around the common vision of a world in which each person has a sense of worth; accepts responsibility for self, family, community, and societal well-being; and has the capacity to be productive, and to help create nurturing families, responsive institutions, and healthy communities.

VALUES

We believe that:

- those who are most vulnerable in society have voices and should be heard;
- diversity and inclusivity are essential for creativity and innovation;
- all communities have assets, including history, knowledge, culture, and the power to define and solve their own problems;
- the nurturance of individuals and families fosters the growth of healthy communities;
- leaders and leadership can be developed and nurtured;
- partnerships, collaboration, and civic participation are fundamental to improving organizations and institutions, and to assuring sustainable social change;
- the richness and energy of life are determined by the synergy of mind, body, and spirit;
- a society’s future is dependent upon the quality of nurturance and investment in its children;
- the human condition can be improved by the appropriate use of knowledge, science, and technology;
- the fostering of healthy human development emphasizes prevention over treatment; and
- long-term sustainability should be encouraged through the wise use of human and natural resources.

PROGRAMMING INTERESTS

Grants are made in four areas:

- Health
- Food Systems and Rural Development
- Youth and Education
- Philanthropy and Volunteerism

Geographic Priorities

These areas are addressed in our programming in the United States, Latin America and the Caribbean, and southern Africa. Programming in these interest areas is tailored to meet the needs of each geographic region. In our hometown of Battle Creek, Michigan, we focus the programming to fit the needs of the greater Battle Creek area. Following is a brief description of the Foundation’s interests in each region.
United States

Health

Health programming at the Kellogg Foundation focuses explicitly on improving individual and community health, and improving access and the quality of health care. The goal over the next five years is to promote health among vulnerable individuals and communities through programming that: empowers individuals, mobilizes communities, engages institutions, improves health care quality and access, and informs public and marketplace policy. Grantmaking takes into account the social and economic determinants of health within a person’s community, the quality of health institutions within that community, and the policies that determine how health services are organized, provided, and financed. Grantmaking also targets communities, health care systems, and public health as centers of change.

Food Systems and Rural Development

Food Systems and Rural Development at the Kellogg Foundation fills a programming niche undertaken by few other major foundations. The food systems grantmaking focuses on catalyzing efforts that lead to a safe, wholesome food supply for this and future generations while ensuring that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long-term, and socially responsible. The rural development work supports comprehensive, collaborative, and integrative efforts of people, organizations, and institutions. Together, they create social and economic opportunities that lead to healthy rural communities and improvement in the lives of rural residents.

Youth and Education

Using a holistic, child-centered approach, Youth and Education programs address the preschool through college continuum – ages 0 to 24. The overall goal is to support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children’s learning. The strategies are: 1) mobilize youth, families, and communities to inform policies that affect learning and achievement for vulnerable children and youth; and 2) forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people.

Philanthropy and Volunteerism

The Kellogg Foundation has long been committed to enhancing and promoting philanthropy and volunteerism. Current programming is focused on building a mutually responsible and just society in which all have the ability and means to contribute to the common good. We believe that everyone gives in various ways – time, money, and experience. Therefore, our programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools that advance the effectiveness and innovation of the philanthropic sector. Key target populations include youth, women, and communities of color.

Greater Battle Creek

The Kellogg Foundation maintains strong ties to Battle Creek, Michigan, which was W.K. Kellogg’s hometown. We do this by partnering with the community to help people reach their full educational and economic potential. The ultimate goal is to create a more just, healthy, and sustainable community. Grantmaking is focused largely on 1) creating brighter futures through improved education for youth; and 2) increasing self-sufficiency by promoting economic growth for families and neighborhoods.

Learning Opportunities

To increase the effectiveness of the Kellogg Foundation’s work, it seeks to learn from the knowledge, experiences, and lessons learned by all of its projects as they apply to: Leadership, Information and Communication Technology, Capitalizing on Diversity, and Social and Economic Community Development. All prospective grantees are encouraged to consider these elements when designing a proposal to fit the programming interests previously described.
Southern Africa
In Botswana, Lesotho, Mozambique, South Africa, Swaziland, and Zimbabwe, an integrated approach is taken to addressing the Foundation’s key programming interests. Following are the strategies that detail these interests:

**Strengthen Leadership Capacity**
This strategy serves as the primary integrator of all three strategies for work in the region. Current programming seeks to build the capacity of leaders at the local, provincial, national, regional, and global levels. It is also concerned with increasing community voices in the policy development process to strengthen young leaders for the 21st century.

**Strengthen the Capacity of Communities**
This programming strategy targets district-level sites to increase cooperation among local government, business, community-based organizations, education institutions and agencies, and to enhance participation of rural youth in social and economic development.

**Organizational and Institutional Development and Transformation**
Attention is focused on improving the southern African social infrastructure through institutions of higher education, organizations that create employment and productivity, and information systems that support social development.

Latin America and the Caribbean
In Latin America, the Foundation takes an integrated approach in addressing its key programming interests. Following are the strategies that detail these interests:

**Regional Development**
Attention is given to supporting groups of projects that demonstrate ways to break the cycle of poverty in selected micro-regions. Strategies to promote the development, participation, and leadership of local youth are central to this effort. Priority geographic areas targeted by this work include: southern Mexico and Central America (including parts of the Caribbean), northeast Brazil, and the Andean zones of Bolivia, Peru, and southern Ecuador.

**Application of Knowledge and Best Practices**
The Foundation supports projects in Latin America and the Caribbean that offer innovative approaches in leadership development, citizenship and social responsibility, institution-building and strategic alliances, and the access to information technology. The focus is on approaches that will enhance regional development in the priority geographic areas.

**PROGRAMMING GUIDELINES**
The following guidelines help direct the Kellogg Foundation’s funding decisions:

1. **Foundation Goals:** The Foundation will only consider requests that fall within the previously described interest areas. Please consult the Foundation’s Web site at www.wkkf.org for additional information.

2. **Geographic Considerations:** Generally, the Foundation gives priority to applicants from these targeted regions:
   - The United States
   - Latin America and the Caribbean
   - Southern Africa – Botswana, Lesotho, Mozambique, South Africa, Swaziland, and Zimbabwe

3. **Activities/Projects Not Funded:** Generally, the Foundation does not make loans and does not provide grants for:
   - Operational phases of established programs
   - Capital purposes (purchasing, remodeling, or furnishing of facilities and equipment, except as part of a programmatic effort)
   - Separate budget line items labeled as “indirect or overhead costs”
   - Conferences
   - Films, television, or radio programs, unless they are integral parts of a project or program already being funded
Endowments or development campaigns
Religious programs
Individuals

4. Research Funding: Research is funded only as a part of a broader program (research to investigate the effects of a Foundation-funded project, for example).

5. Planning or Studies: Funds may be provided to grantees for planning or studies that directly assist in the development or implementation of a project. This may occur when planning or studies are needed to enhance a project’s objectives.

6. Qualifying Organizations/Projects: To be eligible for support, the organization or institution, as well as the purpose of the proposed project, must qualify under regulations of the United States Internal Revenue Service.

7. Sustainability of Project: The grantee, community, or other beneficiary must demonstrate the potential to continue the funded work in a self-renewing manner after Kellogg Foundation funding ceases.

APPLICATION PROCESS

We prefer that grant applicants submit their requests electronically by using the Foundation’s online application at www.wkkf.org/ApplyOnline. Grant applicants who do not apply electronically should submit a pre-proposal letter of less than five pages, containing the following information:

- Contact name
- Legal organization name (please spell out acronyms where possible)
- Complete street and mailing address
- Phone numbers and e-mail addresses (where possible)
- Grant purpose statement (40-50 words maximum)
- Total dollar amount requested
- Project activities, objectives, targeted audience(s), operational procedures, and time schedules (or anticipated duration of the proposed grant)
- Anticipated outcomes/impact/sustainability
- Personnel and financial resources available and needed

Pre-proposals should be submitted electronically, where possible. When not, they should be submitted on standard-size (8-1/2” x 11”) light-colored paper. Please do not provide a plastic-bound, or expensively produced pre-proposal.

At this preliminary stage, personal visits to the Foundation by prospective grantees are discouraged.

The Foundation will give prompt consideration to all pre-proposal letters. The initial review may take up to three months to complete. If the proposal falls within the Foundation’s priorities and available resources, the applicant may be asked to develop a more detailed proposal.

Note: Due to the large volume of materials received, please do not send the following unless specifically requested: invoices, IRS information, lists of boards of directors or staff, job descriptions, résumés, staff biographies, annual reports/publications, letters of support, news articles, photographs, videos, cassettes, CDs, or books.

Letters should be directed to:
Supervisor of Proposal Processing
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4058
USA

To obtain detailed information about each of these areas – as well as material pertinent to each geographic region – contact the W.K. Kellogg Foundation at (269) 968-1611, or visit our Web site at www.wkkf.org.
During the 2002-2003 fiscal year, the W.K. Kellogg Foundation’s Board of Trustees held 12 monthly meetings and two special meetings to consider grant proposals and review Foundation operations. In March 2003, the Trustees traveled to southern Africa. They visited Foundation-funded efforts in South Africa, Mozambique, and Swaziland, where they monitored progress and explored opportunities for future programming in the region. The Board of Trustees also held a retreat in June 2003 to review Foundation programming and operations, as well as to focus on future directions.

The annual meeting of the corporation was held December 19, 2002. Three Trustees were elected to three-year terms at the 72nd annual meeting of the members. They were Wenda Weekes Moore, Hanmin Liu, and Fred P. Keller.

During the annual meeting that preceded the 871st consecutive convening of the Board of Trustees, officers were re-elected and committee appointments were made. President and CEO William C. Richardson was re-elected by the Board. Also re-elected were Senior Vice President and Corporate Secretary Gregory A. Lyman; Senior Vice President for Programs Anne C. Petersen; Vice President and Chief Investment Officer Paul J. Lawler; Vice President for Finance and Treasurer LaJune Montgomery-Talley; Assistant Corporate Secretary Mary Carole Cotter; Vice Presidents for Programs Richard M. Foster, Marguerite M. Johnson, Robert F. Long, and Gail D. McClure.

Appointed to the Board’s Finance Committee were William C. Richardson, chair; Jonathan T. Walton, Shirley D. Bowser, Hanmin Liu, and Howard F. Sims. Four Trustees were appointed to the Board’s Audit Committee: Cynthia H. Milligan, chair; Howard F. Sims, Joseph M. Stewart, and Fred P. Keller. Appointed to the Budget Committee were Dorothy A. Johnson, chair; Hanmin Liu, Joseph M. Stewart, and Cynthia H. Milligan. Four Trustees were appointed to the Board Development Committee: Jonathan T. Walton, chair; Shirley D. Bowser, Dorothy A. Johnson, and Fred P. Keller. Board Chair Wenda Weekes Moore and President William C. Richardson serve as ex-officio members on all Board committees. The Finance Committee met five times, the Board Development Committee met four times, the Audit Committee met three times, and the Budget Committee met twice.

Gregory A. Lyman
Senior Vice President and Corporate Secretary
THE W.K. KELLOGG FOUNDATION BOARD OF TRUSTEES

Standing from left: Shirley D. Bowser, Williamsport, Ohio; Howard F. Sims, Detroit, Michigan; William C. Richardson, Hickory Corners, Michigan; Dorothy A. Johnson, Grand Haven, Michigan; Joseph M. Stewart, Battle Creek, Michigan; Cynthia H. Milligan, Lincoln, Nebraska.

Seated from left: Fred P. Keller, Grand Rapids, Michigan; Hanmin Liu, San Francisco, California; Wenda Weekes Moore, Minneapolis, Minnesota; Jonathan T. Walton, Detroit, Michigan; Russell G. Mawby, Augusta, Michigan.
Staff Listing

EXECUTIVE STAFF

William C. Richardson  
President and Chief Executive Officer

Paul J. Lawler  
Vice President and  
Chief Investment Officer

James E. McHale  
Assistant Vice President

Gregory A. Lyman  
Senior Vice President and  
Corporate Secretary

Mary Carole Cotter  
General Counsel and  
Assistant Corporate Secretary

La June Montgomery-Talley  
Vice President – Finance and Treasurer

Anne C. Petersen  
Senior Vice President for Programs

Richard M. Foster  
Vice President for Programs

Marguerite M. Johnson  
Vice President for Programs

Robert F. Long  
Vice President for Programs

Gail D. McClure  
Vice President for Programs

STAFF

Sally J. Altes  
Program Operations Training and  
Support Analyst

C. Patrick Babcock  
Director of Public Policy

Michele L. Babcock  
Finance Specialist

Gillian R. Barclay  
Evaluation Manager

Denice R. Bates  
Program Assistant

Lea Ann Beacham  
Program Assistant

Crystal L. Beard  
Program Assistant

Annette R. Beecham  
Program Assistant

Teresa R. Behrens  
Director of Evaluation

Luz E. Benitez Delgado  
Office Manager

Anthony R. Berkley  
Evaluation Manager

Karen L. Bernard  
Grant Commitment Specialist

Mary L. Bird  
Administrative Services Technician

Jacquelynn K. Borden-Conyers  
Communications Manager

Kathryn L. Borgert  
Program Assistant

Donna M. Bradshaw  
Finance Specialist

Sabina S. Brand  
Program Budget Specialist

Sandra K. Brookmyer  
Local Area Network Analyst

Jennifer L. Brown  
Human Resources Specialist

Pamela L. Bruinekool  
Program Assistant

Robert L. Bundy, Jr.  
Project Leader/Media Systems  
Implementation

Jacqueline R. Burkett  
Program Assistant

Laura L. Burr  
Associate Director of Internal Audit

Teri L. Byrd  
Meeting Planner

Caroline M. Carpenter  
Program Director

Ted H. Chen  
Program Director

Barbara E. Chester  
Guest Services Representative

Renee A. Church  
Employee Dining Cook

Maynard L. Clark, Jr.  
Maintenance Technician

Cherie M. Clements  
Finance Specialist

David A. Cournoyer  
Communications Manager

Gene R. Cox  
Human Resources Team Leader,  
Staff Development

James S. Craft  
Records Technician

Bernice R. Curry-Pattin  
Finance Specialist

Sandra L. Curtis  
Administrative and Budget Specialist

Gwen A. Day  
Human Resources Specialist,  
Staff Development

Timothy L. Dechant  
Director of Technology

Brad G. DeHart  
Facilities Manager

Gloria Dickerson  
Controller

Jodi L. Dodge  
Human Resources Office Administrator

Rhoda L. Du Plessis  
Program Assistant

Lori S. Easlick  
Assistant to the President/CEO

Nancy K. Eley  
Program Assistant

Janet K. Ellis  
Administrative Assistant

Barbara A. Engelhart  
Grant Eligibility and Tax Specialist

Kathleen A. England  
Program Budget Specialist

Charlene E. Erskine  
Office Manager

Celeste M. Etheridge  
Program Budget Specialist

Janet E. Evans  
Administrative Analyst

Tracie J. Farrah  
Travel Specialist

Jane A. Feilen  
Information Processing Specialist

Amy K. Feiser  
Program Assistant

Barbara L. Fitch  
Program Assistant

Timothy L. Dechant  
Director of Technology
This list reflects current staffing as of October 15, 2003.
Treasurer’s Report

The Foundation’s diversified investment strategy and conservative budgeting approach has yielded consistent overall investment returns for the third consecutive year. Total assets of the Foundation and the Foundation Trust were $5.7 billion at August 31, 2003, compared to $5.5 billion for the prior fiscal year end. The Kellogg stock continues to serve as a stabilizing mechanism in the Foundation’s portfolio and has outperformed its peer group for the three-year period ending August 31, 2003. Additionally, the Foundation’s diversified portfolio was well-positioned to benefit from the economic expansion during the year.

Contributions from the W.K. Kellogg Foundation Trust, of which the Foundation is sole beneficiary, and other trusts, were $251.8 million.

Grant commitments for the Foundation increased by eight percent during the fiscal year. The Board of Trustees appropriated a total of $303.6 million for multiple and single-year grants and operations. From outstanding appropriations, new program commitments of $230.8 million were made and program payments totaled $201.3 million.

Detailed financial statements are presented to the Foundation’s Board of Trustees bimonthly. Fiscal operating plans prepared by management are reviewed by the Budget Committee and then forwarded to the full Board for approval. An Audit Committee of the Board reviews the results of the independent accountants’ and the Foundation internal audit office’s examinations. Under the guidance of our Audit Committee, the Foundation conducted a competitive process to secure independent audit services. As of May 14, 2003, Deloitte & Touche, LLP serves as the independent accountants for the Foundation and the Trust.

La June Montgomery-Talley
Vice President – Finance and Treasurer
Report of Independent Accountants

Board of Trustees
W.K. Kellogg Foundation
and W.K. Kellogg Foundation Trust

We have audited the accompanying combined statements of financial position of W.K. Kellogg Foundation (the “Foundation”) and W.K. Kellogg Foundation Trust (the “Trust”) as of August 31, 2003, and the related combined statements of activities and cash flows for the year then ended. These combined financial statements are the responsibility of the Foundation’s and Trust’s management. Our responsibility is to express an opinion on these combined financial statements based on our audit. The financial statements of the Foundation and the Trust as of and for the year ended August 31, 2002, were audited by other auditors whose report, dated October 3, 2002, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, such combined 2003 financial statements present fairly, in all material respects, the financial position of W.K. Kellogg Foundation and W.K. Kellogg Foundation Trust as of August 31, 2003, and the results of their combined activities and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

October 3, 2003
# Combined Statements of Financial Position

### August 31, 2003

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>August 31, 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td>$59,557,053</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$59,557,053</td>
</tr>
<tr>
<td>Diversified investment</td>
<td>$260,853,982</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>$1,086,108</td>
</tr>
<tr>
<td>Loans receivable</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>$1,481,335</td>
</tr>
<tr>
<td>Plant and equipment, net</td>
<td>$63,373,959</td>
</tr>
<tr>
<td>Contributions receivable from contingent trusts</td>
<td>$10,996,626</td>
</tr>
<tr>
<td><strong>Total Foundation</strong></td>
<td>$400,349,063</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td>$57,689,701</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$57,689,701</td>
</tr>
<tr>
<td>Diversified investments</td>
<td>$1,010,563,891</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>$34,091,725</td>
</tr>
<tr>
<td>Net receivable on unsettled investment trades</td>
<td>$2,085,833</td>
</tr>
<tr>
<td>Kellogg Company common stock – 125,231,840 shares in 2003 and 127,188,740 shares in 2002, – at fair market value</td>
<td>$4,199,023,595</td>
</tr>
<tr>
<td>Contributions receivable from contingent trusts</td>
<td>$25,499,494</td>
</tr>
<tr>
<td><strong>Total Trust</strong></td>
<td>$5,328,954,239</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,729,303,302</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>August 31, 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
</tr>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$3,585,474</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>$2,536,480</td>
</tr>
<tr>
<td>Grants payable</td>
<td>$173,038,958</td>
</tr>
<tr>
<td>Post-retirement liability</td>
<td>$12,727,338</td>
</tr>
<tr>
<td><strong>Total Foundation</strong></td>
<td>$191,888,250</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td></td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>$85,376,567</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$277,264,817</td>
</tr>
<tr>
<td>Net Assets:</td>
<td></td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$197,464,187</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>$10,996,626</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$5,452,038,485</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,729,303,302</td>
</tr>
</tbody>
</table>

### August 31, 2002

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>August 31, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td>$39,251,975</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$39,251,975</td>
</tr>
<tr>
<td>Diversified investment</td>
<td>$242,373,609</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>$1,531,279</td>
</tr>
<tr>
<td>Loans receivable</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>$3,343,506</td>
</tr>
<tr>
<td>Plant and equipment, net</td>
<td>$63,912,441</td>
</tr>
<tr>
<td>Contributions receivable from contingent trusts</td>
<td>$10,302,754</td>
</tr>
<tr>
<td><strong>Total Foundation</strong></td>
<td>$363,715,564</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td>$60,898,111</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$60,898,111</td>
</tr>
<tr>
<td>Diversified investments</td>
<td>$953,842,642</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>$35,658,228</td>
</tr>
<tr>
<td>Net receivable on unsettled investment trades</td>
<td>$1,603,399</td>
</tr>
<tr>
<td>Kellogg Company common stock – 125,231,840 shares in 2003 and 127,188,740 shares in 2002, – at fair market value</td>
<td>$4,090,389,878</td>
</tr>
<tr>
<td>Contributions receivable from contingent trusts</td>
<td>$24,386,277</td>
</tr>
<tr>
<td><strong>Total Trust</strong></td>
<td>$5,166,778,535</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,330,494,099</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>August 31, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
</tr>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$2,416,351</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>$2,820,749</td>
</tr>
<tr>
<td>Grants payable</td>
<td>$119,529,583</td>
</tr>
<tr>
<td>Post-retirement liability</td>
<td>$11,260,935</td>
</tr>
<tr>
<td><strong>Total Foundation</strong></td>
<td>$136,027,618</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td></td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>$80,833,697</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$216,861,315</td>
</tr>
<tr>
<td>Net Assets:</td>
<td></td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$217,385,192</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>$10,302,754</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$5,085,944,838</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,313,632,784</td>
</tr>
</tbody>
</table>

See notes to combined financial statements
## Combined Statements of Activities

### Revenues and Gains (Losses):

<table>
<thead>
<tr>
<th>Item</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust</td>
<td>$251,000,000</td>
<td>$258,000,000</td>
</tr>
<tr>
<td>Other contributions and gifts</td>
<td>760,021</td>
<td>786,224</td>
</tr>
<tr>
<td>Investment income:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>7,611,307</td>
<td>20,977,273</td>
</tr>
<tr>
<td>Dividends</td>
<td>1,237,000</td>
<td>133,889,649</td>
</tr>
<tr>
<td>Net realized (losses) gains on investments</td>
<td>(8,850,922)</td>
<td>49,898,507</td>
</tr>
<tr>
<td>Change in net unrealized market appreciation (depreciation)</td>
<td>25,447,756</td>
<td>213,665,494</td>
</tr>
<tr>
<td>Less expenses of earning income</td>
<td>(1,888,934)</td>
<td>(5,762,529)</td>
</tr>
<tr>
<td>Increase (decrease) in value of contingent trusts</td>
<td>693,872</td>
<td>1,113,217</td>
</tr>
<tr>
<td>Refunds of prior year program payments</td>
<td>489,182</td>
<td>815,484</td>
</tr>
<tr>
<td>Other receipts</td>
<td>2,519</td>
<td>15,573</td>
</tr>
</tbody>
</table>

**Total revenues and gains (losses)**

| W.K. Kellogg Foundation | $276,501,801 |
| W.K. Kellogg Foundation Trust | 413,781,611 |

### Expenses:

<table>
<thead>
<tr>
<th>Item</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributions to the W.K. Kellogg Foundation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>229,812,644</td>
<td>213,125,170</td>
</tr>
<tr>
<td>Program activities</td>
<td>25,164,761</td>
<td>22,377,934</td>
</tr>
<tr>
<td>General operations</td>
<td>37,364,772</td>
<td>34,876,979</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,856,028</td>
<td>2,773,377</td>
</tr>
<tr>
<td>Federal excise tax (credit) provision</td>
<td>530,729</td>
<td>(140,046)</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>295,728,934</td>
<td>256,148,777</td>
</tr>
</tbody>
</table>

**Increase (decrease) in net assets**

| W.K. Kellogg Foundation | (19,227,133) |
| W.K. Kellogg Foundation Trust | 157,632,834 |

**Net assets – Beginning of year**

| W.K. Kellogg Foundation | 227,687,946 |
| W.K. Kellogg Foundation Trust | 5,085,944,838 |

**Net assets – End of year**

| W.K. Kellogg Foundation | $208,460,813 |
| W.K. Kellogg Foundation Trust | $5,243,577,672 |

See notes to combined financial statements
# Combined Statements of Cash Flows

## CASH FLOWS FROM OPERATING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in net assets</td>
<td>$ (19,227,133)</td>
<td>$ 157,632,834</td>
<td>$ (22,712,189)</td>
<td>$ (176,220,030)</td>
</tr>
<tr>
<td>Adjustments to reconcile increase (decrease) in net assets to cash flows from operations:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,856,028</td>
<td></td>
<td>2,773,377</td>
<td></td>
</tr>
<tr>
<td>Net realized (gains) losses on investments</td>
<td>8,850,922</td>
<td>(49,898,507)</td>
<td>2,374,137</td>
<td>(46,835,860)</td>
</tr>
<tr>
<td>Change in net unrealized market appreciation</td>
<td>(25,470,671)</td>
<td>(213,665,494)</td>
<td>12,888,501</td>
<td>116,635,996</td>
</tr>
<tr>
<td>(depreciation)</td>
<td></td>
<td></td>
<td>(1,113,722)</td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in operating assets and liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net receivable on unsettled investment trades</td>
<td>(482,434)</td>
<td></td>
<td>(1,039,897)</td>
<td></td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>445,171</td>
<td>1,566,503</td>
<td>(97,916)</td>
<td>1,669,250</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>1,862,171</td>
<td></td>
<td>23,386</td>
<td></td>
</tr>
<tr>
<td>Contributions receivable from contingent trusts</td>
<td>(693,872)</td>
<td>(1,113,217)</td>
<td>1,668,712</td>
<td>52,029</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>1,169,123</td>
<td></td>
<td>9,961</td>
<td></td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>(166,670)</td>
<td></td>
<td>275,100</td>
<td></td>
</tr>
<tr>
<td>Net payable on unsettled investment trades</td>
<td>(117,599)</td>
<td></td>
<td>(2,867,060)</td>
<td></td>
</tr>
<tr>
<td>Grants payable</td>
<td>53,509,375</td>
<td></td>
<td>12,379,399</td>
<td></td>
</tr>
<tr>
<td>Post-retirement liability</td>
<td>1,466,403</td>
<td></td>
<td>1,007,120</td>
<td></td>
</tr>
<tr>
<td>Total adjustments</td>
<td>43,710,381</td>
<td>(259,050,279)</td>
<td>30,434,717</td>
<td>69,367,796</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>24,483,248</td>
<td>(101,417,445)</td>
<td>7,722,528</td>
<td>(106,852,234)</td>
</tr>
</tbody>
</table>

## CASH FLOWS FROM INVESTING ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of investments</td>
<td>(86,787,432)</td>
<td>(462,187,589)</td>
<td>(126,661,045)</td>
<td>(708,295,093)</td>
</tr>
<tr>
<td>Proceeds from sale of investments</td>
<td>84,926,808</td>
<td>560,396,624</td>
<td>115,208,930</td>
<td>828,447,499</td>
</tr>
<tr>
<td>Acquisition of fixed assets</td>
<td>(2,317,546)</td>
<td></td>
<td>(1,212,791)</td>
<td></td>
</tr>
<tr>
<td>Net cash (used in) provided by investing activities</td>
<td>(4,178,170)</td>
<td>98,209,035</td>
<td>(12,664,906)</td>
<td>120,152,406</td>
</tr>
<tr>
<td>(Decrease) increase in cash and cash equivalents</td>
<td></td>
<td></td>
<td>(4,942,378)</td>
<td>13,300,172</td>
</tr>
<tr>
<td>Cash and cash equivalents – Beginning of year</td>
<td>20,305,078</td>
<td>(3,208,410)</td>
<td>44,194,353</td>
<td>47,597,939</td>
</tr>
<tr>
<td>Cash and cash equivalents – End of year</td>
<td>39,251,975</td>
<td>60,898,111</td>
<td>39,251,975</td>
<td>60,898,111</td>
</tr>
<tr>
<td></td>
<td>$ 59,557,053</td>
<td>$ 57,689,701</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See notes to combined financial statements
The Foundation and Trust invest in certain alternative investments which include investments in limited partnerships, hedge funds, and offshore vehicles. The market values for alternative investments have not been audited as of August 31, 2003 or 2002. Market values represent the Foundation’s and Trust’s pro rata interest in the net assets of each limited partnership, hedge fund or offshore vehicle as of August 31, 2003 and 2002, respectively. Market values are based on unaudited financial information supplied by the general partner or manager of the funds. As of August 31, 2003 and 2002, the Trust had total unfunded capital commitments to alternative investments of $105,557,485 and $111,262,310, respectively. The Foundation had total unfunded capital commitments to alternative investments of $14,755,000 and $19,275,000, respectively. Because of the inherent uncertainty of the valuation of the limited partnerships, the unaudited market values reflected in the accompanying financial statements may differ significantly from realizable values.

The Trust has entered into a securities lending arrangement with their custodian, whereby securities are loaned to various parties who in turn pay interest to the Trust for the periods the securities are borrowed. As of August 31, 2003, and 2002, investments in securities with market values of $155,450,112 and $101,237,680, respectively, were loaned. The Trust maintains full ownership of these securities and no restrictions exist to limit the use of these securities by the Trust. The custodian holds required collateral, and the Trust has a written guaranty from the custodian, which covers all uncollected securities loaned.

Property and Equipment – The building is depreciated over 40 years with building improvements being depreciated over the remaining life of the building. Equipment and capitalized software costs are depreciated on the straight-line basis over the estimated useful lives of the assets which range from two to 15 years.

Grants – Unconditional grants are recorded as expense in the year in which they are approved. Conditional grants are recorded as expense when the conditions have been met. As of August 31, 2003 and 2002, the amount of conditional grants outstanding approximated $11,704,873 and $10,915,710, respectively.

Reclassifications – Certain reclassifications have been made to the 2002 financial statements to conform with those used in 2003.

Use of Estimates – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, income, and expenses. Actual results could differ from those estimates. The plan utilizes various investment instruments. Investment securities, in general, are exposed to various risks, such as interest rate credit and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the financial statements.

Distribution of Trust Receipts – Under the Trust agreement, the Trust is required to distribute to the Foundation, at a minimum, its net interest and dividends at least quarterly.

2. INVESTMENTS

Cost and market value of investments held at August 31, 2003, and 2002, were as follows:

<table>
<thead>
<tr>
<th>August 31, 2003</th>
<th>August 31, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$104,427,298</td>
</tr>
<tr>
<td>Common stocks</td>
<td>$156,426,684</td>
</tr>
<tr>
<td>Total Foundation</td>
<td>$260,853,982</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$268,839,682</td>
</tr>
<tr>
<td>Other common and preferred stocks</td>
<td>$741,724,209</td>
</tr>
<tr>
<td>Total</td>
<td>$1,010,563,891</td>
</tr>
<tr>
<td>Kellogg Company common stock</td>
<td>$4,199,023,595</td>
</tr>
<tr>
<td>Total Trust</td>
<td>$5,209,587,486</td>
</tr>
</tbody>
</table>

Cash and Cash Equivalents are defined as investments with original maturities of 90 days or less.

Investments – The Foundation and Trust report marketable securities on the basis of quoted market values. Realized and unrealized gains or losses on investments represent the difference between the original cost of investments and the sales proceeds (realized) or the fair market value at the end of the year (unrealized). Cost is determined on the average cost basis for the Foundation and on a first-in, first-out basis for the Trust. The sale and purchase of investments is recorded at the date of trade, which can result in either a net receivable or net payable on unsettled investment trades at the balance sheet date.
Market values of investments are based on August 31, 2003 and 2002, published quotations, except that estimates are used when quotations are not available. Fixed income securities consist of U.S. government securities, U.S. government guaranteed securities, investments in fixed income mutual funds and corporate securities. Common stocks consist principally of U.S. and international equity securities and investments in equity mutual funds.

Published market quotations do not necessarily represent realizable values, particularly where sizable holdings of a company’s stock exist, as in the case of the Trust’s holding of Kellogg Company common stock.

3. PROPERTY AND EQUIPMENT

Property and equipment at August 31, 2003, and 2002, are summarized as follows:

<table>
<thead>
<tr>
<th>August 31, 2003</th>
<th>August 31, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and land improvements</td>
<td>$17,784,867</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>$55,185,693</td>
</tr>
<tr>
<td>Equipment</td>
<td>$6,034,631</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>$7,968,560</td>
</tr>
<tr>
<td>Capitalized software costs</td>
<td>$5,353,339</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>$1,253,956</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>$93,581,046</td>
</tr>
<tr>
<td>(30,207,087)</td>
<td>(27,369,059)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$63,373,959</strong></td>
</tr>
</tbody>
</table>

4. EXCISE TAX REQUIREMENTS

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (“IRC”), but is subject to a two percent (one percent if certain criteria are met) federal excise tax on net investment income, including net realized gains, as defined by the IRC.

Current and deferred excise taxes were provided at one percent and two percent, respectively, for both 2003 and 2002. The current and deferred portions of the excise tax provisions were $21,316 and $509,413, respectively, for the Foundation and $875,440 and $4,273,337 for the Trust in 2003. The current and deferred portions of the excise tax provisions (benefits) for 2002 were $117,724 and ($257,770), respectively, for the Foundation and $3,557,045 and ($2,332,751), respectively, for the Trust. As permitted, management intends to distribute sufficient amounts to cover the IRC required distribution in the subsequent tax year.

5. POST-RETIREMENT BENEFITS

The Foundation has defined contribution and defined benefit retirement income plans covering all full-time employees. The Foundation funded and charged to expense contributions of $2,520,267 and $1,999,690 in 2003 and 2002, respectively, related to the defined contribution plan. The defined benefit plan is funded in amounts sufficient to meet the minimum requirements of the Employee Retirement Income Security Act of 1974. No funding of the defined benefit plan was required in 2003 or 2002. The Foundation provides post-retirement medical and life insurance benefits to all employees who meet eligibility requirements.

<table>
<thead>
<tr>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2003</strong></td>
<td><strong>2002</strong></td>
</tr>
<tr>
<td>Projected benefit obligation at August 31</td>
<td>$4,486,198</td>
</tr>
<tr>
<td>Fair value of plan assets at August 31</td>
<td>$2,623,794</td>
</tr>
<tr>
<td>Funded status</td>
<td>($1,862,404)</td>
</tr>
<tr>
<td>Prepaid (accrued) benefit cost recognized in the statement of financial position</td>
<td>$283,603</td>
</tr>
</tbody>
</table>

6. INTEREST IN CONTINGENT TRUSTS

The Trust has contingent rights as the beneficiary to one remaining trust that had a market value of $25,499,494 and $24,386,277 at August 31, 2003, and 2002, respectively.

The Foundation has contingent rights as the beneficiary of three restricted trusts that had combined market values of $10,996,626 and $10,302,754 at August 31, 2003, and 2002, respectively.
During the past fiscal year, September 1, 2002, through August 31, 2003, the Foundation made grant expenditures of $201,442,078 to 941 of its 2,706 active projects.

### AREAS OF INTEREST

<table>
<thead>
<tr>
<th>Area</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>$24,074,248</td>
</tr>
<tr>
<td>Food Systems and Rural Development</td>
<td>$22,222,629</td>
</tr>
<tr>
<td>Youth and Education</td>
<td>$32,138,233</td>
</tr>
<tr>
<td>Philanthropy and Volunteerism</td>
<td>$16,324,408</td>
</tr>
<tr>
<td>Greater Battle Creek</td>
<td>$7,036,233</td>
</tr>
<tr>
<td>Cross Program/Learning Opportunities</td>
<td>$1,108,269</td>
</tr>
<tr>
<td>Recurring Grants</td>
<td>$8,012,997</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$25,043,983</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>$18,010,482</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>$22,331,787</td>
</tr>
<tr>
<td>Program Activities</td>
<td>$25,138,809</td>
</tr>
<tr>
<td>Total</td>
<td>$201,442,078</td>
</tr>
</tbody>
</table>

1. Cross Program Initiatives include Devolution; Learning Opportunities include Leadership, Information and Communication Technology, Diversity, and Social and Economic Community Development
2. Recurring Grants include Corporate Giving, Matching Grants Program, Program Initiatives Fund, and Trustee Mini-Grants

### GEOGRAPHIC AREAS

<table>
<thead>
<tr>
<th>Area</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$161,099,809</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>$18,010,482</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>$22,331,787</td>
</tr>
<tr>
<td>Total</td>
<td>$201,442,078</td>
</tr>
</tbody>
</table>
New Commitments

During the past fiscal year, September 1, 2002, through August 31, 2003, the Foundation made $230,838,680 in new commitments to 701 projects.

The following pages report on these new grant commitments made by the Kellogg Foundation during the 2002-2003 fiscal year. Grantee names and amounts of individual grants are listed by geographic region, program area, and strategy.

Also included is a key element legend that denotes when a project’s interests span multiple areas.

The percentages below reflect how the Foundation’s new grant commitments for 2002-2003 are distributed across a range of program interests. Because a single grant may touch on several areas, the cumulative total exceeds 100 percent.

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>25 percent</td>
</tr>
<tr>
<td>Food Systems and Rural Development</td>
<td>18 percent</td>
</tr>
<tr>
<td>Youth and Education</td>
<td>44 percent</td>
</tr>
<tr>
<td>Philanthropy and Volunteerism</td>
<td>21 percent</td>
</tr>
<tr>
<td>Leadership</td>
<td>37 percent</td>
</tr>
<tr>
<td>Information and Communication Technology</td>
<td>11 percent</td>
</tr>
<tr>
<td>Capitalizing on Diversity</td>
<td>26 percent</td>
</tr>
<tr>
<td>Social and Economic Community Development</td>
<td>33 percent</td>
</tr>
</tbody>
</table>

KEY ELEMENTS LEGEND

- HE Health
- FSRD Food Systems and Rural Development
- Y&E Youth and Education
- P&W Philanthropy and Volunteerism
- LDR Leadership
- ICT Information and Communication Technology
- COD Capitalizing on Diversity
- SECD Social and Economic Community Development

UNITED STATES PROGRAMMING

Health
- General Grantmaking
- Comprehensive Health-Care Systems
- Health Care Safety Net
- Health Leadership
- Informing Public Policymaking
- Leadership Development
- Quality Health Care
- Workforce Development

Food Systems and Rural Development
- General Grantmaking
- Food and Society
- Mid South Delta Initiative
- Rural Development: Networks for Rural Policy Development
- Rural Development: People and Land

Youth and Education
- General Grantmaking
- Forge Partnerships Between Education Institutions and Communities
- Mobilize Youth, Families, and Communities

Philanthropy and Volunteerism
- Unleashing New Resources

Greater Battle Creek
- General Grantmaking
- Neighborhoods

Cross Program Initiatives
- Devolution
- Learning Opportunities
- Repeating Grants
- Corporate Giving
- Matching Grants Program
- Program Initiatives Fund
- Trustee Mini-Grants
- Special Opportunities
  - Kellogg Leadership for Community Change
  - U.S. Other
  - International Other

SOUTHERN AFRICA PROGRAMMING
- General Grantmaking
- Strengthen Capacity of Communities
- Strengthen Leadership Capacity
- Organizational and Institutional Development and Transformation

LATIN AMERICAN AND THE CARIBBEAN PROGRAMMING
- General Grantmaking
- Programmatic Approaches
- Promote Regional Development

GRANTEE INDEX

ACKNOWLEDGMENTS
HEALTH

Health programming at the Kellogg Foundation focuses explicitly on improving individual and community health, and improving access to and the quality of health care. The goal over the next five years is to promote health among vulnerable individuals and communities through programming that: empowers individuals, mobilizes communities, engages institutions, improves health care quality and access, and informs public and marketplace policy. Grantmaking takes into account the social and economic determinants of health within a person’s community; the quality of health institutions within that community; and the policies that determine how health services are organized, provided, and financed. Grantmaking also targets communities, health care systems, and public health as centers of change.

FOOD SYSTEMS AND RURAL DEVELOPMENT

Food Systems and Rural Development at the Kellogg Foundation fills a programming niche undertaken by few other major foundations. The food systems grantmaking focuses on catalyzing efforts that lead to a safe, wholesome food supply for this and future generations while ensuring that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long-term, and socially responsible. The rural development work supports comprehensive, collaborative, and integrative efforts of people, organizations, and institutions. Together, they create social and economic opportunities that lead to healthy rural communities and improvement in the lives of rural residents.

YOUTH AND EDUCATION

Using a holistic, child-centered approach, Youth and Education programs address the preschool through college continuum – ages 0 to 24. The overall goal is to support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children’s learning. The strategies are: 1) mobilize youth, families, and communities to inform policies that affect learning and achievement for vulnerable children and youth; and 2) forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people.

PHILANTHROPY AND VOLUNTEERISM

The Kellogg Foundation has long been committed to enhancing and promoting philanthropy and volunteerism. Current programming is focused on building a mutually responsible and just society in which all have the ability and means to contribute to the common good. We believe that everyone gives in various ways – time, money, and experience. Therefore, our programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge and building tools that advance the effectiveness and innovation of the philanthropic sector. Key target populations include youth, women, and communities of color.

GREATER BATTLE CREEK

The Kellogg Foundation maintains strong ties to Battle Creek, Michigan, which was W.K. Kellogg’s hometown. We do this by partnering with the community to help people reach their full educational and economic potential. The ultimate goal is to create a more just, healthy, and sustainable community. Grantmaking is focused largely on: 1) creating brighter futures through improved education for youth; and 2) increasing self-sufficiency by promoting economic growth for families and neighborhoods.

LEARNING OPPORTUNITIES

To increase the effectiveness of the Kellogg Foundation’s work, it seeks to learn from the knowledge, experiences, and lessons learned by all of its projects as they apply to: Leadership, Information and Communication Technology, Capitalizing on Diversity, and Social and Economic Community Development. All prospective grantees are encouraged to consider these elements when designing a proposal to fit the programming interests previously described.
Health

Goal: To promote health among vulnerable individuals and communities through programming that empowers individuals, mobilizes communities, engages institutions, improves health care quality and access, and informs public and marketplace policy.

GENERAL GRANTMAKING

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Total Grant</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage Foundation</td>
<td>Washington, D.C.</td>
<td>$35,000</td>
<td>Explore the feasibility of initiating insurance plans based in the African-American church for the uninsured and underinsured in Washington, D.C.</td>
</tr>
<tr>
<td>Michigan Public Health Institute</td>
<td>Okemos, Michigan</td>
<td>$250,000</td>
<td>Support community, state, and local government strategies to increase access to health care in the city of Detroit and Wayne County</td>
</tr>
<tr>
<td>Michigan Public Health Institute</td>
<td>Okemos, Michigan</td>
<td>$350,000</td>
<td>Support community involvement in the public-private partnerships for health care for all Marylanders</td>
</tr>
<tr>
<td>Maryland Citizens' Health Initiative Education Fund, Inc.</td>
<td>Baltimore, Maryland</td>
<td>$188,000</td>
<td>Support community involvement in the public-private partnerships for health care for all Marylanders</td>
</tr>
<tr>
<td>Community Health Leadership Network, Inc.</td>
<td>Olympia, Washington</td>
<td>$50,000</td>
<td>Support partnerships between comprehensive community-based service projects that maximize use of resources, build broader coalitions to inform policy and practice, and disseminate best practices in service delivery</td>
</tr>
<tr>
<td>Oral Health America</td>
<td>Chicago, Illinois</td>
<td>$275,000</td>
<td>Increase access to improved oral health care through targeted communications efforts aimed at informing awareness and public policy at the national and state levels</td>
</tr>
<tr>
<td>Georgia Campaign for Adolescent Pregnancy Prevention, Inc.</td>
<td>Atlanta, Georgia</td>
<td>$200,000</td>
<td>Reduce adolescent pregnancy rates through sustained community-wide efforts and public-private partnerships for health care for all Georgia, USA</td>
</tr>
</tbody>
</table>

COMPREHENSIVE HEALTH CARE SYSTEMS

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Total Grant</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance to End Childhood Lead Poisoning</td>
<td>Washington, D.C.</td>
<td>$200,000</td>
<td>Reduce lead exposure of children by disseminating community-tailored information and tools</td>
</tr>
<tr>
<td>Center for the Advancement of Health</td>
<td>Washington, D.C.</td>
<td>$200,000</td>
<td>Demonstrate effective ways to provide access to regular primary health and human services and improve the health of poor men not eligible for public health insurance and unable to afford any available private health insurance</td>
</tr>
<tr>
<td>Community Health Leadership Network, Inc.</td>
<td>Olympia, Washington</td>
<td>$50,000</td>
<td>Support partnerships between comprehensive community-based service projects that maximize use of resources, build broader coalitions to inform policy and practice, and disseminate best practices in service delivery</td>
</tr>
<tr>
<td>Economic and Social Research Institute</td>
<td>Washington, D.C.</td>
<td>$125,000</td>
<td>Raise awareness regarding the deficient state of the country’s oral health and health care delivery system</td>
</tr>
<tr>
<td>Georgia Campaign for Adolescent Pregnancy Prevention, Inc.</td>
<td>Atlanta, Georgia</td>
<td>$200,000</td>
<td>Reduce adolescent pregnancy rates through sustained community-wide efforts and public-private partnerships for health care for all Georgia, USA</td>
</tr>
</tbody>
</table>

Key elements:
- HE: Health Education
- FSRD: Family Support and Resource Development
- Y&E: Youth and Education
- P&V: Policy and Advocacy
- LDR: Leadership and Development
- ICT: Impact and Collaboration
- COD: Community Organizing and Development
- SECD: Social, Economic, and Community Development

WKKF Contact Person: Barbara J. Sabol
WKKF Contact Person: Terri D. Wright
WKKF Contact Person: Marguerite M. Johnson
National Academy of Social Insurance
Washington, D.C. $10,000
Support outreach efforts to achieve a deeper understanding of the social insurance needs of a rapidly aging and demographically diverse population
WKFF Contact Person: Marguerite M. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Foundation for the Centers for Disease Control and Prevention, Inc.
Atlanta, Georgia $31,000
Improve public health nationwide through development of community-based public/private partnerships and models to strengthen public health practices at the local level
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

New York Academy of Medicine
New York City $6,869,000
Improve public health nationwide through development of community-based public/private partnerships and models to strengthen public health practices at the local level
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Robert Wood Johnson Foundation
Princeton, New Jersey $300,000
Support "Cover the Uninsured Week," a national effort to sensitize the public and opinion leaders to the plight of more than 41 million Americans who lack health insurance
WKFF Contact Person: C. Patrick Babcock
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

State University of New York Health Science Center at Stony Brook
Stony Brook, New York $500,000
Support a pre-conference meeting and written proceedings from mental health and substance abuse professionals working in communities of color
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

State University of New York Health Science Center at Stony Brook
Stony Brook, New York $56,000
Support an international program to promote a positive effect on the delivery of health care for persons of color
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Tutwiler Clinic, Inc.
Tutwiler, Mississippi $132,400
Convert paper medical records into electronic medical records
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of California - Los Angeles
Los Angeles, California $267,791
Assess progress toward the attainment of integrated, comprehensive health care systems through strategic grantmaking and support communication of lessons learned in order to inform systems change
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Collins Center for Public Policy, Inc.
Miami, Florida $972,500
Sustain safety net providers through partnerships with community and health and human services providers
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Employee Benefit Research Institute of Education and Research Fund
Washington, D.C. $94,480
Analyze and disseminate the impact of the Muskegon ACCESS Health Program in providing health coverage to uninsured low-income workers by engaging policymakers, small business owners, and community leaders
WKFF Contact Person: C. Patrick Babcock
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Morehouse School of Medicine
Atlanta, Georgia $7,836,297
Provide support to demonstrate how to sustain safety net providers through partnerships with community and health and human services providers
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Conference of State Legislatures
Denver, Colorado $50,000
Support work on racial disparities in oral health by providing a Policy Matters issue brief
WKFF Contact Person: Terri D. Wright
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Medical Association, Inc.
Washington, D.C. $200,000
Support the National Medical Association Health Institute initiative to eliminate health disparities in African-American males and their families
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

New York Academy of Medicine
New York City $2,563,754
Support, document, and replicate local partnerships that meaningfully engage community residents and the public and private sectors in developing community bioterrorism preparedness plans
WKFF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Regents of the University of Michigan
Ann Arbor, Michigan $189,899
Strengthen and expand specialized services for childbearing women and adolescents at medical or social risk for negative maternal and child health outcomes and seek to create a career path for these specialized community health workers
WKKF Contact Person: Terri D. Wright
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Regents of the University of Michigan
New York City $3,189,713
Gain from past WKKF investments in building a diverse health care workforce by extending, enhancing, and interrelating selected programs that build minority leadership
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of Massachusetts Medical School
Worcester, Massachusetts $176,500
Improve oral health services in several communities by implementing workforce by extending, enhancing, and interrelating selected programs that build minority leadership
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Health Leadership
AcademyHealth
Washington, D.C. $168,820
Promote health systems change that is focused on primary care, prevention, and public health by building a health care workforce for the future
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

American Dental Education Association
Washington, D.C. $2,408,127
Promote health systems change that is focused on primary care, prevention, and public health by building a network of universities and organizations focused on developing health leadership
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Center for the Advancement of Health
Washington, D.C. $2,500,000
Gain from past WKKF investments in building a diverse health care workforce by extending, enhancing, and interrelating selected programs that build minority leadership
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

INFORMING PUBLIC POLICYMAKING
Center for Adolescent Health & The Law
Chapel Hill, North Carolina $65,000
Address key confidentiality issues in adolescent health care, culminating in the development and dissemination of a monograph of best practices
WKKF Contact Person: Terri D. Wright
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Children’s Defense Fund
Washington, D.C. $66,550
Assist rural women in organizing and informing health policy stakeholders about approaches and policies necessary to secure economic and social justice by leveraging Mississippi partnership planning and technical assistance efforts
WKKF Contact Person: Marguerite M. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Delta Research and Educational Foundation
Washington, D.C. $198,000
Develop a church-based communication system to connect minorities and older women to health care access and service information in the District of Columbia, Chicago, and Indianapolis
WKKF Contact Person: Marguerite M. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

INFORMING PUBLIC POLICYMAKING
Boston Medical Center Corporation
Boston, Massachusetts $200,000
Monitor the impact of policy changes to nutrition, growth, and development of low-income children, ages 0-3 years
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Center for New Black Leadership
Washington, D.C. $200,000
Develop a church-based communication system to connect minorities and older women to health care access and service information in the District of Columbia, Chicago, and Indianapolis
WKKF Contact Person: Marguerite M. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

INFORMING PUBLIC POLICYMAKING
Morehouse College
Atlanta, Georgia $184,032
Promote a comprehensive academic community-based partnership that offers a new vision and new tools for eliminating racial and ethnic health disparities
WKKF Contact Person: Terri D. Wright
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Medical Fellowships, Inc.
New York City $3,189,713
Gain from past WKKF investments in building a diverse health care workforce by extending, enhancing, and interrelating selected programs that build minority leadership
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Project Hope - The People to People Health Foundation, Inc.
Millwood, Virginia $886,031
Stimulate thought, dialogue, and written documents that address issues related to health
WKFF Contact Person: C. Patrick Babcock
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

LEADERSHIP DEVELOPMENT
American Public Health Association, Inc.
Washington, D.C. $178,000
Support a course of leadership development and training at the executive, governance, and staff levels to better respond and lead effectively amidst the public health challenges of the 21st century
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

QUALITY HEALTH CARE
Black Veterans for Social Justice, Inc.
Brooklyn, New York $14,270
Disseminate findings on trauma and its health and mental health implications in the black community
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Center for the Advancement of Health
Washington, D.C. $198,460
Analyze the social and economic context experienced by Americans in inner city and suburban areas to underscore racial and spatial disparities affecting health and quality of life
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Community Campus Partnerships for Health
San Francisco, California $189,803
Convene public, academic, and practice advisors to develop and disseminate a framework for documenting, assessing, and rewarding community scholarships in public health
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Community Health Alliance of Harlem Northern Manhattan, Inc.
New York City $200,000
Promote adult and child healthy lifestyles through faith-based programming in Harlem including the development of health education champions in selected congregations
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Duke University
Durham, North Carolina $159,567
Provide data and a multistate demonstration and mobilize public support for a diverse health professions workforce
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

George Washington University
Washington, D.C. $3,953,951
Connect policymakers with experiences in which they will see community models of care and hear community voices about the issues and opportunities to improve the nation’s health care system
WKFF Contact Person: C. Patrick Babcock
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Greater New York Hospital Foundation, Inc.
New York City $97,550
Provide community-based technology solutions to determine eligibility to organizations serving the uninsured to assist clients to access an array of public, private, and community-based health services
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Holland Community Hospital
Holland, Michigan $120,000
Develop, implement, and evaluate new core technologies to become a change agent within the community and serve as a learning laboratory for small, community-based foundations
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

National Academy of Sciences
Washington, D.C. $5,000,000
Inform public health decision makers and develop targeted health resources, intervention strategies, and communications activities that are responsive to the needs of local underserved and disadvantaged communities
WKFF Contact Person: Marguerite M. Johnson
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

National Center on Family Homelessness
Newton Center, Massachusetts $199,107
Support adaptation of an established and successful children’s physical health and nutrition program to incorporate the principles of emotional health
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Grantmakers in Health
Washington, D.C. $30,000
Support an annual meeting through which best practices and innovations in the field are showcased and disseminated
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Michigan Primary Care Association
Okemos, Michigan $193,614
Support the revitalization, strengthening, and development of the School-Community Health Alliance in achieving strategic goals that will contribute to the long-term sustainability of school-based/school-linked health services
WKFF Contact Person: Terri D. Wright
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Michigan Public Health Institute
Okemos, Michigan $10,000
Build capacity of Kellogg Foundation grantees to inform policy through published narratives
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD
Public Health Institute
Berkeley, California  $90,433
Support the "Advancing the State of the Art in Community Benefit" field demonstration focusing on the development of uniform criteria to guide the design and implementation of medical education and residency training programs.
WKFF Contact Person: Terri D. Wright
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Regents of the University of California – Berkeley
Berkeley, California  $198,397
Support the development of case studies that document the impact of community-based participatory research on health-promoting public policy.
WKFF Contact Person: Barbara J. Sabol
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Third Sector New England, Inc.
Boston, Massachusetts  $250,000
Expand a study on the consequences of debt resulting from medical bills.
WKFF Contact Person: Marguerite M. Johnson
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
University of Massachusetts – Boston
Boston, Massachusetts  $199,000
Enhance tribal development through collaborative initiatives with major health and education institutions.
WKFF Contact Person: Barbara J. Sabol
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
WORKFORCE DEVELOPMENT
American Dental Education Association
Washington, D.C.  $100,000
Increase minority students and faculty for practice and teaching, improve the dental school environment to increase student retention, and support collaborative work between major philanthropic and professional organizations.
WKFF Contact Person: Barbara J. Sabol
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Boston University Medical Center School of Public Health
Boston, Massachusetts  $79,850
Support the careers of women and minorities in academic medicine by producing a handbook for faculty for broad dissemination of information.
WKFF Contact Person: Marguerite M. Johnson
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Food Systems & Rural Development
Goal: The food systems grantmaking focuses on catalyzing efforts that lead to a safe, wholesome food supply for this and future generations while ensuring that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long-term, and socially responsible. The rural development work supports comprehensive, collaborative, and integrative efforts of people, organizations, and institutions that, together, create social and economic opportunities that lead to healthy rural communities and improvement in the lives of rural residents.
American Corn Growers Foundation
Washington, D.C.  $200,000
Develop the economic and environmental potential of wind power generation to benefit small and mid-sized farmers and rural communities.
WKFF Contact Person: Oran B. Hesterman
Key elements: □ HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
American Farmland Trust
Washington, D.C.  $35,000
Educate and empower Michigan’s state and local officials and citizens to address land use trends in their communities by supporting a farmland preservation tour.
WKFF Contact Person: Gail L. Imig
Key elements: □ HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Appalachian Center for Economic Networks, Inc.
Athens, Ohio  $200,000
Implement a new entrepreneurship strategy, the Capitalizing Clusters Project, that has the potential to create more dynamic and diverse rural economies.
WKFF Contact Person: Caroline M. Carpenter
Key elements: □ HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Regents of the University of Michigan
Ann Arbor, Michigan  $100,000
Promote minority faculty development in the health professions at Michigan’s research universities by creating the Kellogg Michigan Center for Minority Health and Health Disparities.
WKFF Contact Person: Terri D. Wright
Key elements: HE □ FSD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
Bread for the World Institute on Hunger and Development
Washington, D.C. $200,000
Implement, evaluate, and disseminate a pilot training program to address community-based food security and hunger issues
WKKF Contact Person: Oran B. Hesterman
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Canopy Institute
San Francisco, California $600,000
Support the launch of Roots of Change, a funder’s collaborative that will expand the resources available for sustainable food systems projects and programs in California
WKKF Contact Person: Oran B. Hesterman
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Center for Rural Strategies, Inc.
Whitesburg, Kentucky $150,000
Increase awareness of negative stereotypes about rural America and increase knowledge about the reality of contemporary rural life and culture through a national public information campaign
WKKF Contact Person: Richard M. Foster
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Charles Valentine Riley Memorial Foundation
Washington, D.C. $50,000
Increase fundraising and support of the National Agricultural Library and its services by planning and launching a National Friends of the Library program
WKKF Contact Person: Gail L. Imig
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Collins Center for Public Policy, Inc.
Miami, Florida $50,000
Promote the importance of sustainable food systems and support the national Funders’ Network for Smart Growth and Livable Communities
WKKF Contact Person: Gail L. Imig
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Conference Board, Inc.
New York City $25,000
Support an initiative to advance the practice and build the field of community tourism in rural America
WKKF Contact Person: Caroline M. Carpenter
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Federation of Southern Cooperatives/Land Assistance Fund
East Point, Georgia $200,000
Establish a regional marketing system that will aid in the development of a network of small farm cooperatives throughout the south that will market as a cohesive unit
WKKF Contact Person: Gail L. Imig
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

First Nations Development Institute
Fredericksburg, Virginia $2,000,000
Assist Native communities in building their agricultural assets while also building capacity within Native communities for systemic change that results in more healthy and sustainable community food systems
WKKF Contact Person: Oran B. Hesterman
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Food Project, Inc.
Lincoln, Massachusetts $1,000,000
Expand a program that builds self-confidence, teaches work skills, develops leadership, and increases civic awareness for youth and shares effective practices with other youth-serving organizations
WKKF Contact Person: Oran B. Hesterman
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Grand Traverse Regional Land Conservancy
Traverse City, Michigan $3,500,000
Implement a strategic land protection plan to safeguard 6,000 acres in three priority landscape areas of Northwest Michigan: fruit-belt/farmland preservation, coastal dune preservation, and water quality/natural habitat preservation
WKKF Contact Person: Gail L. Imig
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Heifer Project International, Inc.
Little Rock, Arkansas $700,000
Assist organizations that support the success of immigrant farmers by assisting them to engage in sustainable production and community-based marketing enterprises
WKKF Contact Person: Oran B. Hesterman
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Louisiana State University and Agricultural and Mechanical College
Baton Rouge, Louisiana $10,000
Provide support for the International Association of Programs for Agricultural Leaders for their 2002 national conference
WKKF Contact Person: Richard M. Foster
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Montana Community Development Corporation
Missoula, Montana $200,000
Demonstrate an effective community development venture capital strategy for very rural geographies
WKKF Contact Person: Caroline M. Carpenter
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Nebraska Community Foundation
Lincoln, Nebraska $65,000
Support national rural policy convenings held by the Rural Policy Research Institute of the University of Missouri
WKKF Contact Person: Caroline M. Carpenter
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD

Neighborhood Reinvestment Corporation
Boston, Massachusetts $15,000
Support a rural policy forum for informing and educating rural community-based organizations about the policy process
WKKF Contact Person: Caroline M. Carpenter
Key elements: HE FSRD Y&E P&V LDR ICT COD SECD
North Carolina A & T University Foundation, Inc.
Greensboro, North Carolina $50,000
Provide leadership development training and human services in economically challenged areas of the Warren County region through planning, design, and development funds for the Buck Springs Leadership Excellence Center
WKKF Contact Person: Caroline M. Carpenter
Key elements: HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Oregon Environmental Council, Inc.
Portland, Oregon $100,000
Create more positive and productive relationships between agricultural and environmental leaders in Oregon
WKKF Contact Person: Gail L. Imig
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Project for Public Spaces, Inc.
New York City $75,000
Explore how public markets can be effective tools for expanding opportunities in community-based food systems
WKKF Contact Person: Oran B. Hesterman
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Public Market Partners, Inc.
Bronx, New York $10,000
Raise consumer and producer awareness and provide tools for action concerning critical food and farming issues
WKKF Contact Person: Gail L. Imig
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Quitman County Development Organization, Inc.
Marks, Mississippi $400,000
Strengthen the capacity and operations of Quitman County Development Organization’s micro-enterprise development and business loan program
WKKF Contact Person: Gail L. Imig
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Rockefeller Family Fund, Inc.
New York City $50,000
Increase awareness of and partnerships with the Sustainable Agriculture and Food Systems Funders’ working group
WKKF Contact Person: Gail L. Imig
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Rural School and Community Trust
Washington, D.C. $91,100
Increase the knowledge and understanding of urban policymakers and opinion leaders of the benefits and issues facing small and rural educational systems
WKKF Contact Person: Caroline M. Carpenter
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Southern Mutual Help Association, Inc.
New Iberia, Louisiana $10,000
Support the efforts of Southern Mutual Help Association, Inc., to rebuild the losses they sustained as a result of Hurricane Lili
WKKF Contact Person: Freddye Webb-Petett
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Southern Rural Development Initiative, Inc.
Raleigh, North Carolina $15,000
Support a learning process for the Southern Rural Development Initiative’s members and constituency to consider alternatives to “industries of last resort” for persistently poor rural counties in the south
WKKF Contact Person: Caroline M. Carpenter
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

United Nations Foundation
Washington, D.C. $35,000
Complete interactive curriculum materials focusing on problems of hunger and malnutrition throughout the world
WKKF Contact Person: Richard M. Foster
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of Georgia Research Foundation, Inc.
Athens, Georgia $30,000
Increase participation of farmers and Native American representatives at the 2002 National Sustainable Agriculture Research and Education Conference
WKKF Contact Person: Oran B. Hesterman
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

West Holmes Community Development Organization
Tchula, Mississippi $450,000
Continue to build economic opportunities in West Holmes County with emphasis on business expansion, new business development, and strengthening the infrastructure of the West Holmes Community Development Organization
WKKF Contact Person: Freddye Webb-Petett
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
UNITED STATES PROGRAMMING

2003 Grants

**Institute for Food and Development Policy, Inc.**
Oakland, California  $187,058
Provide community-based food systems leaders and WKKF grantees in the United States and Latin America a learning opportunity about Cuban sustainable agriculture and community-based food systems
WKKF Contact Person: Oran B. Hesterman
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Iowa State University**
Ames, Iowa  $559,990
Foster the development and growth of value chains in which small and mid-size farmers are rewarded for production practices that have the highest standards of environmental and community stewardship
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Missouri Rural Crisis Center**
Columbia, Missouri  $50,000
Develop a work plan to enhance the local food system through an integrated partnership which will expand markets, outreach, and education efforts in Missouri’s urban centers
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**National Academy of Sciences**
Washington, D.C.  $31,200
Explore current education and research efforts regarding the food supply and its impact on public health
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**National Association of State Universities and Land-Grant Colleges**
Washington, D.C.  $25,000
Support the establishment of a Food Systems Leadership Development Institute
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**National Association of State Universities and Land-Grant Colleges**
Washington, D.C.  $50,000
Develop and implement a food systems leadership program
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Northeast-Midwest Institute**
Washington, D.C.  $348,198
Promote a more sustainable future for agriculture and food production in the United States through an agriculture policy program
WKKF Contact Person: Oran B. Hesterman
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Shorebank Enterprise Group Pacific**
Ilwaco, Washington  $8,875
Enhance learning among University and Community Partnership grantees by supporting a networking meeting and site visit to study and discuss the Oregon Higher Education Community Partnership program
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**University of Wisconsin - Madison**
Madison, Wisconsin  $30,000
Develop and implement a national strategy to renew agriculture-of-the-middle by exploring and developing new market opportunities and strategies for mid-sized farms
WKKF Contact Person: Gail L. Imig
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**MID SOUTH DELTA INITIATIVE (MSDI)**

**City of Marianna**
Marianna, Arkansas  $7,100
Support the Lee and St. Francis County planning efforts in building a new coalition to develop a proposal to the Mid South Delta Initiative for economic development in the area
WKKF Contact Person: Freddye Webb-Petett
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Delta Rural Health Network of Mississippi, Inc.**
Kosciusko, Mississippi  $30,822
Increase the number of Humphreys County residents who fill health care positions in the county, targeting students in grades 7-12
WKKF Contact Person: Freddye Webb-Petett
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Delta State University**
Cleveland, Mississippi  $1,156,795
Implement a tri-state leadership development program to improve the intellectual and social capital needed to support economic growth in the multiple-county/parish Delta region of Arkansas, Louisiana, and Mississippi
WKKF Contact Person: Freddye Webb-Petett
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

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**Community Food Security Coalition, Inc.**
Venice, California  $48,693
Inform and impact public policy that supports community-based food systems and provides access to locally grown food for children and low-income populations
WKKF Contact Person: Oran B. Hesterman
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Community Involved in Sustaining Agriculture, Inc.**
Amherst, Massachusetts  $100,000
Implement a development plan that will broaden the base of support and sustain the work of the “Be a Local Hero, Buy Locally Grown” program
WKKF Contact Person: Oran B. Hesterman
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD

**Food Project, Inc.**
Lincoln, Massachusetts  $25,000
Build capacity in youth leaders in sustainable agricultural organizations
WKKF Contact Person: Oran B. Hesterman
Key elements: [ ] HE [ ] FSRD [ ] Y&E [ ] PAV [ ] LDR [ ] ICT [ ] COO [ ] SECD
Drew Community Development Corporation  
Monticello, Arkansas  
$137,500  

Develop and enhance the skills of youth, ages 15-25, to become actively involved in impacting the Mid South Delta region  
WKKF Contact Person: Freddye Webb-Petett  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Foundation for the Mid South, Inc.  
Jackson, Mississippi  
$35,000  

Initiate a planning process for a major community change initiative that will result in the development of a proposal and work plan to expand the promise and potential of towns and communities in Morehouse Parish, Louisiana  
WKKF Contact Person: Freddye Webb-Petett  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Council of State Governments  
Lexington, Kentucky  
$150,000  

Build staff capacity to expand their expertise in rural policy and support the organization of regional workshops and a national forum on rural policy for state officials  
WKKF Contact Person: Caroline M. Carpenter  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Association of Counties Research Foundation  
Washington, D.C.  
$150,000  

Assist counties with research and information; enhance communications between elected officials, the public, and policymakers regarding rural issues; and showcase America’s rural counties through an initiative on rural development  
WKKF Contact Person: Caroline M. Carpenter  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Center for Small Communities  
Washington, D.C.  
$150,000  

Enhance the Center’s ability to inform and educate policymakers about critical rural issues  
WKKF Contact Person: Caroline M. Carpenter  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Conference of State Legislatures  
Denver, Colorado  
$150,000  

Improve state strategies for enhancing rural development  
WKKF Contact Person: Caroline M. Carpenter  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National League of Cities Institute  
Washington, D.C.  
$150,000  

Educate staff and members about the diversity and importance of rural areas, recognize the unique issues of rural cities and towns, and help bridge the gap between rural and urban interests  
WKKF Contact Person: Caroline M. Carpenter  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

RURAL DEVELOPMENT: PEOPLE AND LAND

Metropolitan Area Research Corporation  
Minneapolis, Minnesota  
$40,000  

Support a study of socioeconomic disparity and regional growth in seven regions of Michigan, including data mapping and analysis  
WKKF Contact Person: Gail L. Imig  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Public Sector Consultants, Inc.  
Lansing, Michigan  
$2,400,000  

Complete Phase II of the People and Land Cluster of work, which is designed to build the capacity to make wise land-use decisions in Michigan  
WKKF Contact Person: Gail L. Imig  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Youth & Education

Goal: Support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children’s learning.

GENERAL GRANTMAKING

Advent House Ministries, Inc.  
Lansing, Michigan  
$10,000  

Support the development of the Learning for Life Program for pre-teen and teenage boys and girls, ages 10-16  
WKKF Contact Person: Marvin H. McKinney  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

American Indian Business Leaders  
Missoula, Montana  
$10,000  

Support and promote a business leaders’ education, leadership development, and internship program focused on Native American community issues  
WKKF Contact Person: Valorie J. Johnson  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Americans for Indian Opportunity  
Santa Ana Pueblo, New Mexico  
$135,000  

Create and implement a transnational alliance of emerging indigenous leaders who will work together to improve the quality of life for children and youth  
WKKF Contact Person: Valorie J. Johnson  
Key elements: □ HE ■ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
<table>
<thead>
<tr>
<th><strong>Organization</strong></th>
<th><strong>Location</strong></th>
<th><strong>Grant Amount</strong></th>
<th><strong>Purpose</strong></th>
<th><strong>Contact Person</strong></th>
<th><strong>Key Elements</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Aspen Institute, Inc.</strong></td>
<td><strong>Washington, D.C.</strong></td>
<td><strong>$175,000</strong></td>
<td>Support the design and implementation of an agenda to reflect the insights of social science theory and research on race</td>
<td>Gail D. McClure</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<tr>
<td><strong>Aspen Institute, Inc.</strong></td>
<td><strong>Washington, D.C.</strong></td>
<td><strong>$190,000</strong></td>
<td>Provide support for the Roundtable on Comprehensive Community Initiatives</td>
<td>Gail D. McClure</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Broad Center for Urban Superintendents</strong></td>
<td><strong>Old Mission, Michigan</strong></td>
<td><strong>$197,500</strong></td>
<td>Support the training of traditional educators and outstanding individuals to become leaders of our nation’s largest and most impoverished urban school systems</td>
<td>Gail D. McClure</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Catholic Social Services of Lansing/St. Vincent Home, Inc.</strong></td>
<td><strong>Lansing, Michigan</strong></td>
<td><strong>$50,000</strong></td>
<td>Provide a safety net for at-risk youth who might engage in negative behaviors by providing safe, structured activities during after-school, evening, weekend, and summer hours</td>
<td>Marvin H. McKinney</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Council of Chief State School Officers</strong></td>
<td><strong>Washington, D.C.</strong></td>
<td><strong>$25,004</strong></td>
<td>Support a working conference to assist local leaders in using the No Child Left Behind Act to improve student outcomes</td>
<td>Leah M. Austin</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Focus: HOPE</strong></td>
<td><strong>Detroit, Michigan</strong></td>
<td><strong>$10,000</strong></td>
<td>Support education and training programs to overcome injustice and build racial harmony</td>
<td>Winnie Hernandez-Gallegos</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<tr>
<td><strong>Friends of Children Trust Fund, Inc.</strong></td>
<td><strong>Boston, Massachusetts</strong></td>
<td><strong>$150,000</strong></td>
<td>Inform the field of early childhood and family support practices through comprehensive evaluation and strategic dissemination of the Healthy Families newborn visiting program</td>
<td>Marvin H. McKinney</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Foundation for Democracy in Africa</strong></td>
<td><strong>Washington, D.C.</strong></td>
<td><strong>$50,000</strong></td>
<td>Support leadership development and entrepreneurship education for African and African-American youth in Dade County, Florida</td>
<td>Winnie Hernandez-Gallegos</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<tr>
<td><strong>Institute for Higher Education Policy</strong></td>
<td><strong>Washington, D.C.</strong></td>
<td><strong>$5,996,225</strong></td>
<td>Develop emerging senior leaders who can strengthen and lead minority-serving institutions and who can effectively establish and promote new levels of engagement between their institutions and the communities they serve</td>
<td>Valorie J. Johnson</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<td><strong>Lansing School District</strong></td>
<td><strong>Lansing, Michigan</strong></td>
<td><strong>$76,000</strong></td>
<td>Assist with the development and implementation of the HOPE Scholarship Program</td>
<td>Gail D. McClure</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<tr>
<td><strong>Mississippi Low-Income Child-Care Initiative</strong></td>
<td><strong>Biloxi, Mississippi</strong></td>
<td><strong>$105,000</strong></td>
<td>Analyze policy and structure related to the child care delivery system</td>
<td>Gail D. McClure</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
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<tr>
<td><strong>National Center on Family Homelessness</strong></td>
<td><strong>Newton Centre, Massachusetts</strong></td>
<td><strong>$15,000</strong></td>
<td>Develop an action plan that will focus on the learning needs of homeless children</td>
<td>Marvin H. McKinney</td>
<td>□ HE □ FSRD □ Y&amp;E □ PAV □ LDR □ ICT □ COD □ SECD</td>
</tr>
</tbody>
</table>
National Coalition Building Institute, Inc.
Washington, D.C. $99,000
Disseminate solutions to many of the cultural diversity issues that face American cities
WKKF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Council for Community and Education Partnerships
Washington, D.C. $40,000
Explore the role of spirituality in leadership and examine ways to develop relationship-centered learning community/networks by convening a small group of K-16 educators and community leaders
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Coalition Building Institute, Inc.
Washington, D.C. $99,000
Inform the philanthropic community about assessing and maximizing the impact of Native American-related grantmaking
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Prichard Committee for Academic Excellence
Lexington, Kentucky $100,000
Expand a successful Kentucky-based parent leadership program outside the state, and develop tools to measure its effectiveness in other venues
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Scottish Rite Clinic for Childhood Language Disorders of St. Louis, Inc.
St. Louis, Missouri $70,404
Provide speech and language therapy onsite for children enrolled in Head Start preschools
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

United States Department of Education
Washington, D.C. $15,000
Advance Native American higher education by co-sponsoring the White House Initiative on Tribal Colleges and Universities
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of New Mexico
Albuquerque, New Mexico $50,000
Strengthen professional development for Native and non-Native persons working in student affairs
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSDR □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
### University of New Mexico
Albuquerque, New Mexico  
$75,000

Share lessons learned about improving Native American student support at higher education institutions from the student perspective  
**WKKF Contact Person:** Valorie J. Johnson

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

### World Hope Foundation
Boulder, Colorado  
$750,000

Improve Native American K-12 student performance in science, math, technology, engineering, and other related areas through a partnership with U.S. Native American communities, instructional leaders, organizations, and space centers  
**WKKF Contact Person:** Winnie Hernandez-Gallegos

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

### FORGE PARTNERSHIPS BETWEEN EDUCATION INSTITUTIONS AND COMMUNITIES

#### Cross City Campaign for Urban School Reform
Chicago, Illinois  
$190,000

Build leadership network of parents and youth from selected low-income neighborhoods nationwide to help them become effective advocates for equity and improved student achievement  
**WKKF Contact Person:** Marvin H. McKinney

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Duke University
Durham, North Carolina  
$2,250,000

Improve positive outcomes for low-income youth through the collaboration and engagement of two universities  
**WKKF Contact Person:** Marvin H. McKinney

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Foundation for Excellent Schools, Inc.
Cornwall, Vermont  
$1,000,000

Launch a nationwide effort that will develop sustainable partnerships between public schools in low-income communities and private and public colleges and universities throughout the United States  
**WKKF Contact Person:** Miguel A. Satut

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Fund for the City of New York
New York City  
$2,051,020

Assist community organizations in New York City to develop their capacity to use known strategies for engaging and providing quality services to "disconnected" youth, helping them transition into self-sufficient adulthood  
**WKKF Contact Person:** Valorie J. Johnson

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### New York Botanical Garden
Bronx, New York  
$50,000

Provide support for at-risk, underserved, high school and college-bound youth demonstrating high aptitude and interest in plant science, botany, ecology, or science education to prepare them for a college major or future career in science  
**WKKF Contact Person:** Gail D. McClure

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Target Hope
Chicago, Illinois  
$400,000

Help decrease high school drop-out rates and increase the scholastic achievement levels of underachieving and vulnerable freshmen and sophomore students  
**WKKF Contact Person:** Winnie Hernandez-Gallegos

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Teachers College, Columbia University
New York City  
$731,180

Engage with public school systems and their communities to improve teacher quality  
**WKKF Contact Person:** Miguel A. Satut

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Tomas Rivera Policy Institute
Claremont, California  
$200,000

Address significant educational policy issues that will impact the Latino community by supporting the development of the Center for Latino Education Excellence  
**WKKF Contact Person:** Miguel A. Satut

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Universidad del Sagrado Corazon
(San Juan, Puerto Rico)  
$1,500,000

Improve educational outcomes for at-risk children by networking with school districts, and implement a plan for sustainability  
**WKKF Contact Person:** Miguel A. Satut

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### University of Hawaii Foundation
Honolulu, Hawaii  
$500,000

Transform, align, and integrate the major education systems in Hawaii by developing a comprehensive, statewide plan to improve learning outcomes, principally for vulnerable youth  
**WKKF Contact Person:** Valorie J. Johnson

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

#### Urban Institute
Washington, D.C.  
$155,051

Explain the widening gender gap in higher education by analyzing and comparing the demographics of national data sets  
**WKKF Contact Person:** Marvin H. McKinney

**Key elements:** [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]
Youth Radio
Berkeley, California $648,210
Increase the programs to strengthen youth productivity, employability, civic engagement, and creative development through the use of media
WKFF Contact Person: Valerie J. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

YouthBuild USA Inc.
Somerville, Massachusetts $198,898
Establish a YouthBuild Academy for Transformation that will build on and extend what YouthBuild knows about the personal transformation process and pathways to self-sufficiency and active citizenship
WKFF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

MOBILIZE YOUTH, FAMILIES, AND COMMUNITIES

Action Against Crime and Violence Education Fund
Washington, D.C. $177,000
Improve the early education and learning of children by mobilizing non-traditional advocates at the state level to build public will on behalf of young children
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Children’s Coalition for Northeast Louisiana, Inc.
Monroe, Louisiana $80,000
Raise public awareness of the importance of early childhood development for children and communities in northeast Louisiana
WKFF Contact Person: Phyllis D. Meadows
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Children’s Defense Fund
Washington, D.C. $25,000
Enhance community/state planning and development efforts to improve learning outcomes for vulnerable 3-6-year-olds transitioning from early learning settings into school
WKFF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Children’s Defense Fund
Washington, D.C. $4,072,419
Improve learning outcomes for children in Mississippi by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKFF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Haan Foundation for Children, Inc.
San Francisco, California $199,668
Improve education for young people at risk for reading failure and learning difficulties
WKFF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

High/Scope Educational Research Foundation
Ypsilanti, Michigan $1,404,836
Advance the skills and practices of educators who support a child’s transition into elementary school
WKFF Contact Person: Phyllis D. Meadows
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Home Instruction for Parents of Preschool Youngsters USA
New York City $429,800
Impact greater numbers of parents and children at risk of school failure by transforming a national system of home-based, parent-focused early education services
WKFF Contact Person: Valerie J. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Cuyahoga Community College
Cleveland, Ohio $542,015
Implement an organized training program that will reach and build the capacity of home-based, child care providers
WKFF Contact Person: Phyllis D. Meadows
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Early Childhood Initiative, Inc.
d/b/a Early Childhood Initiative Foundation
Miami, Florida $4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKFF Contact Person: Phyllis D. Meadows
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Education Law Center - Pennsylvania
Philadelphia, Pennsylvania $637,500
Provide information and education to parents, school districts, policymakers, and community leaders in Pennsylvania
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Haan Foundation for Children, Inc.
National Center for Learning Disabilities
New York City $678,676
Incorporate early literacy screening and educational activities into routine early childhood education and parenting practice
WKKF Contact Person: Phyllis D. Meadows
Key elements:

National Women's Law Center
Washington, D.C. $195,000
Develop and provide information about opportunities to support the expanded use of child care by low-income and working parents
WKKF Contact Person: Marvin H. McKinney
Key elements:

New Mexico Community Foundation
Santa Fe, New Mexico $4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Phyllis D. Meadows
Key elements:

National Association for the Education of Young Children
Kapolei, Hawaii $4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Phyllis D. Meadows
Key elements:

Michigan Association for Infant Mental Health
Southgate, Michigan $174,200
Implement a competency-based endorsement system for infant and family service providers working in communities with high numbers of vulnerable children
WKKF Contact Person: Marvin H. McKinney
Key elements:

Michigan's Children
Lansing, Michigan $160,000
Build on the success of the Michigan Ready to Succeed Partnership by expanding the public education and awareness related to the Partnership and its focus
WKKF Contact Person: Valorie J. Johnson
Key elements:

National Black Child Development Institute, Inc.
Washington, D.C. $24,891
Enhance community/state planning and development efforts to improve learning outcomes for 3-6 year-olds transitioning from early learning settings into school
WKKF Contact Person: Marvin H. McKinney
Key elements:

National Black Child Development Institute, Inc.
Washington, D.C. $4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Marvin H. McKinney
Key elements:

North Carolina Partnership for Children, Inc.
Raleigh, North Carolina $4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Phyllis D. Meadows
Key elements:

Ottawa Coalition
Toledo, Ohio $700,000
Support a collaborative effort that focuses on increasing school readiness by integrating the arts into preschool curriculum to more comprehensively prepare children for school success
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements:

President and Fellows of Harvard College
Cambridge, Massachusetts $1,757,467
Develop and make widely available tools that will encourage community-based stakeholders to create and implement effective out-of-school programs
WKKF Contact Person: Miguel A. Satut
Key elements:
Philanthropy & Volunteerism

Goal: To unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools that advance the effectiveness of the philanthropic sector.

GENERAL GRANTMAKING

City Cares of America, Inc.
Atlanta, Georgia
$100,000
Support improvements to a Web-based volunteerism tool, its deployment, and user training
WKKF Contact Person: Thomas K. Reis
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Council of Michigan Foundations
Grand Haven, Michigan
$150,000
Improve philanthropy in Michigan through enhanced programming and special projects
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Foundation Center
New York City
$175,000
Provide annual program subsidies
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Prichard Committee for Academic Excellence
Lexington, Kentucky
$149,804
Conduct a planning process to strengthen and inform early childhood state policy, state agency practices, and nonprofit training and support
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Sisters of Charity Foundation of Canton
Canton, Ohio
$4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Tides Center
San Francisco, California
$180,000
Expand a leadership development program for high school students
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Trust for Early Education, Inc.
Washington, D.C.
$100,000
Improve access to preschool for 3- and 4-year-olds through public education on issues of quality and early achievement
WKKF Contact Person: Phyllis D. Meadows
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

United Way of Metropolitan Atlanta, Inc.
Atlanta, Georgia
$23,700
Enhance community/state planning and development efforts to improve learning outcomes for vulnerable 3-6-year-olds transitioning from early learning settings into school
WKKF Contact Person: Marvin H. McKinney
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

United Way of Metropolitan Atlanta, Inc.
Atlanta, Georgia
$4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Marvin H. McKinney
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Winston-Salem State University
Winston-Salem, North Carolina
$730,831
Implement a case management approach for grandparent-headed households to positively impact the cognitive and emotional development of the young children in their care
WKKF Contact Person: Marvin H. McKinney
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Michigan Nonprofit Association
Lansing, Michigan
$150,000
Promote the awareness and effectiveness of Michigan’s nonprofit sector and advance the cause of volunteerism and philanthropy in the state
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

National Committee for Responsive Philanthropy
Washington, D.C.
$15,000
Support research and analysis which promotes constructive approaches to giving, to meet the needs of underserved populations
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Partners of the Americas, Inc.
Washington, D.C.
$46,242
Conduct a retrospective evaluation of the Partners of the Americas Fellowship in International Development
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Council of Michigan Foundations
Grand Haven, Michigan
$150,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Marvin H. McKinney
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Michigan Nonprofit Association
Lansing, Michigan
$150,000
Promote the awareness and effectiveness of Michigan’s nonprofit sector and advance the cause of volunteerism and philanthropy in the state
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

United Way of Metropolitan Atlanta, Inc.
Atlanta, Georgia
$4,000,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKKF Contact Person: Marvin H. McKinney
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC

Partners of the Americas, Inc.
Washington, D.C.
$46,242
Conduct a retrospective evaluation of the Partners of the Americas Fellowship in International Development
WKKF Contact Person: Dan E. Moore
Key elements: HE, FORD, Y&E, P&V, LDR, ICT, COD, SEC
UNITED STATES PROGRAMMING
2003 Grants

UNLEASHING NEW RESOURCES

Academy for Educational Development, Inc.
Washington, D.C. $5,000,000
Deepen and sustain the service-learning field-building launched by the Learning In Deed Initiative
WKFF Contact Person: Robert F. Long
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

American India Foundation
New York City $150,000
Strengthen American India Foundation’s organizational capacity to promote philanthropy among Indo-Americans
WKFF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Arkansas Public Policy Panel, Inc.
Little Rock, Arkansas $116,122
Assist in a reduction of an economic crisis in the nonprofit world
WKFF Contact Person: Richard M. Foster
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Association of Small Foundations
Bethesda, Maryland $256,000
Support development of capacities and improved practices of the Association of Small Foundations Board of Directors and enhancements to the Foundation in a Box
WKFF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Business for Social Responsibility
San Francisco, California $574,465
Launch a national service corps of graduate business school students, diversify and globalize its membership, and better leverage its network to use the power of businesses
WKFF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Calvert Social Investment Foundation, Inc.
Bethesda, Maryland $200,000
Increase philanthropy by enabling donors to directly connect with social entrepreneurs through Internet-based services and tools
WKFF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Charity Lobbying in the Public Interest
Washington, D.C. $50,000
Develop and implement a training model in public policy education for nonprofit organizations
WKFF Contact Person: Dan E. Moore
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Community Foundations of America, Inc.
Louisville, Kentucky $306,900
Partner with and leverage the content and tools of national nonprofit service providers through the Community Foundations of America Internet “portal”
WKFF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Council of Michigan Foundations
Grand Haven, Michigan $150,000
Increase, enhance, and improve philanthropy in the state of Michigan by recognizing innovative leadership through the Margaret A. Reicker Leadership Fund
WKFF Contact Person: Robert F. Long
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Council on Foundations, Inc.
Washington, D.C. $5,500
Support curriculum development to promote the service-learning model nationally
WKFF Contact Person: Robert F. Long
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Duke University
Durham, North Carolina $195,000
Improve access to knowledge about nonprofit effectiveness through the expansion of the Duke Certificate Program in Nonprofit Management
WKFF Contact Person: Dan E. Moore
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Emerson Park Development Corporation
East St. Louis, Illinois $5,347
Establish a computer lab within the Tomorrows Builders Youth-Build Charter School
WKFF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Forum of Regional Associations of Grantmakers
Washington, D.C. $200,000
Promote the increase in growth of organized philanthropy nationally by means of promotional efforts coordinated to create new, increased, and diversified grantmaking capital
WKFF Contact Person: Dan E. Moore
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Georgetown University
Washington, D.C. $100,000
Advance the analysis and scholarship of philanthropy by contributing to the match required to establish the Waldemar A. Nielsen Chair in Philanthropy
WKFF Contact Person: Robert F. Long
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Grand Valley State University
Allendale, Michigan $17,756
Increase capacity of nonprofit and philanthropic organizations to unleash resources for the common good by establishing a knowledge management system for the nonprofit sector and philanthropy
WKFF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Grantmakers for Effective Organizations
Washington, D.C. $25,000
Support continued development of the Evaluation Roundtable as a part of Grantmakers for Effective Organizations
WKKF Contact Person: Teri Behrens
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Groundsprings.org
San Francisco, California $800,000
Advance and increase effective fundraising and volunteer management by delivering affordable Internet-based communication tools and services to small and medium-sized nonprofits
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Independent Sector
Washington, D.C. $75,000
Support a coalition of leading nonprofits, foundations, data development agencies, and public advocacy groups to streamline and rationalize the reporting, management, and dissemination of nonprofit data electronically
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Indiana University
Bloomington, Indiana $104,950
Enable philanthropic organizations to strategize for the future with the assistance of visionaries who will furnish guidance in crafting national and international outreach systems to benefit nonprofits
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Indianapolis Interfaith Hospitality Network, Inc.
Indianapolis, Indiana $32,000
Implement comprehensive employment services to enhance job skills of the homeless and increase their earning potential
WKKF Contact Person: Robert F. Long
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Institute for Global Ethics
Camden, Maine $150,000
Promote ethical behavior in existing and emerging leaders and donors of the nonprofit sector by enhancing the capacity of the Institute for Global Ethics through the development of a long-term strategic plan
WKKF Contact Person: Dan E. Moore
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Jackie Joyner-Kersee Foundation
East St. Louis, Illinois $200,000
Enhance the work of the Jackie Joyner-Kersee Foundation and Center through capacity-building and program development efforts
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Leadership Lincoln, Inc.
Lincoln, Nebraska $200,000
Recognize youth as resources and decision makers in Lincoln, Nebraska, through needs assessments and the development of programs
WKKF Contact Person: Robert F. Long
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Michigan Women’s Foundation
Livonia, Michigan $1,080,000
Build organizational capacity and promote the Michigan Women’s Foundation as a national model for start-up women’s foundations throughout the country
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Murray State University
Murray, Kentucky $108,255
Integrate service-learning into the American Humanities curriculum and support the Service-Learning Scholars Program
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Nonprofit Academic Centers Council
Kansas City, Missouri $400,980
Build minority leadership in the field of nonprofit management and philanthropic studies by establishing a faculty fellowship program
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD

Philanthropix Partners, Inc.
San Francisco, California $100,000
Support the development of a nonprofit information exchange on U.S.-based nonprofits and foundations
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSD □ Y&E □ PHY □ LDR □ ICT □ COD □ SECD
Points of Light Foundation
Washington, D.C. $200,000
Promote the ethic and habit of giving by integrating innovative service-learning programs into schools, educational associations, and volunteer organizations
WKKF Contact Person: Thomas K. Reis
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Regional Center for Nonprofit Administration
St. Louis, Missouri $1,409,100
Connect East St. Louis leaders in neighborhoods, communities, and nonprofit organizations to the education, training, and technical assistance needed to build a stable civil society and create a safe environment for all
WKKF Contact Person: Alandra L. Washington
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Southern Adventist University
Collegedale, Tennessee $110,000
Enhance and advance the American Humanics program to promote a life of service to others by building and nurturing relationships between students and area nonprofits
WKKF Contact Person: Alandra L. Washington
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Southern Rural Development Initiative, Inc.
Raleigh, North Carolina $123,450
Implement the index of philanthropic potential in southern rural communities to build philanthropy as a tool for community economic development
WKKF Contact Person: Dan E. Moore
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

The Management Center
San Francisco, California $49,150
Expand the Origo News "listserve" to include a Web site and a searchable archive of past issues to provide reliable, timely, and targeted information for a global audience of leaders within the nonprofit sector
WKKF Contact Person: Thomas K. Reis
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Triangle Community Foundation
Research Triangle Park, North Carolina $25,000
Support the launch of a Web-based tool to connect nonprofit organizations and potential donors regionally
WKKF Contact Person: Dan E. Moore
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

University of Iowa Foundation
Iowa City, Iowa $25,000
Support a study of high performance not-for-profit hospital governing boards to determine if their roles, responsibilities, and performance differ from those in similar but mid-range operating performance hospitals
WKKF Contact Person: Alandra L. Washington
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Volunteer Consulting Group, Inc.
New York City $50,000
Conduct market research to examine demand and receptivity for Internet-based services that facilitate matching nonprofits with potential board members
WKKF Contact Person: Thomas K. Reis
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)

Women's Funding Network
San Francisco, California $200,000
Share key findings, lessons learned, and good practices from the New Wealth and Philanthropy pilot project with the larger women’s philanthropy network and broader philanthropic audiences
WKKF Contact Person: Alandra L. Washington
Key elements: \( \square \ HE \ \square \ FSRD \ \square \ Y&E \ \square \ P&V \ \square \ LDR \ \square \ ICT \ \square \ COO \ \square \ SECD \)
Women’s Funding Network
San Francisco, California $4,800,000
Strengthen community-based philanthropy for women and girls by strengthening, connecting, and building philanthropic partnerships of women and girls’ foundations, donors, and allies worldwide
WKKF Contact Person: Christine M. Kwak
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

YMCA Camping and Retreat Services of Battle Creek and Kalamazoo
Augusta, Michigan $31,375
Explore the expansion of a teacher-training program on integrating character development into educational strategies, focus, and relationships
WKKF Contact Person: Robert F. Long
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Youth Service America
Washington, D.C. $50,082
Support organizational development and financial sustainability efforts
WKKF Contact Person: Christine M. Kwak
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Greater Battle Creek

Goal: To engage with the community as a partner in helping people achieve their full educational and economic potential in order to create a more just, healthy, and sustainable community.

GENERAL GRANTMAKING

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Location</th>
<th>Total Grant</th>
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<tbody>
<tr>
<td>Albion Community Foundation</td>
<td>Albion, Michigan $55,000</td>
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<td>Expand senior services into the greater Albion community</td>
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<tr>
<td>WKKF Contact Person: James E. McHale</td>
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<td>Key elements: □ HE □ FSRD □ Y&amp;E □ P&amp;V □ LDR □ ICT □ COG □ SECD</td>
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Battle Creek Area Ambulance d/b/a LifeCare Ambulance Service
Battle Creek, Michigan $6,000
Develop an implementation plan for the Community Call Center to further enhance the delivery of health and human services in Calhoun County
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Area Catholic Schools Foundation, Inc.
Battle Creek, Michigan $190,000
Develop and implement a coherent K-12 curriculum for the students of the Battle Creek Area Catholic Schools
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $35,500
Support the organizational infrastructure of the National Association for the Advancement of Colored People Battle Creek Branch and enhance its Afro-Academic, Cultural, Technological, and Scientific Olympics program
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $110,000
Assist unemployed citizens in successfully transitioning to work through the STRIVE program
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $120,000
Provide support for Battle Creek Community Foundation activities as a leader, problem solver, and catalyst for various community initiatives
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $1,779
Expand senior services into the greater Albion community
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $165,000
Assist in transforming the Riverwalk Centre into a Nonprofit Enterprise Zone that will accommodate and support nonprofit organizations in a professional and accessible community setting
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Unlimited, Inc.
Battle Creek, Michigan $1,779
Support an Expert in Residence visit by Mary Jo Waits to provide an overview of the downtowns of the future and ideas for the Battle Creek central business district
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD

Battle Creek Unlimited, Inc.
Battle Creek, Michigan $60,000
Research best practices in social and economic development and develop a curriculum for economic development practitioners
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COG □ SECD
Binder Park Zoological Society, Inc.
Battle Creek, Michigan $100,000
Support Binder Park Zoo's Strategic Master Planning process
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Brass Band of Battle Creek
Battle Creek, Michigan $10,000
Support the creation of a strategic plan and business plan for the Brass Band of Battle Creek
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Calhoun Intermediate School District
Marshall, Michigan $110,000
Upgrading information system technology for the Clothing For Families in Need program
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $2,833
Assist with a process to determine the best approach between the City of Battle Creek and neighborhood residents for effective, efficient interactions
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Charitable Union
Battle Creek, Michigan $3,500
Support the 2003 concert series through the Expert in Residence Program
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $15,000
Support the 2003 concert series through the Expert in Residence Program
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Community Inclusive Recreation, Inc.
Battle Creek, Michigan $100,000
Develop a marketing plan to increase the community’s awareness of services and benefits provided by Community Inclusive Recreation, Inc.
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $22,000
Develop curriculum about the philanthropic interests of W.K. Kellogg to be used in Junior Achievement programs
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Community Action Agency of South Central Michigan
Battle Creek, Michigan $5,000
Support local activities and programs related to the Irving S. Gilmore International Keyboard Festival
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

First Assembly of God
Battle Creek, Michigan $15,000
Support an Expert in Residence visit by Rana Sampson to educate the Battle Creek Police Department on the philosophy of community policing
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $22,000
Support an Expert in Residence visit by Rana Sampson to educate the Battle Creek Police Department on the philosophy of community policing
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Community Health Center of Battle Creek
Battle Creek, Michigan $60,000
Support the creation of a strategic plan and business plan for the Brass Band of Battle Creek
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $70,000
Support an Expert in Residence visit by Rana Sampson to educate the Battle Creek Police Department on the philosophy of community policing
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

City of Battle Creek
Battle Creek, Michigan $70,000
Support an Expert in Residence visit by Rana Sampson to educate the Battle Creek Police Department on the philosophy of community policing
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

 Irving S. Gilmore International Keyboard Festival
Kalamazoo, Michigan $60,000
Support an Expert in Residence visit by Rana Sampson to educate the Battle Creek Police Department on the philosophy of community policing
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD
Junior Achievement of South Central Michigan, Inc.
Battle Creek, Michigan $15,500

Enhance the teaching of economics in the free enterprise system by sponsoring Junior Achievement mentors to area students
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Leila Arboretum Society, Inc.
Battle Creek, Michigan $200,000

Provide training and employment opportunities for youth through an intergenerational community gardening program
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Music Center of South Central Michigan
Battle Creek, Michigan $200,000

Strengthen the capacity of the Music Center of South Central Michigan
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Resource Center for the Healing of Racism
Albion, Michigan $200,000

Strengthen the capacity of the National Resource Center for the Healing of Racism
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Neighborhoods, Inc. of Battle Creek
Battle Creek, Michigan $165,000

Enhance the financial and accounting systems of Neighborhoods, Inc.
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

S.A.F.E. Place
Battle Creek, Michigan $6,594

Support an Expert in Residence visit by David Garvin to help the community understand the issue of domestic violence and to develop a coordinated community response to domestic violence
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

School District of the City of Battle Creek
Battle Creek, Michigan $5,000

Assist with leadership development programs of a new Junior Reserve Officer Training Corps program
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

School District of the City of Battle Creek
Battle Creek, Michigan $154,989

Support a full-service summer school program that meets the social and academic needs of families
WKKF Contact Person: Donna M. Lartigue
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Second Baptist Church
Battle Creek, Michigan $2,000

Support an Expert in Residence visit by Small Frie to promote personal growth and development for youth and families
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Second Baptist Church
Battle Creek, Michigan $3,500

Assist grassroots and faith community leaders in receiving leadership training
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Southwestern Michigan Urban League
Battle Creek, Michigan $200,000

Secure executive leadership and develop a strategic action plan
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Substance Abuse Council of Greater Battle Creek
Battle Creek, Michigan $4,068

Train agency personnel in methods that bring about more effective interactions with citizens by supporting an Expert in Residence visit by Richard Bustillo
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
UNITED STATES PROGRAMMING
2003 Grants

United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan $35,000
Improve the capacity of the Riverwalk Centre to serve as a home for area nonprofit organizations and initiatives
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan $50,000
Support the local United Way community-wide fund drive
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan $500,000
Support the United Way community-wide fund drive
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Willard Library
Battle Creek, Michigan $23,830
Support the fund-development capacity of nonprofit organizations in greater Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Willard Library
Battle Creek, Michigan $85,780
Support the NonProfit Alliance in delivering services to nonprofit organizations in Calhoun County
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

YMCA Camping and Retreat Services of Battle Creek and Kalamazoo
Augusta, Michigan $185,000
Assist in preserving the natural setting of the Sherman Lake YMCA Outdoor Center
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

NEIGHBORHOODS

Battle Creek Area Habitat for Humanity, Inc.
Battle Creek, Michigan $212,500
Build the capacity of Habitat for Humanity by expanding the volunteer base, enhancing their fund development program, improving their office infrastructure, and assisting them in leveraging resources for use in building projects
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Battle Creek Community Foundation
Battle Creek, Michigan $131,272
Support a resident-driven, neighborhood-based mini-grant program in targeted neighborhoods in Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Community Action Agency of South Central Michigan
Battle Creek, Michigan $430,638
Implement a Fatherhood/Male Involvement Program in Greater Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Michigan State Bar Foundation
Lansing, Michigan $644,218
Provide education and advocacy in the areas of rental housing quality and public benefits for low-income persons in Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Neighborhoods, Inc. of Battle Creek
Battle Creek, Michigan $200,000
Provide support for the purchase and rehabilitation of homes, leadership training, block-based projects, and other strategies to help bring about long-term change
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

One Economy Corporation
Washington, D.C. $397,348
Implement a digital opportunity strategy in Battle Creek, Michigan
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Supporting Organization of Calhoun County
Marshall, Michigan $192,924
Assist in building capacity and management support systems of a county-wide community foundation for Calhoun County
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

United Arts Council of Calhoun County
Battle Creek, Michigan $115,000
Support the annual fund campaign
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

United Arts Council of Calhoun County
Battle Creek, Michigan $150,000
Support Artist in Residence grants related to the arts, culture, and heritage
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan $4,000
Support an Expert in Residence visit by Lem Barney to motivate and engage youth and adult constituencies in solving community problems
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Willard Library
Battle Creek, Michigan $192,924
Assist in preserving the natural setting of the Sherman Lake YMCA Outdoor Center
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Willard Library
Battle Creek, Michigan $131,272
Support the local United Way community-wide fund drive
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

One Economy Corporation
Washington, D.C. $397,348
Support a resident-driven, neighborhood-based mini-grant program in targeted neighborhoods in Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Michigan State Bar Foundation
Lansing, Michigan $644,218
Implement a Fatherhood/Male Involvement Program in Greater Battle
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Neighborhoods, Inc. of Battle Creek
Battle Creek, Michigan $200,000
Provide support for the purchase and rehabilitation of homes, leadership training, block-based projects, and other strategies to help bring about long-term change
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

One Economy Corporation
Washington, D.C. $397,348
Implement a digital opportunity strategy in Battle Creek, Michigan
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

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One Economy Corporation
Washington, D.C. $397,348
Implement a digital opportunity strategy in Battle Creek, Michigan
WKKF Contact Person: James E. McHale
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD
Cross Programming Initiatives

Goal: To help states and communities understand and manage the impacts of the shift in policy decisionmaking from the federal government to the state and local level.

**DEVOLUTION**

| Support the Second's New Vision and Outreach Ministries efforts to create a year-long Reading Incentive Program for elementary school children |
| WKKF Contact Person: James E. McHale |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

**Learning Opportunities**

Goal: To increase the effectiveness of the Kellogg Foundation’s work, it seeks to benefit from the knowledge, experiences, and lessons learned by its projects as they apply to: Leadership, Information and Communication Technology, Capitalizing on Diversity, and Social and Economic Community Development.

| Second Baptist Church |
| Battle Creek, Michigan |
| $34,160 |

Support the Second’s New Vision and Outreach Ministries efforts to create a year-long Reading Incentive Program for elementary school children

| WKKF Contact Person: James E. McHale |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

**Recurring Grants**

Goal: Grants made in these areas allow the Foundation to support special opportunities and circumstances that may fall outside traditional funding boundaries. It is unlikely that any of these projects would be funded on a broader scale.

**CORPORATE GIVING**

| Corporate Giving |
| Battle Creek, Michigan |
| $203,757 |

Provide funds for general support and to sponsor community-wide charitable events

| WKKF Contact Person: Terri D. Wright |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

**MATCHING GRANTS PROGRAM**

| Matching Grants Program |
| Battle Creek, Michigan |
| $2,363,323 |

Provide incentives for increased charitable giving by matching gifts of employees, retirees, and Trustees to qualified charities

| WKKF Contact Person: Paul J. Lawler |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

**PROGRAM INITIATIVES FUND**

| Program Initiatives Fund |
| Battle Creek, Michigan |
| $4,208,917 |

Provide a special fund for programming staff to make small, one-time grants to promising ideas

| WKKF Contact Person: James E. McHale |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

**Special Opportunities**

Goal: The following grants were made because of the Foundation’s response to special programming opportunities. It is unlikely such grants would be made otherwise.

| Southern Coalition for Educational Equity, Inc. |
| Jackson, Mississippi |
| $30,000 |

Improve race relations by enabling young people to discuss diversity and speak out about critical issues that affect race relations

| WKKF Contact Person: Terri D. Wright |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

| TRUSTEE MINI-GRANTS |
| Trustee Mini-Grants |
| Battle Creek, Michigan |
| $1,225,000 |

Kellogg Foundation Trustees award a limited number of mini-grants each year to support small-scale efforts that show special creativity and potential. Mini-grants allow Trustees involvement with grantmaking.

| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

| KELLOGG LEADERSHIP FOR COMMUNITY CHANGE |
| Llano Grande Center for Research and Development |
| Edinburg, Texas |
| $279,000 |

Develop diverse community leadership that can work across geographic, racial, cultural, class, or faith boundaries by mobilizing collective action to build public will for improved teaching and learning in their communities

| WKKF Contact Person: Valorie J. Johnson |
| Key elements: § HE ♠ FSRD ♦ Y&E ♠ P&V ♦ LDR ♦ ICT ♠ COD ♦ SECD |

| TRUSTEE MINI-GRANTS |
| Trustee Mini-Grants |
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Develop diverse community leadership that can work across geographic, racial, cultural, class, or faith boundaries by mobilizing collective action to build public will for improved teaching and learning in their communities.

**U.S. OTHER**

**African American Civil War Memorial Freedom Foundation**
Washington, D.C. $200,000
Build capacity for sustaining the education, economic, and community development mission.

WKKF Contact Person: Barbara J. Sabol

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Altarum Institute**
Ann Arbor, Michigan $200,000
Build Michigan’s Information Technology Commission capacity to expand the use of technology for education and workforce development, promote digital inclusion, and develop a group focused on long-term policy and strategy needs.

WKKF Contact Person: C. Patrick Babcock

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Building Engineering and Science Talent, Inc.**
San Diego, California $25,000
Support the editing, design, and printing of a comprehensive congressionally mandated set of reports on best practices to increase participation of underrepresented groups in science, engineering, and technology.

WKKF Contact Person: Isabel Londono

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Public Policy and Education Fund of New York, Inc.**
Albany, New York $279,000
Develop diverse community leadership that can work across geographic, racial, cultural, class, or faith boundaries by mobilizing collective action to build public will for improved teaching and learning in their communities.

WKKF Contact Person: Valorie J. Johnson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Ann Arbor IT Zone**
Ann Arbor, Michigan $50,000
Promote high-tech entrepreneurial development in Michigan by co-sponsoring a competitive event with other Michigan foundations.

WKKF Contact Person: Anne C. Petersen

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Salish Kootenai College**
Pablo, Montana $279,000
Develop diverse community leadership that can work across geographic, racial, cultural, class, or faith boundaries by mobilizing collective action to build public will for improved teaching and learning in their communities.

WKKF Contact Person: Frank C. Taylor

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
California State Polytechnic University  
Pomona, California  $173,890  
Enhance the Arabian Horse Center facilities and support the Arabian Horse Owners Foundation celebration  
WKKF Contact Person: Gregory A. Lyman  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Centers for New Horizons, Inc.  
Chicago, Illinois  $658,145  
Secure educational, economic, social, and improved housing opportunities for low-income children and youth within low-income neighborhoods through the creation of the “Developing Learning Communities Project”  
WKKF Contact Person: Winnie Hernandez-Gallegos  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Citizens Research Council of Michigan, Inc.  
Livonia, Michigan  $95,354  
Evaluate and disseminate analyses of current and alternative public policies to finance local public school district capital improvement projects  
WKKF Contact Person: C. Patrick Babcock  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Columbia University in the City of New York  
New York City  $194,000  
Enhance the contributions of scientific and technological advancements to improve the health, social, educational, and economic status of vulnerable individuals and communities  
WKKF Contact Person: C. Patrick Babcock  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Communications Consortium Media Center  
Washington, D.C.  $195,000  
Bring together the best minds in the foundation, nonprofit, academic, for-profit, and evaluation communities to consider how best to evaluate nonprofit communications  
WKKF Contact Person: Teri Behrens  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Community Food Resource Center, Inc.  
New York City  $182,300  
Improve the academic health outcomes of young people in New York City by relating and connecting school meals with the food system, education, and children’s health  
WKKF Contact Person: Gail L. Imig  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Consortium of Social Science Associations  
Washington, D.C.  $111,500  
Provide national policymakers with timely information about new learning in behavioral and social sciences  
WKKF Contact Person: C. Patrick Babcock  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Council of Michigan Foundations  
Grand Haven, Michigan  $50,000  
Create a bipartisan Land Use Council which will provide recommendations to the governor and Legislature on appropriate state policy needed to implement a Land Use Plan for Michigan  
WKKF Contact Person: Gail L. Imig  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Council of Michigan Foundations  
Grand Haven, Michigan  $115,000  
Establish a Public Policy Fellowship to help graduates gain in-depth experience with public policy analysis, planning, and activity from the perspective of organized philanthropy  
WKKF Contact Person: C. Patrick Babcock  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Council of Michigan Foundations  
Grand Haven, Michigan  $150,000  
Support an executive level foundation liaison office within the Michigan governor’s office to coordinate the common interests of private funders and state government  
WKKF Contact Person: Robert F. Long  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Handgun Epidemic Lowering Plan Network  
Chicago, Illinois  $50,000  
Support the special memorial issue of Health Services Research  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Holy Family Oratory of St. Philip Neri  
Kalamazoo, Michigan  $50,000  
Provide support to train young men for the priesthood  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Family Health Center of Battle Creek  
Battle Creek, Michigan  $1,356,352  
Implement an expansion and sustainability plan to ensure continued access to primary health care for the underserved, uninsured, and underinsured in Calhoun County  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

Health Research and Educational Trust  
Chicago, Illinois  $20,000  
Support the special memorial issue of Health Services Research  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD  

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Key elements: □ HE □ FPRD □ Y&E □ PHV □ LDR □ ICT □ COD □ SECD
United States Programming
2003 Grants

Massachusetts Institute of Technology
Cambridge, Massachusetts
$192,000
Determine the developmental effects of online communities on children and youth
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Michigan AIDS Fund
Southfield, Michigan
$175,000
Develop the capacity of the Michigan AIDS Fund to enhance its stability and service to and between the philanthropic community, HIV/AIDS service organizations, and those affected by AIDS
WKFF Contact Person: Barbara J. Sabol
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National Conference of State Legislatures
Denver, Colorado
$450,000
Facilitate intergovernmental cooperation and policies by strengthening state-tribal government-to-government relationships
WKFF Contact Person: C. Patrick Babcock
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National Congress of American Indians
Washington, D.C.
$450,000
Facilitate intergovernmental cooperation and policies by strengthening state-tribal government-to-government relationships
WKFF Contact Person: Valorie J. Johnson
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National Council on Economic Education
New York City
$10,000
Promote economic literacy training for students
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National League of Cities Institute
Washington, D.C.
$750,000
Strengthen the capacity and leadership of urban and rural municipality leaders to assess the effectiveness of health, human service, and economic programs and strategies and make decisions in terms of their impact on poor communities
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National Public Radio, Inc.
Washington, D.C.
$300,000
Promote public discourse through NPR news, information, and discussion programs on a wide range of topics and themes
WKFF Contact Person: Karen E. Lake
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

National Retinitis Pigmentosa Foundation, Inc.
a/k/a The Foundation Fighting Blindness
Owings Mills, Maryland
$100,000
Enhance the sharing of information and resources through the creation of a Web site
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Nature Conservancy, Inc. - Michigan Chapter
Lansing, Michigan
$5,000,000
Support the Nature Conservancy's Upper Peninsula land conservation and acquisition project
WKFF Contact Person: Caroline M. Carpenter
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Priestly Fraternity of St. Peter, Inc.
Elmhurst, Pennsylvania
$25,000
Provide support to train young men for the priesthood
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Public Policy and International Affairs Program
Washington, D.C.
$200,000
Support a nonprofit internship program to engage young adults from underrepresented groups and train them for positions of leadership in public service
WKFF Contact Person: C. Patrick Babcock
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Regents of the University of California - Riverside
Riverside, California
$39,500
Support university-community roundtable discussions to set an engaged university agenda on sustainable regional development, diversity and the academy, and the development of new professional schools
WKFF Contact Person: Anne C. Petersen
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Institute of American Indian Arts
Santa Fe, New Mexico
$2,000,000
Plan and develop the first national center to be focused on lifelong learning for and about Native Americans
WKFF Contact Person: Valorie J. Johnson
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Joint Center for Political and Economic Studies, Inc.
Washington, D.C.
$150,000
Support development and implementation of a budget stabilization and executive leadership transition plan
WKFF Contact Person: Anne C. Petersen
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD

Legionaries of Christ
Cheshire, Connecticut
$25,000
Provide support to train young men for the priesthood
WKFF Contact Person: James E. McHale
Key elements: HE FSRD Y&E P&V LDR ICT COO SECD
<table>
<thead>
<tr>
<th>Regent of the University of Michigan</th>
<th>Ann Arbor, Michigan</th>
<th>$49,800</th>
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<tbody>
<tr>
<td>Enable young people to evaluate programs at a community level by preparing and disseminating the Youth Participation in Community Evaluation Guidebook</td>
<td></td>
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<tr>
<td>WWKF Contact Person: Teri Behrens</td>
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<tr>
<th>Tides Center</th>
<th>San Francisco, California</th>
<th>$92,105</th>
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<tbody>
<tr>
<td>Improve the use of evaluation as a tool in the leadership development field</td>
<td></td>
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<tr>
<td>WWKF Contact Person: Frank C. Taylor</td>
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<th>Tides Center</th>
<th>San Francisco, California</th>
<th>$950,000</th>
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<tbody>
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<td>Provide fiscal sponsorship and other back-office administrative services to emerging and small nonprofit organizations to enable them to effectively implement programs in their communities</td>
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<tr>
<td>WWKF Contact Person: Thomas K. Reis</td>
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<tr>
<td>Key elements: ■ HE ■ FSRD ■ Y&amp;E ■ P&amp;V ■ LDR ■ ICT ■ COD ■ SECD</td>
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<tr>
<th>University of Pennsylvania</th>
<th>Philadelphia, Pennsylvania</th>
<th>$198,000</th>
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<tbody>
<tr>
<td>Prepare children in grades 5-8 for academic success by using a school-based health prevention/intervention program as the catalyst for learning and information sharing</td>
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<tr>
<td>WWKF Contact Person: Marvin H. McKinney</td>
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<tr>
<th>Vigorous Interventions in Ongoing Natural Settings, Inc.</th>
<th>Arlington, Massachusetts</th>
<th>$781,535</th>
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</thead>
<tbody>
<tr>
<td>Provide consultation, technical assistance, monitoring, and documentation for the final phase of the Capitalizing on Diversity Youth Engagement Strategy grantees to strengthen their capacity to address race and cultural issues</td>
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<td>WWKF Contact Person: Terri D. Wright</td>
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<table>
<thead>
<tr>
<th>INTERNATIONAL OTHER</th>
<th>Jacobs Stiftung (Jacobs Foundation)</th>
<th>Zurich, Switzerland</th>
<th>$15,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide support to the Teens and Technology Transatlantic Roundtable</td>
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<tr>
<td>WWKF Contact Person: Anne C. Petersen</td>
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<tr>
<td>Key elements: □ HE □ FSRD □ Y&amp;E □ P&amp;V □ LDR □ ICT □ COD □ SECD</td>
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<thead>
<tr>
<th>King’s College – London</th>
<th>London, England</th>
<th>$45,000</th>
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</thead>
<tbody>
<tr>
<td>Identify and develop areas where scientific developments or findings create opportunities or present problems for public policy</td>
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<tr>
<td>WWKF Contact Person: Anne C. Petersen</td>
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<table>
<thead>
<tr>
<th>Salzburg Seminar in American Studies, Inc.</th>
<th>Middlebury, Vermont</th>
<th>$175,000</th>
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</thead>
<tbody>
<tr>
<td>Support a feasibility and planning phase of the Community College International Study Program</td>
<td></td>
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<tr>
<td>WWKF Contact Person: Anne C. Petersen</td>
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<thead>
<tr>
<th>Salzburg Seminar in American Studies, Inc.</th>
<th>Middlebury, Vermont</th>
<th>$1,101,000</th>
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</thead>
<tbody>
<tr>
<td>Support three seminars of the Salzburg Seminar in areas of importance to WWKF programming</td>
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<tr>
<td>WWKF Contact Person: Anne C. Petersen</td>
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<tr>
<th>University of Oxford – Kellogg College</th>
<th>Oxford, England</th>
<th>$255,000</th>
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</thead>
<tbody>
<tr>
<td>Build fund-raising capacity to help solidify Kellogg College at Oxford University</td>
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<td></td>
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<tr>
<td>WWKF Contact Person: Gail D. McClure</td>
<td></td>
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<tr>
<td>Key elements: □ HE □ FSRD □ Y&amp;E □ P&amp;V □ LDR □ ICT □ COD □ SECD</td>
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The Kellogg Foundation’s commitment to development in southern Africa began in the mid-1980s. The nature of this support is twofold. It promotes changes in the social and economic systems that make new growth possible, and it supports economic advancement for all to include greater public participation in policymaking and institutional reform. Foundation grants focus on the six countries of Botswana, Lesotho, Mozambique, South Africa, Swaziland, and Zimbabwe. Across the region, the Foundation’s program strategies merge the following interests:

**STRENGTHEN THE CAPACITY OF COMMUNITIES**

This programming strategy targets district-level sites to increase cooperation among local government, business, community-based organizations, education institutions and agencies, and to enhance participation of rural youth in social and economic development.

**STRENGTHEN LEADERSHIP CAPACITY**

This strategy serves as the primary integrator of all three strategies for work in the region. Current programming seeks to build the capacity of leaders at the local, provincial, national, regional, and global levels. It is also concerned with increasing community voices in the policy development process to strengthen young leaders for the 21st century.

**ORGANIZATIONAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Attention is focused on improving the southern African social infrastructure through institutions of higher education, organizations that create employment and productivity, and information systems that support social development.
Southern Africa

Goal: Strengthen the capacity of civil society organizations and their public and private sector partners as they seek multi-sectoral solutions to community problems, particularly the problem of rural poverty, especially as it affects family life, women, and youth.

GENERAL GRANTMAKING

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Grant Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Pretoria</td>
<td>Pretoria, SA</td>
<td>$100,000</td>
<td>Promote rural and agricultural development through the 25th International Conference of Agricultural Economists</td>
</tr>
<tr>
<td>WKKF Contact Person: Mandivamba Rukuni</td>
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STRENGTHEN CAPACITY OF COMMUNITIES

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<th>Grant Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre for Total Transformation Trust</td>
<td>Harare, ZMB</td>
<td>$198,000</td>
<td>Support efforts to develop a holistic model for strengthening the long-term chances of rural youth in Zimbabwe</td>
</tr>
<tr>
<td>WKKF Contact Person: Vuyo F. Mahlati</td>
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</tr>
<tr>
<td>Chimanimani Arts Festival Trust</td>
<td>Chimanimani, ZMB</td>
<td>$175,000</td>
<td>Strengthen the capacity of Chimanimani Arts Festival Trust in its efforts to develop the non-farming arts and tourism-based sector for youth development</td>
</tr>
<tr>
<td>WKKF Contact Person: Vuyo F. Mahlati</td>
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<tr>
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</tr>
<tr>
<td>Eastern Cape Appropriate Technology Unit</td>
<td>Umtata, SA</td>
<td>$100,000</td>
<td>Facilitate utilization of natural resources through provision of technological and enterprise development support at Cwebeni and Mbashe in Eastern Cape Province</td>
</tr>
<tr>
<td>WKKF Contact Person: Vuyo F. Mahlati</td>
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Health Systems Trust
Durban, South Africa
$900,000

Support the development of community-driven natural resource-based enterprises for local and global commercialization through establishment of a Sustainable Ventures Program

WKKF Contact Person: Vuyo F. Mahlati
Key elements: • HE  • FSD  • Y&E  • PRV  • LDR  • ICT  • COO  • SECD

Humana People to People in South Africa
Johannesburg, South Africa
$198,000

Support community-driven initiatives that help improve the social conditions, health development, and quality of life for women and children in Doornkop, Soweto

WKKF Contact Person: Vuyo F. Mahlati
Key elements: • HE  • FSD  • Y&E  • PRV  • LDR  • ICT  • COO  • SECD

National Productivity Institute
Pretoria, South Africa
$185,000

Create awareness of global competitiveness and build South Africa’s productive capacity by training productivity coaches to address small business needs for growth

WKKF Contact Person: Vuyo F. Mahlati
Key elements: • HE  • FSD  • Y&E  • PRV  • LDR  • ICT  • COO  • SECD
Students Partnership Worldwide (SPW) Zimbabwe Trust
London, England $400,000
Provide youth and community mobilization and empowerment in the Bulilimamangwe and Chirumanzvi Districts of Zimbabwe to combat the spread of HIV/AIDS among adolescent youth
WKFF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Teba Development
Marshalltown, South Africa $180,000
Provide training and income opportunities to ex-mineworkers through new skills using the sanitation project in rural labor-sending areas
WKFF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Tourism Business Council of South Africa
Pretoria, South Africa $150,000
Support black entrepreneurs in their efforts to actively participate and benefit from the growth and transformation of the tourism industry in South Africa
WKFF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

STRENGTHEN LEADERSHIP CAPACITY

Africa University
Mutare, Zimbabwe $200,000
Strengthen peace, political stability, democratic processes, and economic and social development through systematic teaching, training, research, and publication
WKFF Contact Person: Mandivamba Rukuni
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Boost Fellowship
Harare, Zimbabwe $150,000
Develop a cadre of university graduates in Zimbabwe into business entrepreneurs with a developed passion for reinvesting back into their communities
WKFF Contact Person: Mandivamba Rukuni
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Carter Center, Inc.
Atlanta, Georgia, United States $500,000
Strengthen the capacity of Mozambique’s public and civil society agencies in their collaborative design of the National Development Strategy
WKFF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD

Development Bank of Southern Africa
Halfway House, South Africa $980,000
Develop a cross-sector partnership that will strengthen the leadership of nonprofit, business, and government collaborations at the local, community, and national levels
WKFF Contact Person: M. Malusi Mpumlwana
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COO □ SECD
Medical Education for South African Blacks, Inc.
New Brunswick, New Jersey, United States $195,000
Support a palliative care initiative for HIV/AIDS victims in South Africa
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

Open Learning Systems Education Trust
Johannesburg, South Africa $100,000
Support the development and production of a television documentary on the history of South Africa
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

Rand Bursary Fund
Johannesburg, South Africa $100,000
Assist the National Center for Self Knowledge in developing a holistic model for Soweto youth development through the provision of adequate facilities and skills
WKKF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

University of Pretoria
Pretoria, South Africa $2,635,432
Transition Leadership Regional Network from Phase I to Phase II by consolidating programs and public policy integration with the Integrated Rural Development Program and Initiative for Development and Equity in African Agriculture
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

Women's Law and Public Policy Fellowship Program
Washington, D.C. $500,000
Develop women public law leaders and public policy specialists for southern Africa through Georgetown University's Leadership and Advocacy for Women in Africa Program
WKKF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

Industrial Development Corporation of South Africa Limited
Sandton, South Africa $1,000,000
Develop finance models for the poor and increase access to finance for rural-based enterprises for employment creation and sustainable growth
WKKF Contact Person: Vuyo F. Mahlati
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

Kagiso Charitable Trust
Johannesburg, South Africa $2,150,000
Establish, capitalize, and manage the Kagiso Enterprises Rural Private Equity Fund for financing rural high-growth businesses
WKKF Contact Person: Mandivamba Rukuni
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD

University of Zimbabwe
Harare, Zimbabwe $8,826,410
Support the commercialization of small-holder farming through business and collective-action leadership development as farmers develop commodity associations and work with input delivery and marketing organizations
WKKF Contact Person: Mandivamba Rukuni
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COO □ SECD
In Latin America, the Foundation takes an integrated approach in addressing its key programming interests. Following are the strategies that detail these interests:

**APPLICATION OF KNOWLEDGE AND BEST PRACTICES (PROGRAMMATIC APPROACHES)**

The Foundation supports projects in Latin America and the Caribbean that offer innovative approaches in leadership development, citizenship and social responsibility, institution-building and strategic alliances, and the access to information technology. The focus is on approaches that will enhance regional development in the priority geographic areas.

**PROMOTE REGIONAL DEVELOPMENT**

Attention is given to supporting groups of projects that demonstrate ways to break the cycle of poverty in selected micro-regions. Strategies to promote the development, participation, and leadership of local youth are central to this effort. Priority geographic areas targeted by this work include: southern Mexico and Central America (including parts of the Caribbean), northeast Brazil, and the Andean zones of Bolivia, Perú, and southern Ecuador.
Latin America & the Caribbean

Goal: To demonstrate and disseminate strategies to break the cycle of poverty by promoting healthy youth development and participation in socially and economically vibrant communities.

GENERAL GRANTMAKING

Ação Educativa - Assessoria, Pesquisa e Informação
(Educational Acao - Assessment, Research, and Information)
São Paulo, Brazil $25,000
Foster the development of youth in Brazil by supporting a national conference on youth public policies
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Asociación Colectivo de Mujeres Xochilt, A.C.
(Xochilt Women’s Association, C.A.)
Managua, Nicaragua $125,000
Prepare women for leadership roles by strengthening the skills of women living in poor neighborhoods of Managua, Nicaragua
WKFF Contact Person: Jana Arriagada
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Asociación del Consorcio Interinstitucional para una Agricultura Sostenible en Ladera
(Association of the Interinstitutional Partnership for a Sustainable Agriculture in Hillsides)
Cali, Colombia $169,243
Improve rural youth living conditions by developing training and supporting programs aimed at increasing their leadership and productive skills and at improving communication and information technologies
WKFF Contact Person: Jana Arriagada
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Asociación Negra de Defensa y Promoción de los Derechos Humanos
(Association of Defense and Promotion of the Human Rights for the Black)
Lima, Perú $39,241
Strengthen leadership for encouraging development and participation in black communities in southern Peru
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Cáritas Diocesana de Sobral
(Caritas Diocese of Sobral)
Sobral, Ceara, Brazil $200,000
Promote youth development in Sobral in northeast Brazil by consolidating and expanding programs at a training center devoted to offering at-risk adolescents job skills in the field of restoration of ancient and historic buildings
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Centre de Recherche et de Formation Economique et Sociale pour le Développement
(Center of Investigation and Economical Training for Social Development)
Port-au-Prince, Haiti $190,000
Consolidate a process of identifying actual and potential leaders, providing opportunity to discuss problems and solutions, and building skills to promote and facilitate those solutions
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Centre pour la Libre Entreprise et la Démocratie
(Center for Free Enterprise and Democracy)
Port-au-Prince, Haiti $68,200
Assist Haiti leadership needs for social and economic development by consolidating a businessmen’s association for social responsibility
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD

Centro de Derechos Humanos, Ciudadanos y Autonómicos
(Center for Human, Civil and Autonomous Rights)
Bluefields-RAAS, Nicaragua $93,942
Assemble dispersed black organizations in Central America to set common goals and strategies and make more efficient use of available resources in democratic organizational environments
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSD □ Y&E □ PV □ LDR □ ICT □ COD □ SECD
Centro de Investigación y Desarrollo Comunitario "Maqui-Manachi" (Community Research and Development Center "Maqui-Manachi")

Quito, Ecuador

$197,310

Improve the quality of life of Quichua families, especially women and youth, in Cotacachi, Ecuador

WKKF Contact Person: Blas Santos

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Centro de Promoción de la Mujer del Norte (Center for the Advancement of Women in the North)

Trujillo, Perú

$53,220

Improve the social and economic conditions of young women in Trujillo by developing a training program and providing legal counseling

WKKF Contact Person: Jana Arriagada

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Centro Guadalupano de Formación Integral para Indígenas y Campesinos, A.C. (Guadalupano Center for Integral Formation of Indigenous and Rural People, C.A.)

Tlacolula de Matamoros, México

$200,000

Prepare young indigenous leaders and promote socioeconomic development in communities in the state of Oaxaca, México

WKKF Contact Person: Francisco B. Tancredi

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Centro Internacional de Información Sobre Cultivos de Cobertura (International Information Center for the Cultivation of Ground Covers)

Tegucigalpa, Honduras

$13,000

Disseminate valuable experiences in sustainable food production in Central America through translating, publishing, and distributing a book of documentation

WKKF Contact Person: Blas Santos

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Colegio de Postgraduados (College of Postgraduates)

Texcoco, México

$35,000

Support the participation of a group of Latin American fellows at the XI International Conference on Rainwater Catchment Systems in México

WKKF Contact Person: Francisco B. Tancredi

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Fundación de Desenvolvimento da Pesquisa (Foundation for Research Development)

Belo Horizonte, Brazil

$55,670

Enable a group of Latin American professionals and practitioners to attend the PAHO conference on health promotion in Santiago, Chile

WKKF Contact Person: Jana Arriagada

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD

Fundación Casa de la Juventud (Juvenile Home Foundation)

Asunción, Paraguay

$200,000

Develop leadership and foster the engagement of youth in local development processes in Paraguay by organizing youth training and fostering youth initiatives that meet local needs

WKKF Contact Person: Francisco B. Tancredi

Key elements:

HE  FSRD  Y&E  P&V  LDR  ICT  COO  SECD
Fundación del Sur (South Foundation) 
Buenos Aires, Argentina $108,450

Improve the quality of life in Latin America and the Caribbean communities through the strengthening of a regional network of volunteer youth organizations

WKKF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Espave (ESPAVE Foundation) 
Medellín, Colombia $196,000

Improve the quality of life in black communities on the Pacific coast of Colombia

WKKF Contact Person: Blas Santos

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación para la Educación y la Participación DEMOSPARTE (Foundation for Education and Participation - DEMOSPARTE) 
Bogotá, Colombia $58,617

Foster youth leadership in Colombia through the institutional strengthening of Fundación DEMOSPARTE

WKKF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Quesbracho - Promoción en Comunidades Rurales (Quebracho Foundation - Promotion in Rural Communities) 
Montevideo, Uruguay $99,900

Improve community well-being in Frayle Muerto, Uruguay, by providing technical services to communities through a regional center

WKKF Contact Person: Blas Santos

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Quita Espuela (Quita Espuela Foundation) 
San Francisco de Macorís, Dominican Republic $158,200

Improve opportunities for rural youth by training them to take advantage of the gap between an increasing demand for specialized labor in the agricultural sector and the scarcity of well-trained people

WKKF Contact Person: Blas Santos

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Social (Social Foundation) 
Bogotá, Colombia $32,000

Systematize a model of comprehensive local development for Colombia and Latin America through an external evaluation of the process of Comuna 13 in the city of Medellín

WKKF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Tarahumara, A.C. (Tarahumara Foundation, C.A.) 
Chihuahua, México $85,000

Improve the well-being of indigenous rural populations in northern Mexico by developing youth leadership to protect the environment and to find new alternatives for economic development

WKKF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Fundación Universidad del Norte (University of the North Foundation) 
Barranquilla, Colombia $30,000

Foster the development of a network of community-oriented health professions educational institutions in Colombia through the support of networking activities among UNI projects

WKKF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Instituto de Educación Rural de Juli (Institute of Rural Education of Juli) 
Juli, Perù $127,337

Improve Aymara rural families' living conditions in Juli, Perù, by strengthening community participation, management, and technical capacities and by preparing young community leaders as development promoters

WKKF Contact Person: Jana Arriagada

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

International Institute for Educational Planning 
Buenos Aires, Argentina $15,000

Develop and strengthen pedagogical innovation and management capabilities at local levels and establish networking at national and international levels

WKKF Contact Person: Jana Arriagada

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

International Fund for Education 
Acapulco, México $30,000

Provide scholarships and post-graduation placement support for low-income high school youth who would otherwise not be able to complete their education

WKKF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
La Fundación Delta, A.C.
(The Delta Foundation, C.A.)
León, México
$25,000
Support the development of long-distance master’s degree programs in sustainable community development for Latin America and the Caribbean through the implementation of inter-institutional working agreements
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Municipalidad de Rosario
(Municipality of Rosario)
Rosario, Argentina
$10,285
Disseminate the teaching and practice of public health in Latin America and the Caribbean through a conference of local health authorities of the Americas
WKFF Contact Person: Francisco B. Tancredi
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

LASPAU: Academic and Professional Programs for the Americas
Cambridge, Massachusetts, United States
$242,330
Strengthen leadership capacity of Latin American grassroots leaders of the Human Nutrition Initiative and rural development projects who have proven their abilities as social leaders committed to promoting social development
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Oficina de Asesoría y Consultoría Ambiental - OACA
(Office for Environmental Advice and Consulting - OACA)
Lima, Perú
$158,207
Strengthen youth participation in the development process of the Lurín river basin in Lima, Perú
WKFF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Programa para la Agricultura Sostenible en Areas Regables, Inc.
(Program for the Sustained Agriculture in Waterable Areas, Inc.)
Las Matas de Santa Cruz, Dominican Republic
$125,000
Improve the quality of life of low-income families by implementing social, educational, environmental, and institutional strategies to form youth leaders who will promote sustainable rural development
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Servicio de Medicinas Pro-Vida
(Pro-Life Service of Medicine)
Lima, Perú
$159,413
Promote better health conditions among poor communities in Lima, Perú by improving the quality of and access to alternate therapies traditionally used in parallel to public health care systems
WKFF Contact Person: Jana Arriagada
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Sociedad Mexicana Pro Derechos de la Mujer, A.C.
(Mexican Society for Pro Rights of Women, C.A.)
México, México
$150,000
Support women’s nongovernmental and grassroots organizations in México through the strengthening of a women’s philanthropic fund
WKFF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Unión de Organizaciones de la Sierra Juárez de Oaxaca, S.C.
(Union of Organizations of the Sierra Juárez of Oaxaca, C.S.)
Guelatao de Juárez, México $200,000
Consolidate the organization’s experiences of the past 12 years by efficiently practicing alternative agriculture as a sustainable activity in parcels located under steep slope conditions in a fragile agro-ecological production system
WKKF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Universidad Autónoma Chapingo
(Autonomous Chapingo University)
Texcoco, México $40,000
Enhance the operation of food security initiatives in Durango, México, by providing short training courses to community promoters, small farmers, and rural women
WKKF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Universidad Nacional Agraria La Molina
(National Agrarian University of Molina)
Lima, Perú $196,000
Improve the capacity of the university to train human resources with the knowledge and awareness to spur improvement of rural well-being in Perú
WKKF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Universidad Nacional de Colombia
(National University of Colombia)
Bogotá, Colombia $112,000
Strengthen primary health care and nurse leadership in Latin America and the Caribbean through distance learning education for nurses
WKKF Contact Person: Jana Arriagada
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Universidad Nacional de General San Martín
(National University of General San Martin)
San Martin, Argentina $120,000
Facilitate, increase, and disseminate options for socioeconomic inclusion of marginalized urban and rural poor in Argentina through individual and community production of food staples
WKKF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Universidade Federal do Rio Grande do Norte
(Federal University of North Rio Grande)
Natal, Brazil $10,000
Promote social development and combat poverty by supporting a conference organized by Brazilian public universities that will discuss the possibilities of outreach programs
WKKF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Programmatic Approaches

Asociación Civil Pro Niño Intimo
(Pro Childhood Civil Association)
Lima, Perú $80,680
Improve the quality of life of poor children and youth in Perú through a comprehensive educational approach to the practice of sports
WKKF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Asociación Civil Trabajo Voluntario
(Volunteer Work Civic Association)
Lima, Perú $56,035
Improve the work of non-governmental organizations in Perú through the facilitation and implementation of corporate volunteer programs
WKKF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Asociación Club de Jovenes Ambientalistas
(Club of Environmentalist Youth Association)
Managua, Nicaragua $171,590
Promote youth leadership development in Nicaragua through training and community work
WKKF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Asociación Institución Salesiana
(Salesian Institute Association)
San Salvador, El Salvador $153,726
Promote youth leadership development in poor neighborhoods in El Salvador through community work and training
WKKF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Asociação Brasileira para o Desenvolvimento de Lideranças
(Brazilian Association of Leadership Development)
São Paulo, Brazil $15,350
Support sustainable development in Brazil by creating a cadre of indigenous personnel with the skills they need to become effective leaders
WKKF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro Andino Amazónico de Desarrollo Indígena
(Andean Amazonian Indigenous Development Center)
La Paz, Bolivia $100,100
Improve Aymaras rural families’ living conditions by strengthening their social and productive organizations through a program of training and technical assistance
WKKF Contact Person: Jana Arriagada
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Latin America and the Caribbean Programming

2003 Grants

Centro Boliviano de Filantropía (Bolivian Center for Philanthropy)
Santa Cruz de la Sierra, Bolivia
$197,745

Strengthen and educate youth for citizenship in Bolivia through a comprehensive service-learning program

WKFF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro de Investigaciones Regionales de Mesoamérica (Regional Investigation Center of Mesoamerica)
Antigua, Guatemala
$206,377

Facilitate the process of social development in Central America and the Caribbean through the implementation of a comprehensive program of leadership development

WKFF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro de Voluntarios de Natal (Volunteers’ Center of Natal)
Natal, Brazil
$60,000

Increase volunteerism and business social responsibility in Rio Grande do Norte, Brazil, by consolidating the programs of the Natal Volunteers’ Center and assisting the organization in reaching long-term sustainability

WKFF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro Empresarial de Inversión Social (Center for Corporate Social Investment)
Panamá, Panamá
$100,000

Improve the scope and impact of business social responsibility in Panamá

WKFF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comisión Económica para América Latina y el Caribe (Economic Commission for Latin America and the Caribbean)
Santiago, Chile
$180,800

Improve the effectiveness of development efforts in Haiti by establishing a non-conventional strategic plan centered on household economy and properly informing the national and international communities

WKFF Contact Person: Blas Santos

Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comité para la Democratización de la Informática (Committee for Democracy in Information Technology)
Rio de Janeiro, Brazil
$171,380

Promote youth development through computer literacy and citizenship education by establishing regional centers of the Committee for the Democracy in Information Technology in northeast Brazil

WKFF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comité para Democratización de la Informática de Pernambuco (Committee for the Democratization of Computing in Pernambuco)
Recife, Brazil
$72,000

Promote youth development through computer literacy and citizenship education

WKFF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comité para Democratización de la Informática do Ceara (Committee for the Democratization of Computing in the State of Ceara)
Fortaleza, Brazil
$70,075

Promote youth development through computer literacy and citizenship education by consolidating the CDI Regional Committee in the state of Ceara in northeast Brazil

WKFF Contact Person: Francisco B. Tancredi

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comunicación, Educación e Información en Género (Communication, Education and Information on Gender)
Rio de Janeiro, Brazil
$244,700

Improve the effectiveness of development efforts in Haiti by establishing a non-conventional strategic plan centered on household economy and properly informing the national and international communities

WKFF Contact Person: Blas Santos

Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Fundación Defensores del Chaco (Chaco’s Defenders Foundation)
Buenos Aires, Argentina
$289,395

Improve the quality of life of poor people in the region of Paso del Rey, Buenos Aires province, through the strengthening of community organizations and a comprehensive program of youth leadership development

WKFF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Fundación Grupo Esquel - Ecuador (Esquel Group Foundation - Ecuador)
Quito, Ecuador
$690,913

Improve the quality of life and of democracy in Ecuador through a comprehensive program of leadership development focused on youth and poverty

WKFF Contact Person: Andres A. Thompson

Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
**Fundación para el Desarrollo de la Juventud, Desafíos**  
*(Foundation for the Development of Youth, Challenges)*  
Managua, Nicaragua $290,000

Promote youth leadership development in Nicaragua through engaging them in the country decisionmaking process and educating authorities about youth-related policies.

**WKKF Contact Person:** Blas Santos

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Fundación Savia Roja**  
*(Savia Roja Foundation)*  
Cuenca, Ecuador $200,000

Foster community development and strengthen democracy in Suscal County by empowering indigenous women through leadership development.

**WKKF Contact Person:** Andres A. Thompson

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Fundación Solidaridad**  
*(Solidarity Foundation)*  
Mendoza, Argentina $84,000

Improve food security of the low-income rural population in the Andean region of Argentina through the support of a training and demonstration center in appropriate food technologies.

**WKKF Contact Person:** Andres A. Thompson

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Instituto Ação Empresarial pela Cidadania**  
*(Institute of Business Action for Citizenship)*  
Recife, Brazil $355,492

Strengthen a network of socially responsible business programs in northeast Brazil by generating income and creating jobs for youth.

**WKKF Contact Person:** Andres A. Thompson

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Proyecto Cultural El Sitio**  
*(El Sitio Cultural Project)*  
La Antigua, Guatemala $365,400

Build a cadre of young leaders in Guatemala through formal and informal training and community work.

**WKKF Contact Person:** Blas Santos

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Save the Children Fund – Brazil**  
Recife, Brazil $143,368

Improve the living conditions of youth in Latin America and the Caribbean through increasing the involvement of the business sector in employment creation and income generation programs for youngsters.

**WKKF Contact Person:** Andres A. Thompson

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Save the Children Fund – Brazil**  
Recife, Brazil $149,950

Promote local comprehensive and sustainable development by strengthening citizenship values and strategic alliances among individuals, institutions, and community organizations involved in local development initiatives in Bolivia.

**WKKF Contact Person:** Jana Arriagada

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Proyecto Cultural El Sitio**  
*(El Sitio Cultural Project)*  
La Antigua, Guatemala $365,400

Build a cadre of young leaders in Guatemala through formal and informal training and community work.

**WKKF Contact Person:** Blas Santos

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Save the Children Fund – Brazil**  
Recife, Brazil $463,500

Analyze the impact of youth development projects based in northeast Brazil through the establishment of a network of WKKF-funded youth projects.

**WKKF Contact Person:** Francisco B. Tancredi

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

**Save the Children Fund – Brazil**  
Recife, Brazil $52,948

Promote youth development in Central America, the Andean region, and northeast Brazil through facilitating the articulation and participation of leaders in the World Social Forum.

**WKKF Contact Person:** Andres A. Thompson

**Key elements:** □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
**LATIN AMERICA AND THE CARIBBEAN PROGRAMMING**

**2003 Grants**

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**Sistema de Asesoría y Capacitación para el Desarrollo Local**
(Consulting and Training System for Local Development Association)
San Salvador, El Salvador
$290,000

Promote youth leadership development in poor neighborhoods in El Salvador through training and community work

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Alcaldía Municipal de El Viejo**
(Municipal Government of El Viejo)
El Viejo, Nicaragua
$31,529

Improve youth opportunities for integral development by informing the institutions and youth organizations on the new Nicaraguan youth legislation and preparing them to implement it locally

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Universidad del Pacífico**
(Pacific University)
Lima, Perú
$105,720

Promote young leadership in social responsibility in Perú through the consolidation of an award for university students to implement social projects

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Alternativa Centro de Investigación Social y Educación Popular**
(Alternative Center for Social Investigation & Popular Education)
Lima, Perú
$187,473

Strengthen community organizations and youth of Las Lomas district in Lima through training and supporting activities aimed at organizing and preparing them to participate in local development

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Universidad Nur**
(Nur University)
Santa Cruz, Bolivia
$167,018

Promote social development in the Andean region through the implementation of a comprehensive program of leadership development

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Asociación de Capacitación e Investigación para la Salud Mental**
(Association for Mental Health Training and Research)
San Salvador, El Salvador
$294,520

Promote local development in a selected micro-region close to San Salvador by convoking, preparing, and supporting local governments’ and institutions’ common initiatives and reinforcing youth participation

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Universidad Federal de Pernambuco**
(Federal University of Pernambuco)
Recife, Brazil
$199,401

Facilitate the process of social development in northeast Brazil through the implementation of a comprehensive program of leadership development

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

**Centre de Santé et Développement Intégré**
(Health and Integral Development Center)
Port-au-Prince, Haiti
$674,000

Implement the first phase of a comprehensive cluster of activities for the development of the Cerca-Carvajal micro-region in Haiti

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**PROMOTE REGIONAL DEVELOPMENT**

**Centro de Estudios de Politicas Públicas**
(Center of Public Policies Studies)
Ipanema, Brazil
$139,707

Conduct a comprehensive evaluation of outcomes of the Alliance with Adolescents program in micro-regions of northeast Brazil

**Key elements:** HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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Centro de Investigación y Mejoramiento de la Producción Animal
(Center for Research and Improvement of Animal Production)
Santiago, Dominican Republic $142,684

Improve nutrition and income generation in micro-regions in Haiti by providing livestock, technical assistance, and training as a component of comprehensive clusters to be implemented

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Centro de Promoción Cultural Trujillo
(Center for Cultural Promotion Trujillo)
Trujillo, Peru $61,000

Promote local development in Trujillo, Peru, through a program with youth and local institutions focused on preparing them to fully participate in the design and implementation of local development plans

WKKF Contact Person: Jana Arriagada
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Centro de Promoción de la Mujer
(Center for the Advancement of Women)
El Tambo, Peru $400,000

Provide rural youth with increased opportunities for work and self-realization by training them in agricultural and non-agricultural skills, as well as in social and personal growth

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Equipo de Promoción y Capacitación Amazonica
(Team for the Promotion and Training of the Amazonian Region)
Lima, Peru $317,956

Promote regional development by establishing a radio station to strengthen and support regional communication, education, health, and productive initiatives and to increase youth leadership and participation in the development process

WKKF Contact Person: Jana Arriagada
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Escuela Agrícola Panamericana
(Panamerican Agricultural School)
Tegucigalpa, Honduras $400,000

Create opportunities for talented youth from the semi-arid regions of Central America, Bolivia, Peru, and Ecuador to access quality college education at Zamorano and reinforce the development strategies in their own regions

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Escuela de Agricultura de la Región Tropical Húmeda
(Agricultural School of the Humid Tropical Region)
Limon, Costa Rica $496,000

Create opportunities for talented youth from the humid tropics of southern Mexico, Central America, Bolivia, and Ecuador to access quality college education and reinforce development strategies in their own regions

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Formação - Centro de Apoio à Educação Básica
(Formation - Center of Support to the Basic Education)
Sao Luis, Brazil $191,653

Improve the economic, political, social, and cultural situation of youth in the area of "Baixada Ocidental" of Maranhao, in northeast Brazil, through an articulated set of development projects

WKKF Contact Person: Andres A. Thompson
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Fundación Norte-Rio-Grandense de Pesquisa e Cultura
(Norte-Rio-Grandense Foundation for Research and Culture)
Natal, Brazil $35,000

Promote healthy youth development and participation in socially and economically vibrant communities in the west area of the city of Natal through the participatory design of a comprehensive cluster of projects

WKKF Contact Person: Andres A. Thompson
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Fundación Norte-Rio-Grandense de Pesquisa e Cultura
(Norte-Rio-Grandense Foundation for Research and Culture)
Natal, Brazil $500,000

Promote healthy youth development and participation in socially and economically vibrant communities in the west area of the city of Natal through the participatory design of a comprehensive cluster of projects

WKKF Contact Person: Andres A. Thompson
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Fundación Comunitaria Oaxaca, A.C.
(Oaxaca Community Foundation, A.C.)
Oaxaca, Mexico $350,000

Implement the first phase of a comprehensive cluster of projects in the Central Valley of Oaxaca, Mexico, focused on engaging youth in a process of local development to break the cycle of poverty

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Fundación para el Desarrollo Humano de Yucatán, A.C.
(Foundation for Human Development of Yucatán, C.A.)
Merida, Mexico $350,000

Provide training opportunities and other services to enable youth in the northern portion of the state of Yucatán to develop as individuals and qualify for paid jobs in their own region

WKKF Contact Person: Blas Santos
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD

Instituto Aliança con o Adolescente
(Alliance with Adolescents Institute)
Salvador, Brazil $200,000

Develop a program of social communication and community mobilization in micro-regions of the “Alliance with Adolescents” initiative in northeast Brazil

WKKF Contact Person: Francisco B. Tancredi
Key elements: HE  FSRD  Y&E  P&V  LDR  ICT  CO  SECD
Instituto de Desenvolvimento Sustentável do Baixo Sul da Bahia
(Sustainable Development Institute of Lower South of Bahia)
Ituberá, Brazil
$150,000
Provide opportunities for technical and higher education for adolescents with leadership potential through participation in programs of the Alliance with Adolescents Initiative in Bahia, Brazil
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Instituto Elo Amigo
(Friendly Links Institute)
Iguatu, Brazil
$50,081
Enhance youth development through a networking meeting of youth participating in micro-regional projects within the Alliance with Adolescents Initiative in Brazil
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Instituto Interamericano de Cooperación para la Agricultura
(Inter-American Institute for Cooperation on Agriculture)
San José, Costa Rica
$403,375
Consolidate a successful experience in improving the living standard of poor rural people in Haiti and replicate that experience to support comprehensive clusters in the Haitian micro-regions of Fauxy and Cerca-Carvajal
WKFF Contact Person: Blas Santos
Key elements: ■ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

International Institute for Educational Planning
Buenos Aires, Argentina
$600,000
Strengthen the development of the comprehensive clusters Initiative by reinforcing the education-related component and activities within each group of projects through evaluation and dissemination of the whole Initiative
WKFF Contact Person: Jana Arriagada
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Prefeitura Municipal de Aracati
(Municipal Government Administration of Aracati)
Aracati, Brazil
$632,634
Develop a comprehensive and articulated set of programs to promote youth leadership and socioeconomic development in Aracati, Fortim, and Icapuí municipalities of Ceará, Brazil
WKFF Contact Person: Andres A. Thompson
Key elements: ■ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Proyecto Aldea Global
(Project Global Village)
Tegucigalpa, Honduras
$393,877
Improve the living standard of Lenka Indian families in the impoverished region of Comayagua, Honduras, by assisting them in making production and consumption more efficient and sustainable within a regional development perspective
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Red para el Desarrollo Local Sostenible en Alianza con los Jóvenes
(Net for the Sustainable Local Development in Alliance with the Youth)
Chinandega, Nicaragua
$399,484
Promote local development in the León, Chinandega, and El Viejo communities to strengthen youth capacities and create opportunities for youth to actively participate in economic, social, and cultural community processes
WKFF Contact Person: Jana Arriagada
Key elements: ■ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Salesian Missions, Inc.
New Rochelle, New York, United States
$3,400,000
Support youth and comprehensive clusters of micro-regional projects in Central America, the Caribbean, southern México, Bolivia, and Ecuador by providing participating youth with job training and access to a technical school
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Serviço de Tecnologia Alternativa
(Alternative Technological Service)
Glória do Goitá, Brazil
$70,000
Organize the second network meeting of Latin American training centers of agricultural technology for low-income, rural families
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Servicio de Tecnología Alternativa
(Alternative Technological Service)
Glória do Goitá, Brazil $120,000
Establish a documentation center to disseminate appropriate
technologies to agri-technology and demo centers in Latin America and
the Caribbean
WKFF Contact Person: Blas Santos
Key elements: □ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

Servicio de Tecnología Alternativa
(Alternative Technological Service)
Glória do Goitá, Brazil $150,000
Provide opportunities for technical and higher education for adolescents
with leadership potential and participating in programs of the Alliance
with Adolescents initiative in Pernambuco, Brazil
WKFF Contact Person: Francisco B. Tancredi
Key elements: □ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

Servicio de Tecnología Alternativa
(Alternative Technological Service)
Glória do Goitá, Brazil $270,000
Improve living conditions of rural families in Pernambuco, Brazil, by
teaching environmentally friendly technologies to enhance their ability to
produce food of animal and vegetable origin and satisfy year-round
consumption needs
WKFF Contact Person: Blas Santos
Key elements: □ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

Universidad de la Tierra en Oaxaca, A.C.
(University of the Land in Oaxaca, C.A.)
Oaxaca, México $150,000
Provide an innovative program of higher education to indigenous and
rural youth enabling them to become community promoters
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

Universidad de la Tierra en Oaxaca, A.C.
(University of the Land in Oaxaca, C.A.)
Oaxaca, México $150,000
Provide an innovative program of higher education to indigenous and
rural youth enabling them to become community promoters
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

Viviendas del Hogar de Cristo
(Home of Christ Housing)
Guayaquil, Ecuador $199,449
Promote low-income families’ social and economic development in the
Guayaquil coast region by developing a comprehensive program of
housing and income generation reinforced with organizational, health,
and educational support
WKFF Contact Person: Jana Arriagada
Key elements: ■ HE □ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD ■ SECD

University of Notre Dame of Haiti
Cap-Haitien, Haiti $50,000
Provide access to the university to poor students in Cap-Haitien by
establishing a bus service
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Université Quisqueya
(Quisqueya University)
Port-au-Prince, Haiti $634,000
Implement the first phase of a comprehensive cluster of projects for the
development of the Furcy micro-region in Haiti
WKFF Contact Person: Blas Santos
Key elements: ■ HE □ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
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