A Legacy of Innovation

75 years of helping people help themselves
It began in 1930, with one man’s vision to use his wealth for the benefit of humanity. What started in southern Michigan has since expanded to include the United States, Latin America and the Caribbean, and southern Africa. But then, as now, it is the Kellogg Foundation’s grantees who keep our legacy alive and growing. And it’s their accomplishments that we commemorate as the Kellogg Foundation begins its 75th year.
A Legacy of Innovation

W.K. Kellogg Foundation

75 years of helping people help themselves
“It is my hope that the property that kind Providence has brought me may be helpful to many others, and that I may be found a faithful steward.”

— W.K. Kellogg, 1930

From cereal pioneer to philanthropist: a legacy of vision and innovation

Will Keith Kellogg was born April 7, 1860, to Michigan pioneer parents. Later, he would point out that he was “the seventh son, born on the seventh day of the week, on the seventh day of the month.” But from his youth, W.K. relied on hard work, instead of fate or destiny, to make his way in the world.

W.K. Kellogg established the Kellogg Company in 1906. Then on July 4, 1907, his first plant burned to the ground. With the ruins still smoking, W.K. rushed an architect to the scene and began designing a new, fireproof plant. As always, this shy man was immensely confident in the rightness of his cause.

W.K. went on to become one of the world’s wealthiest men. But with his strong conscience, he was reluctant to live the lavish life of a millionaire. Instead, W.K. felt obligated to use his fortune
for the benefit of humankind: “If I am successful in getting out of debt, and become prosperous…” he wrote in 1909, “I expect to make good use of any wealth that may come to me.”

In 1930, W.K. Kellogg made good on that promise when he established the W.K. Kellogg Foundation. During his lifetime, he donated most of his fortune to create the Foundation’s endowment.

W.K. died in 1951 at age 91. For the last 10 years of his life, he was nearly blind. But until virtually the day of his death, he was interested and well-informed about the workings of the Kellogg Foundation. This inner vision – of his hard-earned fortune, serving humanity across the generations – gave him joy and comfort until the end.
On the Horizon…

Next year will mark the W.K. Kellogg Foundation’s 75th anniversary. We’re highlighting this achievement in numerous ways, including a new publication entitled *From Vision to Innovative Impact*. This beautifully illustrated book will offer insight into W.K. Kellogg’s fascinating, multifaceted life and his dedication to improving the human condition. You’ll also learn more about how the foundation he created has generated positive change in America and across the world.

Our anniversary Web site www.wkkf.org/75th will be packed with information as well. You’ll be able to read about the important milestones we’ve reached and the lessons we’ve learned across our programming areas. You can watch more than 80 short videos about past and present grantees that serve as outstanding examples of our work and its impact.

Of course, we’re not just looking back at what’s been accomplished. We view this occasion as an opportunity to do even more of what we do best: helping people help themselves. That’s why we’re advancing new anniversary grants with a host of goals, such as:

- creating special places for special kids
- forging new partnerships to re-energize rural economies
- strengthening the nursing profession’s capacity to serve communities
- linking service-learning and youth philanthropy
- providing community support for children orphaned by AIDS
- recognizing and fostering innovation in social development

The Kellogg Foundation is also organizing numerous seminars and special events aimed at increasing capacity to strengthen communities. Topics range from how schools of public health can respond to racial disparities more effectively to youth empowerment. Several of these events will take place right in our Foundation’s hometown of Battle Creek, Michigan – including a national youth engagement seminar scheduled for the fall of 2005.

This is certainly an exciting time in the Kellogg Foundation’s history. We invite you to learn more, to participate, and to join our ongoing mission. Visiting our anniversary Web site at www.wkkf.org/75th is a great way to start!
1874 At age 14, W.K. quits school to become a broom salesman. His teachers had labeled him "dunwitted." The real problem, as he learned years later, was nearsightedness. He couldn’t see the blackboard.

1913 W.K.’s grandson, Kenneth, is severely injured in a fall from a window at the family’s home. Despite W.K.’s wealth, he couldn’t find adequate treatment for his grandson. The tragedy was part of his motivation for starting the Kellogg Foundation.

1930 The W.K. Kellogg Child Welfare Foundation is formed in June. A few months later, the new philanthropy is reorganized as the W.K. Kellogg Foundation.

1930 W.K. Kellogg funds a Battle Creek elementary school dedicated to the care and mainstream education of handicapped children. It is considered unique in the nation and is named for his mother, Ann J. Kellogg.

1931 The Michigan Community Health Project (MCHP) is the Foundation’s first major venture. MCHP was a forerunner of modern initiatives. It provided hearing tests, eye exams, immunizations, school lunch programs, and many other services to children in rural communities.
1935 To improve rural education, the Kellogg Foundation spends $2 million to build new consolidated schools – and renovate existing schools – across southcentral Michigan.

1941 The Foundation begins its programming in Latin America. A visit to Battle Creek by nine Chilean physicians leads to a Foundation fellowship program that brings more than 200 Latin American health professionals to the U.S. between 1941 and 1945. Most earn advanced degrees in medicine, dentistry, and nursing.

1951 W.K. Kellogg dies at age 91. The Kellogg Center for Continuing Education at Michigan State University, a project Mr. Kellogg took special interest in until his death, begins operations.

1959 A grant to the American Association of Junior Colleges (AAJC) begins the Kellogg Foundation’s long and productive relationship with the community college movement.

1961 The Pan American Health Organization (PAHO) receives the Kellogg Foundation’s largest single grant to date: a $5 million loan to build a new headquarters in Washington, D.C. The loan’s repayment provides funds for PAHO health projects in Latin America.

1968 The first major grant by the Kellogg Foundation in the area of allied health seeks to lessen the shortage of x-ray technicians, medical technicans, occupational therapists, and other emerging health professions.

1968 The Kellogg Foundation makes a major, multi-year commitment to Historically Black Colleges and Universities, which totals more than $17 million over the next 12 years.
1971 With grants to the National 4-H Council and the National 4-H Center, the Kellogg Foundation helps create new programs that serve youth in urban and non-farm areas.

1971 The Kellogg National Fellowship Program (KNFP) is initiated to mark the Foundation’s 50th anniversary and continues until 2001. The KNFP is a three-year program, designed to give emerging professionals a breadth of understanding about social issues outside their areas of expertise.

1981 The Michigan Community Foundations’ Youth Project begins. By 1997, the matching grants program helped create 35 new community foundations and youth funds across the state.

1988 The Zamorano Agricultural Center opens in Honduras. Based on the Zamorano Agricultural Center, the facility operates in the tradition of the first Kellogg Center at Michigan State University, which opened in 1951.

1989 The Kellogg Center begins funding in Africa. Initial programs support scholarships for black South Africans who are denied equal opportunity under apartheid. With the creation of the Kellogg International Leadership Program (KILP), the Foundation expands its leadership program to include Africa and Latin America and the Caribbean.

1989 Groundwater Education in Michigan (GEM) program begins. GEM works with cities and counties across the state to inform citizens and energize policymakers around the need to protect this invaluable resource.
1989 President George H. W. Bush calls on the Kellogg Foundation to advise him on the creation of the Points of Light Foundation.

1990 The Kellogg Foundation’s largest ever IYP’s goal is to replicate worldwide proven programs that benefit youth.

1991 In the 1990s, programming shifts toward multi-year, multi-site initiatives with a single strategic focus that builds on grants experience. Examples include Community-Based Programs and Integrated Planning System.

1991-1997 The Native American Higher Education Initiative (NAHEI) grows from 52 to 1,000 Native American Student Enrollments at nearly 500 colleges and universities across the country.

1997 The Native American Higher Education Initiative (NAHEI) grows from 52 to 1,000 Native American Student Enrollments at nearly 500 colleges and universities across the country.

1999, the Mid South Delta Initiative puts service-learning on the map by developing new programs and academic standards for service-learning.

2001 The Kalamazoo Community Foundation commemorates its 75th anniversary.

2004 Among its achievements since Delta Initiative’s in 1999, the Mid South Delta Initiative has helped secure $1.8 million for schools and $1.2 million for service-learning.

2005 The W.K. Kellogg Foundation commemorates its 75th anniversary.
# A Message from the Board Chair

**A Legacy Still in the Making** “With great confidence and belief in people, Mr. Kellogg began the Foundation just after the Great Depression started,” writes Hanmin Liu. “A firm belief in people … and their ability to solve their own problems is the hallmark of the Kellogg Foundation and the legacy of W.K. Kellogg.”

# A Message from the CEO

**At the Heart of Innovation** “Throughout W.K. Kellogg’s life, it was values that lay at the heart of his innovations,” says William C. Richardson, CEO. And as the Kellogg Foundation commemorates its 75th anniversary, these same principles continue to guide the organization’s work and mission.

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A Legacy Still in the Making

With great confidence and belief in people, Mr. Kellogg began the Foundation just after the Great Depression started. The United States was going through a significant economic downturn, and he set up the Foundation to invest in people – supporting the notion of “risk capital” to promote social innovation. One of Mr. Kellogg’s earlier efforts was to establish consolidated rural K-12 schools in Michigan. He also “invested” in the development of a primary school that had the most advanced facilities for integrating handicapped children with children without disabilities. This school was 70 years ahead of its time and still stands as a model of mainstream education. It was named after his mother, Ann J. Kellogg. In both projects, the strategy for social change was building capacity for the community to evolve within the context of the current social and economic situations. A firm belief in people, particularly those suffering and “those with little to no income,” and their ability to solve their own problems is the hallmark of the Kellogg Foundation and the legacy of W.K. Kellogg.

While these core values of the Kellogg Foundation have not changed, much has developed since 1930 when the Foundation was established. We are now operating in Latin America and the Caribbean, southern Africa, and the United States, with program staff who are citizens of the countries in those regions and who know firsthand the challenges and strengths of their communities. We have nearly 75 years of experience with social innovation, and have accumulated considerable knowledge of social patterns in different racial, ethnic, and mainstream populations in the world. Our staff seeks out formal and informal leaders, honors the culture of the community, and explores the degree of freedom and choice prevailing in the community. When we get it right, working from all possible angles, it facilitates policy development and the social innovation becomes sustainable.

We are at a time in history when economic globalization is transforming communities and societies, the likes of which have not occurred since
the Industrial Revolution. This economic shift has resulted in dislocation in communities all over the world. Because of the nature of the shift, this dislocation will be at least as permanent as we have seen in the past because the economy is now driven by information and service industries that require more skilled and professional labor. If the economy grows primarily from skilled and professional sectors, then many of the jobs for less skilled workers will not be coming back. This situation will cause major community dislocation and stagnation in parts of the world, which in turn will challenge community members and their leaders to re-form themselves or to establish new forms of community.

We are particularly mindful of the impact of global economic transformation on the lives of people; particularly the most disadvantaged and marginalized populations. As we carry out our programming in health, youth and education, food systems and rural development, and philanthropy and volunteerism, we seek positive approaches to strengthening the identity and dignity of youth, families, and communities. We look for ways to help communities honor their history and grow. We continue to draw lessons from the experiences of our grantees as guides to help us articulate new strategies for personal and social development, sustainable communities, and civic engagement.

2005 is the Foundation’s 75th anniversary and we are celebrating many of the innovations of our grantees and their impact on people and communities throughout the world. This annual report describes the incubation of a series of ideas and strategies for sustainable social change. The Board is proud of these accomplishments and deeply humbled by the work of individuals and groups who take it upon themselves to improve their environment and the quality of life within their community. I am honored to be among a committed Board and a distinguished staff that probe deeply into the social patterns and approaches to positive action and social good.

Hanmin Liu
Board Chair
At the Heart of Innovation
He wasn’t a man who wanted public recognition, even though his name became a household word the world over. Nor was he especially interested in wealth, even though his business empire made him one of the world’s wealthiest men.

For W.K. Kellogg, riches and fame were mere by-products of his unrelenting desire to make an affordable and nutritious product – ready-to-eat breakfast cereal. And despite his competitive nature, Mr. Kellogg was always motivated by more than profit. In 1909, when his young company was still on shaky financial ground, he wrote, "If I am successful in getting out of debt and become prosperous in my business affairs, I expect to make good use of any wealth that may come to me.”

Throughout W.K. Kellogg’s life, it was values that lay at the heart of his innovations. They were the engine behind his creative business genius. They were the fuel that drove him to work 120-hour weeks as a young man, and even at age 70, it was his values that energized him to create the W.K. Kellogg Foundation. He eventually donated nearly all his wealth to ensure the long-term success of his philanthropic enterprise.

In 2005, the Kellogg Foundation commemorates its 75th anniversary. In this milestone year, we are taking time to reflect on our founding ideals, which continue to guide our work. As important, we’re honoring our grantees who have made Mr. Kellogg’s values their own. The new and historic projects featured in this report show how our programming has evolved – yet in many ways, stayed consistent – over seven decades.

A commitment to lifelong learning

“Education,” said W.K. Kellogg, “offers the best opportunity for truly improving one generation over another.” He certainly spoke from experience. Because of poor eyesight (his teachers thought he was “dimwitted”), W.K. quit school at age 14 to become a broom salesman. Later, he attended night school to
earn a certificate in business at a small college near Battle Creek. Yet Mr. Kellogg was very much a self-educated man.

It’s no wonder, then, that education, as a force for personal development and social change, has remained a core principle for the Kellogg Foundation. Like Mr. Kellogg, we believe that learning should occur throughout life, in a rich variety of places and circumstances. Oftentimes, that learning involves traditional students in traditional places: K-12 schools, colleges, and universities. Throughout its history, the Foundation has helped create new programs from the pre-school to the doctoral level.

For example, in the 1930s the Foundation pioneered the “mainstreaming” movement, which allows children with disabilities to be taught in the same classroom as nondisabled children. In the 1940s, we supported the early master’s degree programs in hospital administration, and in the 1950s, the first associate degree in nursing programs – two developments which helped to reinvent the health care workforce.

At the same time, we also value “non-degree” learning that is tailored to the specific needs of communities and organizations. Perhaps it is Mexican farmers who need to learn a new way to raise cash crops on erosion-prone hillsides. Or maybe a Silicon Valley entrepreneur who wants advice on how to start a foundation. Regardless of the environment, Foundation grantees have ably provided whatever knowledge is necessary to advance the social good. The institutional surroundings are less important than the outcome: to give all people an opportunity to develop their full potential.

**Touching lives where life is lived**

From the start, the Foundation has valued community-driven change, an orientation that continues today. W.K. Kellogg was the son of Michigan pioneer parents and saw firsthand how compassion for one’s neighbors could build strong communities. Ann Janette Kellogg, W.K.’s mother, once gave away one of her family’s two dairy cows to a needy family. On another occasion, she gave away her loom – an invaluable tool of frontier life – to a poor widow with several children to raise. These experiences shaped Mr. Kellogg’s character, and later, the nature of his philanthropy. He saw that what disadvantaged people often need most is not charity, but the tools to build a better life. “Helping people help themselves” has since become the Foundation’s credo.
The barn-raising ethic of Mr. Kellogg’s childhood is worth remembering. True, not many of us need a big wooden structure to house the family’s dairy herd. But in that same spirit, local people can cooperate to make their neighborhoods safer, or to improve their schools and health care system. When those most affected by social and economic problems help policymakers craft workable solutions, there’s typically a better outcome for everyone. In today’s terms, one could say that democracies need to be “hard-wired” for this kind of public involvement.

As an example of how community-driven change works in action, consider the Denver Health Community Voices project. Community Voices is an initiative designed to provide better access to health care for the underserved. While there were public programs available in Denver, many eligible residents weren’t enrolled in them. By improving case management and communications, Denver Health has turned the situation around. They’ve done that through a Community Voices partnership which reaches out to local people in a way that only good neighbors can.

“Community Voices enabled us to partner with local organizations and send outreach workers directly into the community,” said Liz Whitley.
director of the project. To date, more than 200 businesses, schools, and churches have joined the effort. Denver Health outreach specialists visit libraries, places of worship, shopping malls, and barbershops. More and more of Denver’s underserved are getting the treatment they need to stay healthy. After 75 years, people and communities are still the focus.

The continuity of change
As a foundation, we support giving in all its forms and have done so since 1930. Through depression and recession, from World War II through the Cold War, we have worked to fund creative efforts designed to improve the human condition.

Today, we’re committed to the human concerns of health; food systems and rural development; youth and education; and philanthropy and volunteerism. Each of these program areas is a logical extension of Mr. Kellogg’s initial vision. And our programming will continue to evolve as the world evolves. As former U.S. Secretary of State Dean Rusk once said, “Continuity does not rule out fresh approaches to fresh situations.”

What will not change, however, is our commitment to the core values that make the Kellogg Foundation what it is today. Just as Mr. Kellogg did, we will help people and communities by building on their existing strengths and assets. For it is the people we support who are the real agents of change – not the Kellogg Foundation. Again, it is our grantees’ achievements that we ask the public to honor during this memorable year.

In the following pages, we compare some of today’s successful efforts with landmark projects from the past. By balancing continuity with innovation, they show how the Kellogg Foundation remains an active force for change – today, during our 75th anniversary, and far into the future.

William C. Richardson
President and CEO
When a dream comes to life

When he first established his Foundation, W.K. Kellogg told his staff “Use the money as you please, so long as it promotes the health, happiness, and well-being of children.” Over the years, that mission has expanded. Although helping children is still core to the Foundation’s mission, sometimes the best way to help children is by restoring the health of their family and community.

The projects featured on the following pages show how Mr. Kellogg’s dream has become a reality across seven decades of programming – and throughout hundreds of communities, at home and abroad.
By weaving together family, school, and the community into unique support groups, 13 ENLACE partnerships in seven states are increasing the number of Hispanic students who stay in school and graduate.

Collectively, ENLACE creates a “seamless pathway to college” that begins in kindergarten and elementary school, where children benefit from cross-age mentoring and tutoring. In middle and high school, on-campus “family centers” help students and their parents learn about expectations and requirements for graduation and college admission. The ENLACE support network even extends into college via volunteer ambassadors who offer encouragement and practical advice to their peers.

Each ENLACE partnership develops innovative solutions that address local education-related problems. Too many kids missing from school? ENLACE parents will go door-to-door, urging youth to return to class.

1930s

A tradition of innovative education

During the 1930s, the Ann J. Kellogg School brought to life W.K. Kellogg’s vision for connecting children with disabilities to mainstream education. Established in cooperation with the Battle Creek Board of Education and named in memory of his mother, it was one of the first schools in America to integrate students with disabilities into regular classrooms to expand their learning abilities, confidence, and circle of friends.
ENLACE is even influencing the way education is delivered. Convinced that improving science literacy is critical to increasing graduation rates, partners in Brownsville, Texas, initiated a science “renaissance” that offered more hands-on lessons. The excitement, creativity, and improved grades it fostered among students inspired the board of education to approve a shift from textbook- to inquiry-based learning that adheres to National Science Education standards.

Although there’s still a long way to go before their graduation rates reach the national average, Hispanic youth now have a comprehensive web of support that will enable them to conquer the challenge.

“It’s amazing what you can do when you get people together under one common goal and move forward with that.”

– Ricardo Maestas, executive affairs officer, University of New Mexico, Albuquerque
Social Venture Network: a new measure of success

Attend a Social Venture Network (SVN) event and you might hear a finance expert updating colleagues on the coffee cooperative she helped finance in Chiapas, Mexico. Or the CEO of a New York bakery created to employ inner-city youth exulting over Ben and Jerry’s standing order for its brownies. These are just two of the nearly 400 socially responsible nonprofit investors and entrepreneurs who are, with the support of SVN, transforming the way the world does business.

Founded in Colorado in 1987 by Josh Mailman and Wayne Silvey, SVN brings together business and philanthropic leaders in a unique global network. SVN’s “triple bottom line” measures an organization’s success not only by its financial picture, but also by its contributions to the environment and surrounding
Seeing the country’s leading social purpose entrepreneurs getting together and helping to strengthen each other’s programs, businesses, and nonprofits is really pretty incredible to watch.”

– Deborah Nelson, co-executive director, Social Venture Network

community. That can mean making furniture out of recycled materials, or establishing an office supply company that donates its profits to charity.

With help from the Tides Center, a nonprofit that provides infrastructure support to social change initiatives, SVN helps participants pool their resources and share ideas through numerous conferences, local events, on-line tools, and newsletters. New best practices are constantly emerging to be incorporated into SVN’s Standards of Corporate Social Responsibility. As a result, more organizations are learning how to reach their business goals while effecting positive social and environmental change.
While the days of routine house calls by doctors may be gone, Denver Health Community Voices (DHCV) is bringing health care to underserved communities and the people who live in them. Instead of doctors with black bags, health workers and outreach specialists who know the neighborhood are helping residents access the care and information they need.

One of 13 health-oriented learning laboratories funded by the W.K. Kellogg Foundation across the country, DHCV works with numerous partners – businesses, schools, community organizations – to identify and address local needs, such as pregnancy testing for women and programs geared toward African American men.

Most community health initiatives start working for people when they walk through the door. DHCV’s dedicated outreach workers, by contrast, actively seek...
people who need health care and connect them to specific programs and services. They’ll even sit with residents to fill out the applications. “We try to eliminate as many barriers as we can to health care,” explains Merrill Carter, one of many DHCV community advisors.

Take the case of Fernanda Amaya Gonzales. After Fernanda’s husband was laid off, her family, including a 6-year-old daughter, went without medical insurance and health care – until she received a call from a DHCV advisor. Gonzales discovered that her family was eligible for care at a local clinic. “I would just like to say thank you,” she said, “because without this program, we would have no way of paying for health coverage.”

“Community Voices has really given us the opportunity to establish and strengthen relationships in the community.”

- Liz Whitley, project director, Community Voices
Cheryl Carrier didn’t think she could be a business owner. “I was a single mother with two children, and I never dreamed that a bank or any organization would loan me almost $1 million,” she said. Today, however – thanks to support from Coastal Enterprises, Inc. (CEI) – her Toddle Inn Child Care Center and Nursery School has expanded to five locations, serves hundreds of parents and children, and helps meet the burgeoning need for quality child care in Maine.

CEI shows how a nonprofit organization can make a huge difference in the lives of economically stressed communities. Although Maine has been hit hard by the rise of the global economy, CEI is helping residents adapt and thrive. How? By advancing strategies that meet local needs, from counseling and financing traditional industries – such as fishing – to promoting entrepreneurship, homeownership, and social services.

A tradition of helping communities thrive
Kellogg Foundation grantees have helped preserve communities whose traditions predate the creation of the United States. Ganados del Valle (Flocks of the Valley), for one, has played a vital role in sustaining the mountain communities of northwest New Mexico since 1983. Rooted in Hispanic and Native American cultures, these communities relied for years on farming and ranching until modern-day economic realities threatened their agro-pastoral way of life.

From college courses to business plans, Ganados del Valle has helped hundreds of families to develop marketable skills and form cooperative enterprises that create new jobs – while they preserve their cultural heritage and identity.
Mason Dubord knows this firsthand. Tourism inflates housing costs in Maine, forcing many families to pay as much in rent as they would a mortgage payment and making it difficult to save for a down payment. CEI’s lease-purchase program has helped Dubord and many other local residents build equity and qualify for mortgages. Dubord’s house, which he built himself, cost around $43,000. It’s now worth more than $100,000.

“The people of Maine are very resilient and independent and have a genius for inventiveness and creativity,” said Ron Phillips, president and CEO of CEI. Taking this to heart, CEI doesn’t impose specific action plans, but rather empowers businesses and residents to drive their own economic recovery. “We work very closely with different populations and communities to fit our organization into the needs and aspirations of what is going on,” Phillips said.
In the midst of battles against overwhelming odds and crippling workloads, great leadership often goes unrecognized. The Academy for Educational Development (AED) is an international organization working to recognize such leadership throughout southern Africa with its Desmond Tutu Footprints of Legends Awards.

Recipients are leaders who tirelessly push forward in areas of youth development, human rights, poverty alleviation, and social equity in their communities. They stand as role models to others who may themselves become leaders one day.

Thandiwe Dlamini takes this role seriously. A resident of Swaziland, she created the Parish Nurse Program to deliver physical and spiritual care to people with terminal illnesses. The program recruits retired nurses to treat patients with a holistic...
approach that uniquely combines professional medical care, disease-specific education and counseling, and, perhaps most important, attention to the spirit.

The driving force behind these extraordinary efforts, Thandiwe was deservedly recognized by the Desmond Tutu Leadership Awards. And she hopes others will follow in her footsteps. “I would like to see many young people, young girls in particular, taking on challenging jobs and taking on leadership.”

“I need to impart leadership skills and be a role model for the young, so they can look at me and say, ‘I’d like to be like her.’”

– Thandiwe Dlamini, coordinator, Parish Nurse Program
How would you revitalize a school system that’s struggled to engage students, parents, and teachers? In Aracati, a small city in the poorest region of Brazil, local government leaders and a community group known as Zumbi dos Palmares are transforming theirs into a vibrant “learning municipality.”

Project Zumbi – as the initiative is called – is using art, dance, music, and theater to spark a love of learning in youth and a new joie de vivre in the surrounding community. Students also clamor to enroll in a “circus school.” Performing helps them build self-esteem, learn about teamwork, and experience the thrill of bringing entertainment to people living deep in the Brazilian interior.

Lessons in karate provide an extra benefit in some of Aracati’s rougher neighborhoods: both boys and girls learn self-composure under pressure as well as
self-defense. Not all of the programs, however, require students to break a sweat. For instance, students love Project Zumbi’s multimedia “bus,” which visits schools with videos, computers, and a traveling library that has increased interest in reading.

Of course, the overall goal of all of these enriching activities is to help students gain skills that will help them graduate from school and succeed in life. Today, nearly 50 percent of the entire educational system in Aracati is linked with Project Zumbi. Satisfaction and involvement has skyrocketed for students, teachers, and the community. And officials say that learning has been transformed into a “language that youth hears.”

“I started coming more often, leaving the streets to come here and leaving behind some friends with bad habits. It offered me a new world with true friends.”

– Cristiano Barbosa Da Silva, Aracati High School Student
Lesson #1: You can’t solve the big problems until you work out the small ones. That’s what leaders of the *Yes We Can!* initiative discovered as they kicked off efforts to improve education and boost economic development in seven neighborhoods in Battle Creek, Michigan. *Yes We Can!* is funded primarily through a Kellogg Foundation grant to the Battle Creek Community Foundation. Hosting a block party, was the open door that invited neighbors to meet – often for the first time. Quickly, conversations ramped up from hellos to matters of mutual concern, including unkempt yards and trash.

*Yes We Can!* is a grassroots program that, among other things, awards mini-grants to help local residents change their world. Local residents work with institutional and community leaders to determine the next best steps toward achieving the larger goals.
Following the block party, for instance, a mini-grant brought families together to collect litter and straighten up yards. Neighbors then felt comfortable sharing thoughts and developing strategies to overcome more serious community issues such as crime and prostitution.

As they work to reach their objectives with a balanced and practical methodology, however, Yes We Can! participants have learned another important lesson. No matter how carefully a plan is organized, they report, flexibility is crucial when it’s time to execute. “People are constantly building on what they’ve learned,” said Cherise Brandell, Yes We Can! director of operations. “And that has helped us deliver on the promise of numerous ideas.”

“I think you’re going to see a community that brings back pride and good feelings. Our neighborhoods are just waiting for the unsung heroes to step up and lead.”

– Carl Word, principal, Battle Creek Public Schools

Battle Creek, Michigan
Programming Interests and Guidelines

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 seven countries in southern Africa – Botswana, Lesotho, Malawi, 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.

Programming Interests
Grants are made in four areas:
• Health
• Food Systems and Rural Development
• Youth and Education
• Philanthropy and Volunteerism

Geographic Priorities
Areas addressed in our programming are 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, the programming focus fits 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 to and 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**
Similar to other Kellogg Foundation program areas, Food Systems and Rural Development 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 know-how. Therefore, our programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools to 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, Malawi, 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 also is 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. The following strategies 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 access to information technology. The aim of this approach is to build the capacity of individuals, communities, and institutions to put regional development projects into action.

**Promote Regional Development**
Attention is given to supporting groups of projects that demonstrate ways to break the local 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.

**Programming Guidelines**
The following guidelines help direct the Kellogg Foundation’s funding decisions:

1. **Foundation Goals:** The Foundation typically considers 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, Malawi, 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
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 pre-proposals electronically by using the Foundation’s on-line application at www.wkkf.org/ApplyOnline. Grant applicants who are not able to apply electronically should submit a pre-proposal document of less than five pages, containing the following information:

Contact Information
- Name (include salutation, first, and last name)
- Title within organization
- Organization name
- Street address
- City/State/Zip Code/Country
- Phone number
- E-mail address (if applicable)

This information should be provided for the representative submitting the request and will be used for correspondence purposes.

Organization Information
- Organization type – specify if other than nonprofit organization
- Organization name – legal name of organization according to IRS (for U.S.) or IRS equivalent (non-U.S.)
- Other organization name
- Tax status – does the organization have 501(c)(3) status?
- Tax identification number – EIN or equivalent if known
- Year established
- Staff size
- Number of locations
- Organization’s scope of work – organizational mission, focus, audience served, and geographic reach
- Previous WKKF support? – has your organization received previous support from the Kellogg Foundation? If yes, please provide the project number, if known
- Contact regarding request – have you discussed this request with a Kellogg Foundation staff member? If yes, please provide the name of the individual and when and where you contacted them.
- How did you hear about WKKF?

Request Details
- Project name – name or title of project
- Purpose statement – one-sentence description of what will be accomplished as a result of the project
- Amount requested
- Total project budget
- Project overview – a one-paragraph summary of the project
- Project goal – impact to be achieved
- Project objectives – key factors or achievements necessary for success
- Rationale – why the project is important at this time
• Project activities – activities that will be performed in order to accomplish the project objectives
• Anticipated outcomes – what will be different as the result of this project?
• Sustainability plan – ways the grantee, community, or other beneficiary will continue to address the work after Kellogg Foundation funding ceases
• Target geographic area – intended geographic area served by this project

Please note that Foundation funding is generally limited to the United States, Latin America and the Caribbean, (for priority geographic areas within this region, please visit the Web site at www.wkkf-lac.org), and the southern African countries of Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, and Zimbabwe

• Collaborating organizations – other organizations you are working with on the project and the role of each
• Project start date
• Project end date
• Other funding sources – list all other organizations contributing to the project, including in-kind support
• Grantee project ID – list if you have your own ID or reference for the project

Additional Information
• Relevant information may be included. During the initial submission phase, please do not include: tax documentation, staff or board listings, vitae/resumes, articles or publications, letter of support or photos/music/video clips.

Pre-proposals should be submitted electronically, where possible. If mailed, they should be submitted on standard-size (8½" x 11") light-colored paper. Please do not provide a plastic-bound or an 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 submissions. The initial review may take up to three months to complete. If the proposed project falls within the Foundation’s priorities and available resources, applicants may be asked to develop a more detailed proposal.

Letters should be directed to:
Supervisor of Proposal Processing
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4012
USA

To obtain detailed information about each of our programming areas – as well as material pertinent to each geographic region – contact the W.K. Kellogg Foundation, or visit our Web site at www.wkkf.org.
A vision come to life

Visit our commemorative Web site at www.wkkf.org/75th and you’ll see and hear how Kellogg Foundation grantees have touched the world: how they’ve solved problems, discovered untapped resources, and rallied communities to work for change. The site features hundreds of beautiful photos, as well as dozens of stories and video vignettes. Other key elements include:

>> A downloadable version of “From Vision to Innovative Impact,” a coffee table-style book that chronicles the Foundation’s history, with an emphasis on the past 25 years

>> Transcripts from hundreds of interviews with Kellogg Foundation grantees

>> A series of timelines that chronicle the unfolding of W.K Kellogg’s life – and his Foundation’s work – across more than seven decades

>> A calendar of seminars and special events that will commemorate our grantees’ accomplishments
During the 2003-2004 fiscal year, the Board of Trustees of the W.K. Kellogg Foundation held 12 monthly meetings and one special meeting to consider grant proposals and to review Foundation operations. The Board of Trustees held a retreat in June 2004 to review Foundation programming and operations, as well as to focus on future directions.

The annual meeting of the corporation was held December 18, 2003. Three Trustees were elected to three-year terms on the Board of Trustees at the 73rd annual meeting of the members. They were Howard F. Sims, Cynthia H. Milligan, and Joseph M. Stewart. Hanmin Liu was elected to serve as Chair of the Board of Trustees.

During the 883rd 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 La June Montgomery-Talley; Assistant Corporate Secretary Mary Carole Cotter; and 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, Howard F. Sims, and Dorothy A. Johnson. Four Trustees were appointed to the Board’s Audit Committee: Howard F. Sims, chair; Joseph M. Stewart, Fred P. Keller, and Wenda Weekes Moore. Appointed to the Budget Committee were Cynthia H. Milligan, chair; Jonathan T. Walton, Dorothy A. Johnson, and Wenda Weekes Moore. Four Trustees were appointed to the Board Development Committee: Shirley D. Bowser, chair; Fred P. Keller, Cynthia H. Milligan, and Joseph M. Stewart. Board Chair Hanmin Liu and President William C. Richardson serve as ex-officio members on all Board committees. The Finance Committee met four times, the Budget Committee met three times, and the Board Development and Audit Committees each met twice.

Gregory A. Lyman
Senior Vice President and Corporate Secretary
Standing from left:
Wenda Weekes Moore, Minneapolis, Minnesota;
William C. Richardson, Hickory Corners, Michigan;
Howard F. Sims, Detroit, Michigan;
Fred P. Keller, Grand Rapids, Michigan;
Dorothy A. Johnson, Grand Haven, Michigan;
Joseph M. Stewart, Battle Creek, Michigan

Seated from left:
Shirley D. Bowser, Williamsport, Ohio;
Hanmin Liu, San Francisco, California;
Cynthia H. Milligan, Lincoln, Nebraska;
Jonathan T. Walton, Detroit, 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

Michele L. Babcock
Finance Specialist

Gillian R. Barclay
Evaluation Manager

Denise 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
Program Operations Manager

Anthony R. Berkley
Evaluation Manager

Karen L. Bernard
Grant Commitment Specialist

Mary L. Bird
Administrative Services Technician

Jacquelynne K. Borden-Conyers
Communications Manager

Kathryn L. Borger
Administrative Assistant

Donna M. Bradshaw
Finance Specialist

Sabina S. Brand
Program Budget Specialist

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

Tori L. Byrd
Meeting Planner

Caroline M. Carpenter
Program Director

Dessie Caulk
Program Assistant

Ted H. Chen
Program Director

Barbara E. Chester
Guest Services Representative

Renée A. Church
Employee Dining Cook

Maynard L. Clark, Jr.
Maintenance Technician

Cherie M. Clements
Finance Specialist

David A. Cournoyer
Communications Manager

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
Mid South Delta Initiative
Coordinator

Linda Jo Doctor
Program Director

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
Program Operations Manager

Celeste M. Etheridge
Program Budget Specialist

Janet E. Evans
Administrative Analyst

Fernanda Farinha
Program Director

Tracie J. Farrah
Travel Specialist

Jane A. Feilen
Information Processing Specialist

Amy K. Feiser
Program Assistant

Barbara L. Fitch
Program Assistant

Katherine K. Fitzgerald
Program Director

Robin K. Flees
Meeting Assistant
Tamra J. Fountaine
Program Assistant
David D. Freeman
Special Dining Cook
Julie K. Fry
Assistant to the President/CEO
Brenda S. Gentry
Service Attendant
Judah I. Gesmund
Finance/Programming Systems Analyst
Jody L. Glover
Administrative Assistant
Jill A. Grant
Investment Associate
Deborah A. Green
Human Resources Specialist
Krea K. Gregory
Program Budget Specialist
Patti J. Grimes
Administrative Assistant
Christina D. Hammond
Manager of Grant Commitments
Clair E. Hatmaker
Project Lead
Winnie Hernandez-Gallegos
Program Director
Anita R. Hess
Program Assistant
Oran B. Hesterman
Program Director
Neil R. Hineman
Human Resources Manager
Lisa Hirano-Wittkamper
Program Associate
Ruth Ann Hoiles
Program Assistant
Michelle L. Hoonson
Meeting Assistant
Dale B. Hopkins
Production Manager
Norman Howard
Director of Human Resources
Ralph O. Huisenga
Records Technician
Pamela D. Hurley
Assistant to Battle Creek Programming
Gail L. Imig
Program Director
Valorie J. Johnson
Program Director
Linda A. Jones
Human Resources Manager
Sue C. Kelley
Program Assistant
Kannakumar Kittusamy
SAP ABAP Developer/BASIS Administrator/Project Manager
Cindy L. Kuester
Administrative Assistant,
Human Resources
Christine M. Kwak
Program Director
Karen M. Ladley
Assistant to the Director of Evaluation
Carol J. Laird
Program Assistant
Karen E. Lake
Director of Marketing and Communications
Dianna L. Langenburg
Human Resources Analyst
Donna M. Lartigue
Program Director
Clayton F. Leonard
Senior Business Analyst
Robin L. Leonard
Program Assistant
Carla L. Little
Communications Specialist
Karla M. Lutjens
Meeting Planner
Mariana Machetto
Program Assistant
Jann H. Mackaluso
Program Assistant
Paul J. Maguire
Manager of Systems Development
Vuyo F. Mahlati
Program Director
Carrie Tundevold McCleary
Communications Web Administrator
Susan K. McComb
Program Assistant
Iris A. McKinley
Administrative Services Technician
Marvin H. McKinney
Program Director
Ann M. McKinstry
Grant Eligibility and Tax Analyst
Deborah J. Miller
Technical Training, Documentation, and Support Analyst
Wendi J. Miller
Program Assistant
Saroj K. Mohanty
Senior Business Analyst
Mathabo J. Molobi
Program Associate
Cindy L. Monawec
Program Assistant
Dan E. Moore
Program Director and Senior Advisor to the President
Jay A. Moore II
Purchasing Assistant
M. Malusı Mpumlwan
Regional Director of Africa Programs
Viona C. Munjeri
Program Assistant
Clemencia Munoz Tamayo
Director of Marketing and Communications
Denise L. Nidlov
Grants Specialist
Virlean Newton-Shelby
Kitchen Assistant
Teresa L. Odden
Program Assistant
Janet L. Oursler
Program Assistant
Deborah L. Pearsall
Budget Specialist
Rochelle L. Pino
Assistant to the Senior Vice President and Corporate Secretary
Jaishree R. Ramsumair
Program Assistant
This list reflects staffing as of November 16, 2004
Total assets of the Foundation and the Foundation Trust were $6.8 billion on August 31, 2004, an increase of 19 percent, or $1.1 billion, over the prior year. While this increase is primarily attributable to a 21 percent increase in Kellogg Company stock, the Foundation’s diversified portfolio increased by 14 percent, surpassing all comparable benchmarks.

Over the past four years, diligent attention to diversification and sound investing has yielded top-tier returns for the overall portfolio. These practices have allowed the Foundation to increase its grant programs and to dedicate resources to achieving long-term systemic change.

The Foundation continues to prepare for its 75th anniversary, which will occur during the 2005 calendar year. A portion of the current cash position is reserved to disburse a series of grants and programs to commemorate this occasion. Board appropriations for the 75th anniversary grants and programs total more than $45 million. The Board approved an additional $134 million in appropriations for regular grantmaking and program activities. Grant distributions increased by 11 percent during the fiscal year. Additionally, program activities representing disbursements for direct charitable activities increased by 12 percent.

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. Deloitte & Touche, LLP serves as the independent accountants for the Foundation and the Trust.
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, 2004, and 2003, and the related combined statements of activities and cash flows for the years 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 audits.

We conducted our audits 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 audits provide a reasonable basis for our opinion.

In our opinion, such combined financial statements present fairly, in all material respects, the financial position of the Foundation and the Trust as of August 31, 2004, and 2003, and the results of their combined activities and cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Deloitte & Touche LLP
October 1, 2004
## Combined Statements of Financial Position

**August 31, 2004** | **August 31, 2003**
---|---
**Assets** |  
W.K. Kellogg Foundation:  
Cash and cash equivalents | $90,842,053 | $59,557,053  
Diversified investments | 297,048,934 | 260,853,982  
Accrued interest and dividends | 929,960 | 1,086,108  
Loans receivable | 3,000,000 | 3,000,000  
Other assets | 679,958 | 1,772,336  
Property and equipment – net | 63,742,147 | 63,373,959  
Contributions receivable from contingent trusts | 12,197,033 | 10,996,626  
Total Foundation | 468,440,085 | 400,640,064  
W.K. Kellogg Foundation Trust:  
Cash and cash equivalents | 132,521,072 | 57,689,701  
Diversified investments | 1,059,947,706 | 1,010,563,891  
Kellogg Company common stock, 120,919,940 shares in 2004  
and 121,231,840 shares in 2003, at fair market value | 5,076,219,082 | 4,199,023,595  
Accrued interest and dividends | 32,801,843 | 34,091,725  
Other assets | 543,392 | 2,085,833  
Contributions receivable from contingent trusts | 31,371,135 | 25,499,494  
Total Trust | 6,333,404,230 | 5,328,954,239  
**TOTAL** | **$6,801,844,315** | **$5,729,594,303**

**Liabilities and Net Assets**

**LIABILITIES:**  
W.K. Kellogg Foundation:  
Accounts payable | $2,377,510 | $3,585,474  
Accrued liabilities | 3,139,420 | 2,536,480  
Grants payable | 169,584,230 | 173,038,958  
Deferred excise tax liability | 638,306 | 291,001  
Post-retirement liability | 15,104,311 | 12,727,338  
Total Foundation | 190,843,777 | 192,179,251  
W.K. Kellogg Foundation Trust –  
Deferred excise tax liability | 103,778,445 | 85,376,567  
Total liabilities | 294,622,222 | 277,555,818  

**NET ASSETS:**  
W.K. Kellogg Foundation:  
Unrestricted | 265,399,275 | 197,464,187  
Temporarily restricted | 12,197,033 | 10,996,626  
W.K. Kellogg Foundation Trust – temporarily restricted | 6,229,625,785 | 5,243,577,672  
Total net assets | 6,507,222,093 | 5,452,038,485  
**TOTAL** | **$6,801,844,315** | **$5,729,594,303**

See notes to combined financial statements.
**Combined Statements of Activities**

### Year Ended August 31, 2004

<table>
<thead>
<tr>
<th>Category</th>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues and gains (losses):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust</td>
<td>$ 292,000,000</td>
<td>$ 292,000,000</td>
<td>$ –</td>
</tr>
<tr>
<td>Other contributions and gifts</td>
<td>724,699</td>
<td>724,699</td>
<td></td>
</tr>
<tr>
<td><strong>Investment income:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>21,634,805</td>
<td>6,025,055</td>
<td>15,609,750</td>
</tr>
<tr>
<td>Dividends</td>
<td>139,223,989</td>
<td>2,447,937</td>
<td>136,776,021</td>
</tr>
<tr>
<td><strong>Net realized gains (losses) on investments</strong></td>
<td>231,622,974</td>
<td>5,305,397</td>
<td>226,317,577</td>
</tr>
<tr>
<td><strong>Change in net unrealized market appreciation</strong></td>
<td>942,937,110</td>
<td>21,898,126</td>
<td>921,038,984</td>
</tr>
<tr>
<td><strong>Less expenses of earning income</strong></td>
<td>(7,528,725)</td>
<td>(2,061,711)</td>
<td>(5,467,014)</td>
</tr>
<tr>
<td><strong>Increase in value of contingent trusts</strong></td>
<td>7,072,048</td>
<td>1,200,407</td>
<td>5,871,641</td>
</tr>
<tr>
<td><strong>Refund of prior year program payments</strong></td>
<td>298,085</td>
<td>298,085</td>
<td></td>
</tr>
<tr>
<td><strong>Other receipts</strong></td>
<td>1,595</td>
<td>1,595</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenues and gains</strong></td>
<td>1,627,986,580</td>
<td>327,839,590</td>
<td>1,300,146,990</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Distributions to W.K. Kellogg Foundation</strong></td>
<td>292,000,000</td>
<td>292,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Grant</strong></td>
<td>191,552,690</td>
<td>191,552,690</td>
<td></td>
</tr>
<tr>
<td><strong>Program activities</strong></td>
<td>24,687,534</td>
<td>24,687,534</td>
<td></td>
</tr>
<tr>
<td><strong>General operations</strong></td>
<td>38,942,498</td>
<td>38,942,498</td>
<td></td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>2,891,630</td>
<td>2,891,630</td>
<td></td>
</tr>
<tr>
<td><strong>Federal excise tax provision</strong></td>
<td>22,728,620</td>
<td>629,743</td>
<td>22,098,877</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>572,802,972</td>
<td>258,704,095</td>
<td>314,098,877</td>
</tr>
<tr>
<td><strong>INCREASE (DECREASE) IN NET ASSETS</strong></td>
<td>1,055,183,608</td>
<td>69,135,495</td>
<td>986,048,113</td>
</tr>
<tr>
<td><strong>NET ASSETS – Beginning of year</strong></td>
<td>5,452,038,485</td>
<td>208,460,813</td>
<td>5,243,577,672</td>
</tr>
<tr>
<td><strong>NET ASSETS – End of year</strong></td>
<td>$ 6,507,222,093</td>
<td>$ 277,596,308</td>
<td>$ 6,229,625,785</td>
</tr>
</tbody>
</table>

### Year Ended August 31, 2003

<table>
<thead>
<tr>
<th>Category</th>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues and gains (losses):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust</td>
<td>$ 292,000,000</td>
<td>$ 292,000,000</td>
<td>$ –</td>
</tr>
<tr>
<td>Other contributions and gifts</td>
<td>724,699</td>
<td>724,699</td>
<td></td>
</tr>
<tr>
<td><strong>Investment income:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>21,634,805</td>
<td>6,025,055</td>
<td>15,609,750</td>
</tr>
<tr>
<td>Dividends</td>
<td>139,223,989</td>
<td>2,447,937</td>
<td>136,776,021</td>
</tr>
<tr>
<td><strong>Net realized gains (losses) on investments</strong></td>
<td>231,622,974</td>
<td>5,305,397</td>
<td>226,317,577</td>
</tr>
<tr>
<td><strong>Change in net unrealized market appreciation</strong></td>
<td>942,937,110</td>
<td>21,898,126</td>
<td>921,038,984</td>
</tr>
<tr>
<td><strong>Less expenses of earning income</strong></td>
<td>(7,528,725)</td>
<td>(2,061,711)</td>
<td>(5,467,014)</td>
</tr>
<tr>
<td><strong>Increase in value of contingent trusts</strong></td>
<td>7,072,048</td>
<td>1,200,407</td>
<td>5,871,641</td>
</tr>
<tr>
<td><strong>Refund of prior year program payments</strong></td>
<td>298,085</td>
<td>298,085</td>
<td></td>
</tr>
<tr>
<td><strong>Other receipts</strong></td>
<td>1,595</td>
<td>1,595</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenues and gains</strong></td>
<td>1,627,986,580</td>
<td>327,839,590</td>
<td>1,300,146,990</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Distributions to W.K. Kellogg Foundation</strong></td>
<td>292,000,000</td>
<td>292,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Grant</strong></td>
<td>191,552,690</td>
<td>191,552,690</td>
<td></td>
</tr>
<tr>
<td><strong>Program activities</strong></td>
<td>24,687,534</td>
<td>24,687,534</td>
<td></td>
</tr>
<tr>
<td><strong>General operations</strong></td>
<td>38,942,498</td>
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<td></td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>2,891,630</td>
<td>2,891,630</td>
<td></td>
</tr>
<tr>
<td><strong>Federal excise tax provision</strong></td>
<td>22,728,620</td>
<td>629,743</td>
<td>22,098,877</td>
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<td>258,704,095</td>
<td>314,098,877</td>
</tr>
<tr>
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<tr>
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<td>$ 6,229,625,785</td>
</tr>
</tbody>
</table>

See notes to combined financial statements.

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**W.K. Kellogg Foundation**

**Treasurer's Report**

---

**Combined Statements of Activities**

**See notes to combined financial statements.**

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**38**
## Combined Statements of Cash Flows

### Cash Flows from Operating Activities:

**Increase (decrease) in net assets**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,055,183,608</td>
<td>$69,135,495</td>
<td>$986,048,113</td>
</tr>
</tbody>
</table>

**Adjustments to reconcile increase (decrease) in net assets to cash flows from operations:**

- **Depreciation**
  - Combined: 2,891,630
  - W.K. Kellogg Foundation: 2,891,630
  - W.K. Kellogg Foundation Trust: 2,856,028

- **Net realized (gains) losses on investments**
  - Combined: (231,622,974)
  - W.K. Kellogg Foundation: (5,305,397)
  - W.K. Kellogg Foundation Trust: (226,317,577)

- **Change in net unrealized market appreciation**
  - Combined: 18,749,183
  - W.K. Kellogg Foundation: 347,305
  - W.K. Kellogg Foundation Trust: 18,401,878

- **Increase in deferred excise tax liability**
  - Combined: 18,749,183
  - W.K. Kellogg Foundation: 347,305
  - W.K. Kellogg Foundation Trust: 18,401,878

**Change in operating assets and liabilities:**

- **Accrued interest and dividends**
  - Combined: 1,446,030
  - W.K. Kellogg Foundation: 156,148
  - W.K. Kellogg Foundation Trust: 1,289,882

- **Other assets**
  - Combined: 2,658,462
  - W.K. Kellogg Foundation: 1,116,021
  - W.K. Kellogg Foundation Trust: 1,542,441

- **Contributions receivable from contingent trusts**
  - Combined: (7,072,048)
  - W.K. Kellogg Foundation: (1,200,407)
  - W.K. Kellogg Foundation Trust: (5,871,641)

- **Accounts payable**
  - Combined: (1,207,964)
  - W.K. Kellogg Foundation: (1,169,123)
  - W.K. Kellogg Foundation Trust: (1,169,123)

- **Accrued liabilities**
  - Combined: 602,940
  - W.K. Kellogg Foundation: 602,940
  - W.K. Kellogg Foundation Trust: (166,670)

- **Net payable on unsettled investment trades**
  - Combined: (117,599)

- **Grants payable**
  - Combined: (3,454,728)
  - W.K. Kellogg Foundation: (3,454,728)
  - W.K. Kellogg Foundation Trust: 53,509,375

- **Post-retirement liability**
  - Combined: 2,376,973
  - W.K. Kellogg Foundation: 2,376,973
  - W.K. Kellogg Foundation Trust: 1,466,403

**Total adjustments**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1,157,569,606)</td>
<td>(25,575,605)</td>
<td>(1,131,994,001)</td>
</tr>
</tbody>
</table>

**Net cash (used in) provided by operating activities**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>(102,385,998)</td>
<td>43,559,890</td>
<td>(145,945,888)</td>
</tr>
</tbody>
</table>

### Cash Flows from Investing Activities:

**Purchase of investments**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>(390,351,669)</td>
<td>(85,265,682)</td>
<td>(305,085,987)</td>
</tr>
</tbody>
</table>

**Proceeds from sale of investments**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>602,113,856</td>
<td>76,250,610</td>
<td>525,863,246</td>
</tr>
</tbody>
</table>

**Acquisition of fixed assets**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3,259,818)</td>
<td>(3,259,818)</td>
<td>(2,317,546)</td>
</tr>
</tbody>
</table>

**Net cash provided by (used in) investing activities**

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>208,502,369</td>
<td>(12,274,890)</td>
<td>220,777,259</td>
</tr>
</tbody>
</table>

### Increase (Decrease) in Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>106,116,371</td>
<td>31,285,000</td>
<td>74,831,371</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>117,246,754</td>
<td>59,557,053</td>
<td>57,689,701</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>$223,363,125</td>
<td>$90,842,053</td>
<td>$132,521,072</td>
</tr>
</tbody>
</table>

### See notes to combined financial statements.
Note 1 – Summary of Significant Accounting Policies

W.K. Kellogg Foundation (the “Foundation”) and W.K. Kellogg Foundation Trust (the “Trust”) were established in 1930 and 1934, respectively, as private nonoperating foundations. The Foundation awards grants in the areas of health, food systems and rural development, youth and education, and philanthropy and volunteerism. Grants are concentrated in the United States, Latin America and the Caribbean, and southern Africa.

The combined financial statements include the Foundation and the Trust, of which the Foundation is the sole beneficiary.

Basis of Accounting – The financial statements have been prepared on the accrual basis of accounting. For purposes of ensuring compliance with Internal Revenue Service guidelines, the Foundation continues to develop and manage internal budgets on the cash or modified cash basis. Expenditures during the fiscal years under the cash basis were as follows:

<table>
<thead>
<tr>
<th>Net Asset Classifications</th>
<th>August 31</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2004</td>
</tr>
<tr>
<td><strong>Grants</strong></td>
<td>$195,007,421</td>
</tr>
<tr>
<td><strong>Program activities and general operations</strong></td>
<td>66,814,108</td>
</tr>
<tr>
<td></td>
<td>$261,821,529</td>
</tr>
</tbody>
</table>

Net Asset Classifications – Temporarily restricted net assets include all net assets of the Trust, which are restricted until released to the Foundation. Temporarily restricted net assets of the Foundation consist of contributions receivable from contingent trusts, which are restricted until such assets are received. Unrestricted net assets result from all activities of the Foundation not classified as temporarily restricted.

Cash and Cash Equivalents – 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.

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, 2004 or 2003. 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, 2004 and 2003, respectively. Market values are based on unaudited financial information supplied by the general partner or manager of the funds. As of August 31, 2004 and 2003, the Trust had total unfunded capital commitments to alternative investments of $121,877,780 and $105,557,485, respectively. The Foundation had total unfunded capital commitments to alternative investments of $16,760,000 and $14,755,000, at August 31, 2004 and 2003, respectively. Because of the inherent uncertainty of the valuation of alternative investments, 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 its 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, 2004 and 2003, investments in securities with market values of $164,637,220 and $155,450,112, 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 committed. Conditional grants are recorded as expense when the conditions have been met. As of August 31, 2004 and 2003, the amount of conditional grants outstanding approximated $7,172,660 and $11,704,873, respectively.

**Use of Estimates** – The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America 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 Foundation and Trust utilize 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.

**Reclassifications** – Certain reclassifications have been made to the 2003 financial statements to conform with those used in 2004.

**Note 2 – Investments**

Cost and market value of investments held at August 31, 2004 and 2003, were as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$86,207,637</td>
<td>$83,139,720</td>
<td>$104,427,298</td>
<td>$103,184,885</td>
</tr>
<tr>
<td>Common stocks</td>
<td>210,841,297</td>
<td>172,302,112</td>
<td>156,426,684</td>
<td>137,939,252</td>
</tr>
<tr>
<td>Total Foundation</td>
<td>$297,048,934</td>
<td>$255,441,832</td>
<td>$260,853,982</td>
<td>$241,124,137</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust: Fixed income</td>
<td>$270,014,276</td>
<td>$260,491,939</td>
<td>$268,839,682</td>
<td>$265,652,224</td>
</tr>
<tr>
<td>securities Other</td>
<td>789,933,430</td>
<td>663,487,515</td>
<td>741,724,209</td>
<td>652,297,772</td>
</tr>
<tr>
<td>common and preferred</td>
<td>stock</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kellogg Company common</td>
<td>$1,059,947,706</td>
<td>$923,979,454</td>
<td>$1,010,563,891</td>
<td>$917,949,996</td>
</tr>
<tr>
<td>stock</td>
<td>5,076,219,082</td>
<td>13,831,863</td>
<td>4,199,023,595</td>
<td>14,325,096</td>
</tr>
<tr>
<td>Total Trust</td>
<td>$6,136,166,788</td>
<td>$937,811,317</td>
<td>$5,209,587,486</td>
<td>$932,275,092</td>
</tr>
</tbody>
</table>

Market values of investments are based on August 31, 2004 and 2003 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. The Foundation and Trust do not hold any securities which were in a continuous significant unrealized loss position for greater than 12 months at August 31, 2004.

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.
**Note 3 – Property and Equipment**

Property and equipment at August 31, 2004 and 2003, are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and land improvements</td>
<td>$17,812,306</td>
<td>$17,784,867</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>55,203,641</td>
<td>55,185,693</td>
</tr>
<tr>
<td>Equipment</td>
<td>6,550,065</td>
<td>6,034,631</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>8,107,643</td>
<td>7,968,560</td>
</tr>
<tr>
<td>Capitalized software costs</td>
<td>5,518,710</td>
<td>5,353,339</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>3,648,499</td>
<td>1,253,956</td>
</tr>
<tr>
<td><strong>Accumulated depreciation</strong></td>
<td>96,840,864</td>
<td>93,581,046</td>
</tr>
<tr>
<td></td>
<td>(35,098,717)</td>
<td>(30,207,087)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$63,742,147</td>
<td>$63,373,959</td>
</tr>
</tbody>
</table>

**Note 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 2 percent (1 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 1 percent and 2 percent, respectively, for both 2004 and 2003. The current and deferred portions of the excise tax provisions were $192,253 and $437,490, respectively, for the Foundation, and $3,678,016 and $18,420,861, respectively, for the Trust in 2004. The current and deferred portions of the excise tax provisions for 2003 were $21,316 and $509,413, respectively, for the Foundation, and $875,440 and $4,273,337, respectively, for the Trust. As permitted, management intends to distribute sufficient amounts to cover the IRC required distribution in the subsequent tax year.

**Note 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 $2,622,782 and $2,520,267 in 2004 and 2003, 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 2004 or 2003. The Foundation anticipates contributing approximately $325,000 during 2005. 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>2004</strong></td>
<td><strong>2003</strong></td>
</tr>
<tr>
<td>Projected benefit obligation at August 31</td>
<td>$3,401,727</td>
</tr>
<tr>
<td>Fair value of plan assets at August 31</td>
<td>$1,972,636</td>
</tr>
<tr>
<td>Funded status</td>
<td>$(1,429,091)</td>
</tr>
<tr>
<td>(Accrued) prepaid benefit cost recognized in the statement of financial position</td>
<td>$(335,056)</td>
</tr>
</tbody>
</table>

The accumulated benefit obligation at August 31, 2004 and 2003 was $1,272,112 and $1,202,518, respectively.
Weighted average assumptions as of August 31 were as follows:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount rate</td>
<td>6.00 %</td>
<td>6.00 %</td>
</tr>
<tr>
<td>Expected return on Plan assets</td>
<td>8.00 %</td>
<td>6.00 %</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>4.50 %</td>
<td>6.00 %</td>
</tr>
</tbody>
</table>

For measurement purposes, a net health care trend rate of 11.4 percent and 10.0 percent was used for disclosure in 2004 and 2003, respectively. Trend rates were assumed to decrease gradually to 5 percent in 2008 and remain at this level thereafter.

**Investment Policy** – The funds for the pension plan are managed by The Vanguard Group and are invested in the Vanguard Balanced Index Fund Investor. The Vanguard Group states that its investment strategy for this fund is as follows:

- The fund's assets are divided between indexed portfolios of stocks (60 percent) and bonds (40 percent). The fund's equity segment intends to match the performance of the Wilshire 5000 Equity Index. The fund's bond segment attempts to match the performance of the Lehman Brothers Aggregate Bond Index.

- Because it is not practical or cost-effective to own every stock and bond in the two indices, the fund owns a large sample of the securities in each. The samples are chosen to match key characteristics of the indices (such as company size and dividend yield for stocks and credit quality, maturity and yield for bonds).

**Basis Used to Determine the Overall Expected Return on Plan Assets** – To develop the expected long-term rate of return on assets assumption, the Foundation considered the historical returns and the future expectations for returns for each asset class in the fund, as well as its target asset allocation. This resulted in the selection of the 8.0 percent long-term rate of return on assets assumptions.

The Foundation’s pension assets are invested as follows:

| Cash and cash equivalents | 0.3 % |
| Fixed income securities   | 39.2  |
| Marketable equity securities | 60.5 |
| **Total**                 | 100.0 % |

**Occurrence of Settlement** – During the fiscal year ending August 31, 2004, lump sum payments totaling $869,779 were paid to nine plan participants. Because the total cost of the lump sum payments was greater than the sum of the service cost and the interest cost used in developing the Financial Accounting Standards Board (“FASB”) Opinion No. 87 expense, a settlement was deemed to have occurred pursuant to FASB No. 88. A net periodic pension cost of $364,269 was calculated for the year ended August 31, 2004, immediately before the settlement was deemed to have occurred. Thereafter, the settlement was recognized to have occurred on August 31, 2004, resulting in $254,390 of additional cost being charged to expense during the year ended August 31, 2004, for a benefit cost of $618,259.

**Note 6 – Interest in Contingent Trusts**

The Trust has contingent rights as the beneficiary to one remaining trust that had a market value of $31,371,135 and $25,499,494 at August 31, 2004 and 2003, respectively. The Foundation has contingent rights as the beneficiary of three restricted trusts that had combined market values of $12,197,033 and $10,996,626 at August 31, 2004 and 2003, respectively.
Program Expenditures

During the past fiscal year, September 1, 2003 through August 31, 2004, the Foundation made grant and program activity expenditures of $219,694,955 to 1,034 of its 2,604 active projects.

Areas of Interests

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
<td>Health</td>
<td>$23,810,978</td>
</tr>
<tr>
<td>9%</td>
<td>Food Systems and Rural Development</td>
<td>$19,255,151</td>
</tr>
<tr>
<td>19%</td>
<td>Youth and Education</td>
<td>$40,445,744</td>
</tr>
<tr>
<td>12%</td>
<td>Philanthropy and Volunteerism</td>
<td>$26,215,657</td>
</tr>
<tr>
<td>4%</td>
<td>Greater Battle Creek</td>
<td>$9,395,480</td>
</tr>
<tr>
<td>2%</td>
<td>Cross Program/Detroit RiverWalk Project</td>
<td>$4,070,000</td>
</tr>
<tr>
<td>4%</td>
<td>Recurring Grants^{1}</td>
<td>$9,920,319</td>
</tr>
<tr>
<td>9%</td>
<td>Special Opportunities</td>
<td>$19,462,555</td>
</tr>
<tr>
<td>9%</td>
<td>Southern Africa</td>
<td>$20,608,971</td>
</tr>
<tr>
<td>10%</td>
<td>Latin America and the Caribbean</td>
<td>$21,822,566</td>
</tr>
<tr>
<td>11%</td>
<td>Program Activities</td>
<td>$24,687,534</td>
</tr>
<tr>
<td>100%</td>
<td>Total</td>
<td>$219,694,955</td>
</tr>
</tbody>
</table>

^{1} Recurring Grants include Corporate Giving, Matching Grants Program, Program Initiatives Fund, and Trustee Mini-Grants

Geographic Areas

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Region</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>United States</td>
<td>$177,263,418</td>
</tr>
<tr>
<td>9%</td>
<td>Southern Africa</td>
<td>$20,608,971</td>
</tr>
<tr>
<td>10%</td>
<td>Latin America and the Caribbean</td>
<td>$21,822,566</td>
</tr>
<tr>
<td>100%</td>
<td>Total</td>
<td>$219,694,955</td>
</tr>
</tbody>
</table>
During the past fiscal year, September 1, 2003, through August 31, 2004, the Foundation made $192,806,707 in new commitments to 735 projects. The following pages report on these new grant commitments made by the Kellogg Foundation during the 2003-2004 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 2003-2004 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>23 percent</td>
</tr>
<tr>
<td>Food Systems and Rural Development</td>
<td>17 percent</td>
</tr>
<tr>
<td>Youth and Education</td>
<td>39 percent</td>
</tr>
<tr>
<td>Philanthropy and Volunteerism</td>
<td>26 percent</td>
</tr>
<tr>
<td>Leadership</td>
<td>36 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>37 percent</td>
</tr>
</tbody>
</table>

Key Elements Legend

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

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As it has since 1930, the Kellogg Foundation’s domestic programming centers on health, education, and agriculture. These primary interests continue, although others have been added or continue to emerge. The goals set by each program area help guide the Foundation’s Board and staff as they make decisions about grantmaking. Goals may be adjusted occasionally, based on the changing needs of society. In the United States, the current programming goals are as follows:

**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**

Similar to other Kellogg Foundation program areas, Food Systems and Rural Development 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 integrated 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 know-how. Therefore, our programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools to 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

American Nurses’ Foundation, Inc.
Washington, D.C. $200,000
Improve nursing practice and education by assuring participation of minority nurse leadership in professional health care, nursing policy, and program meetings nationally and internationally
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Grantees in Health
Washington, D.C. $650,000
Serve the needs of health foundations by providing technical assistance and educational programming to enhance effectiveness, and serve as an authoritative information source and catalyst in the field of philanthropy
WKFF Contact Person: Terri D. Wright
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Harlem United Community AIDS Center, Inc.
New York City $24,000
Establish an on-site comprehensive dental clinic where HIV/AIDS clients will feel comfortable receiving services
WKFF Contact Person: Marguerite M. Johnson
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Health Research and Educational Trust
Chicago, Illinois $5,000
Provide a sustainable national platform for continuing health improvements dialogue and best practices dissemination and exchange
WKFF Contact Person: Marguerite M. Johnson
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Metro Denver Black Church Initiative
Denver, Colorado $49,359
Explore the feasibility of establishing an African American Health Education and Resource Center in metro Denver
WKFF Contact Person: Marguerite M. Johnson
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

National Black Nurses Foundation, Inc.
Washington, D.C. $12,000
Improve health care by supporting dialogue and action to inform policymakers on the impact of the nurse shortage in minority and underserved communities
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Puerto Rican Legal Defense and Education Fund, Inc.
New York City $10,000
Enhance the focus on the Latino population’s access to health care resources, disparities, morbidity, mortality, and capacity to inform health policy
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Robert Wood Johnson Foundation
Princeton, New Jersey $500,000
Support a national effort to educate the public, opinion leaders, and state and national policymakers about the plight of Americans who lack health insurance
WKFF Contact Person: Marguerite M. Johnson
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Comprehensive Health Care Systems

National Association of County and City Health Officials
Washington, D.C. $152,727
Support the transformation and strengthening of the tribal public health system and its collaboration with non-tribal public health
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

National Indian Health Board
Washington, D.C. $195,107
Improve the health status of American Indians and Alaska natives by applying Turning Point principles to tribal health practices
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Northeastern Oklahoma Community Health Centers, Inc.
Hulbert, Oklahoma $583,135
Develop and implement a birthing center to serve Native American and non-Native women and identify policy barriers to collaboration between Native and non-Native health programs and services
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]

Persephone Productions, Inc.
Washington, D.C. $66,000
Enhance public understanding of men’s health care issues through production of a documentary-style field segment
WKFF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [PAV] [LDR] [ICT] [COD] [SECD]
United States Programming

W.K. Kellogg Foundation

Health Care Safety Net

100 Black Men of America, Inc.
Atlanta, Georgia
$90,000
Develop and implement a national strategy on health and wellness to eliminate health disparities
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Asian Health Services, Inc.
Oakland, California
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Baltimore City Health Department
Baltimore, Maryland
$600,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Collins Center for Public Policy, Inc.
Miami, Florida
$111,000
Sustain safety net providers through partnerships with community and health and human services providers
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Columbia University in the City of New York
New York City
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Denver Health and Hospital Authority
Denver, Colorado
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Docs for Tots
Washington, D.C.
$149,202
Provide physicians with information and support to encourage their broad-based leadership and advocacy for young children
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

FirstHealth of the Carolinas, Inc.
Pinehurst, North Carolina
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Ingham County Health Department
Lansing, Michigan
$160,085
Develop tools and relationships that will promote social justice and health equity in public health practice
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Ingham County Health Department
Lansing, Michigan
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Morehouse School of Medicine
Atlanta, Georgia
$1,915,278
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

National Center for Healthcare Leadership
Chicago, Illinois
$199,280
Support the Healthcare Leadership Project to refine and validate a Competency Model to specify the knowledge, skills, values, and other attributes characterizing outstanding performers in health care management
WKFF Contact Person: Marguerite M. Johnson
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

PolicyLink
Oakland, California
$400,000
Support the program, policy impact, and lessons from the Community Voices Initiative and the transfer of the Initiative to the Morehouse School of Medicine
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

University of New Mexico
Albuquerque, New Mexico
$910,000
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 □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Health Leadership

American Nurses’ Foundation, Inc.
Washington, D.C.
$30,848
Support the implementation of the Leadership, Enhancement, and Development project for minority nurses
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD

Howard University
Washington, D.C.
$20,000
Provide support for the 10th Anniversary M. Elizabeth Carnegie Nursing Research Conference
WKFF Contact Person: Barbara J. Sabol
Key elements: ■ HE □ FSRD □ YAE □ PSH □ LDR □ ICT □ COD □ SECD
California Assembly on School-Based Health Care
Oakland, California
$1,275,000
Promote the health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers

WKKF Contact Person: Terri D. Wright

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

Center for the Advancement of Women, Inc.
New York City
$200,000
Promote dialogue and action based on development and dissemination of current evidence-based information about status and priorities of women and families

WKKF Contact Person: Barbara J. Sabol

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

Children First for Oregon
Portland, Oregon
$1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers

WKKF Contact Person: Terri D. Wright

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

Deaconess Foundation
St. Louis, Missouri
$64,800
Complete an evidence-based modification of the basic Parish Nurse curriculum to include advanced nurse practice knowledge and approaches

WKKF Contact Person: Barbara J. Sabol

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

District of Columbia Appleseeed Center for Law and Justice, Inc.
Washington, D.C.
$150,000
Support community mobilization and advocacy aimed at enabling CareFirst, a nonprofit health insurance company, to fulfill its charitable purpose for the people of the Washington, D.C., region

WKKF Contact Person: Marguerite M. Johnson

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

Louisiana State Assembly on School-Based Health Care
Lafayette, Louisiana
$1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers

WKKF Contact Person: Terri D. Wright

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]

Maine Children's Alliance
Augusta, Maine
$1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers

WKKF Contact Person: Terri D. Wright

Key elements: [HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD]
Maryland Assembly on School-Based Health Care
Church Creek, Maryland $1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Massachusetts Coalition of School-Based Health Centers, Inc.
Boston, Massachusetts $1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Michigan Primary Care Association
Okemos, Michigan $1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Mississippi Food Network, Inc.
Jackson, Mississippi $1,570,950
Increase quality of life in Mississippi by promoting better health through improved nutrition for young children, their families, and teachers based on use of a science and math-based curriculum designed to motivate children
WKKF Contact Person: Barbara J. Sabol
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

National Academy of Sciences
Washington, D.C. $200,000
Assess the quality of health and health care in rural America and develop a conceptual framework for a core set of services and the essential infrastructure necessary to provide essential health services to rural communities
WKKF Contact Person: Marguerite M. Johnson
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

National Assembly on School-Based Health Care Centers
Washington, D.C. $2,373,287
Promote the health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

National Health Law Program, Inc.
Los Angeles, California $200,000
Empower consumers and their advocates to affect policy decisions and assist consumers with making informed choices about Medicaid and their health care
WKKF Contact Person: Barbara J. Sabol
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

New Mexico Voices for Children
Albuquerque, New Mexico $1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

New York and Presbyterian Hospitals
New York City $1,275,000
Promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers
WKKF Contact Person: Terri D. Wright
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Project Hope - The People to People Health Foundation, Inc.
Millwood, Virginia $75,000
Provide partial support for a “Health Affairs” journal issue focused on racial and ethnic disparities in health and the health care system
WKKF Contact Person: Marguerite M. Johnson
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Research Foundation of State University of New York
Albany, New York $55,000
Support a national meeting on improving quality of care by linking cultural competence to the national health agenda
WKKF Contact Person: Barbara J. Sabol
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Food Systems and Rural Development

Goal: The food systems grantmaking focuses on catalyzing efforts that lead to the 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 integrated 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.

General Grantmaking

Agricultural Leadership Foundation of Hawaii
Hilo, Hawaii $8,899
Provide support for the International Association of Programs for Agricultural Leaders 2003 national conference
WKKF Contact Person: Richard M. Foster
Key elements: ■HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Center for Rural Strategies, Inc.
Whitesburg, Kentucky $25,000
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
**Children’s Defense Fund**
Washington, D.C. $50,100
Provide education and training of key Mississippi policymakers to support community-based systems change at the state level
WKKF Contact Person: Alice M. Warner

**Community Food Resource Center, Inc.**
**New York City** $2,000,000
Improve the eating habits, overall health, and academic performance of youth who are within the reach of the New York City school meals programs
WKKF Contact Person: Gail L. Imig

**Council of State Governments**
**Lexington, Kentucky** $20,000
Inform state legislators around the issues of communications and rural development at the 2004 Legislative Agricultural Chairs Summit
WKKF Contact Person: Caroline M. Carpenter

**Farm Foundation**
Oak Brook, Illinois $25,000
Support and disseminate the results of a national conference on multi-state cooperation among land-grant universities
WKKF Contact Person: Gail L. Imig

**Federation of Southern Cooperatives/Land Assistance Fund**
East Point, Georgia $500,000
Continue a comprehensive succession and capacity building plan to ensure long-term stability and development, as well as enhance rural development activities through the Southeast
WKKF Contact Person: Frank C. Taylor

**Federation of Southern Cooperatives/Land Assistance Fund**
East Point, Georgia $1,000,000
Help build the Federation of Southern Cooperatives’ “40 Acres and A Mule Endowment Fund” to provide sustainable support for the core operations and long-term growth of the organization
WKKF Contact Person: Frank C. Taylor

**First People’s Fund**
Rapid City, South Dakota $100,000
Provide community leadership development opportunities to Native American artists to expand their businesses
WKKF Contact Person: Frank C. Taylor

**Foundation for the Mid South, Inc.**
Jackson, Mississippi $50,000
Build African American philanthropy in the Delta that will invest in issues of racial and social equity
WKKF Contact Person: Frank C. Taylor

**Funders Network for Smart Growth and Livable Communities, Inc.**
Coral Gables, 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

**IC Foundation, Inc.**
Brookline, Massachusetts $450,000
Develop the marketplace of investments in the sustainable food business sector, connecting community food systems entrepreneurs, investors, and philanthropists
WKKF Contact Person: Oran B. Hesterman

**Iowa State University**
Ames, Iowa $50,000
Support the North Central Regional Center for Rural Development’s work in informing and educating land-grant universities and rural communities in the Center’s region about the importance of rural policy
WKKF Contact Person: Caroline M. Carpenter
Land Information Access Association
Traverse City, Michigan $407,260
Demonstrate successful methods for designing and enacting effective intergovernmental land use planning and management policies
WKKF Contact Person: Gail L. Imig
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Local Initiatives Support Corporation
New York City $75,000
Assist rural community developers in gaining attention, resources, and policy support for their communities
WKKF Contact Person: Caroline M. Carpenter
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Michigan State University
East Lansing, Michigan $18,500
Support an innovative leadership development program for agriculture, manufacturing, natural resource, environmental, and community organizations
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Michigan State University
East Lansing, Michigan $65,000
Enhance the well-being of people, communities, and their landscapes through production and food system ecology that strengthen sustainable food and farming systems
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Michigan State University
East Lansing, Michigan $98,000
Provide leadership in the development of sustainable, community-based food systems, and provide support for small- and medium-sized farms in Michigan through a series of conferences
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Michigan State University
East Lansing, Michigan $200,000
Implement applied research and outreach projects that are foundational to short-term land-use public policy decisions in the state of Michigan
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Mississippi State University
Mississippi State, Mississippi $18,386
Encourage dialogue with regional policymakers and key administrators in the land-grant university system with editors and authors of the recent Challenges for Rural America in the 21st Century report
WKKF Contact Person: Caroline M. Carpenter
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Mississippi State University
Mississippi State, Mississippi $50,000
Develop a strategy to assist southern land-grant universities in launching a more effective and comprehensive rural development program in the areas of research, extension, and policy
WKKF Contact Person: Caroline M. Carpenter
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

National Association of Development Organizations Research Foundation, Inc.
Washington, D.C. $25,000
Enhance the understanding of relevant, critical rural economic development issues by conducting a survey of policymakers and practitioners nationwide
WKKF Contact Person: Caroline M. Carpenter
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

National Association of State Universities and Land-Grant Colleges
Washington, D.C. $1,180,000
Establish a Food Systems Leadership Institute and implement a Food Systems Leadership Program
WKKF Contact Person: Gail L. Imig
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

National Catholic Rural Life Conference
Des Moines, Iowa $25,000
Link local agricultural entrepreneurs with opportunities to work on rural economic development, incorporate food systems, and evaluate and document the work for other clusters
WKKF Contact Person: Caroline M. Carpenter
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Nebraska Community Foundation
Lincoln, Nebraska $24,700
Support an emerging rural legislative leaders’ policy seminar
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Nebraska Community Foundation
Lincoln, Nebraska $200,000
Increase rural philanthropy through the establishment of community-specific affiliated funds through the Nebraska Community Foundation
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

Neighborhood Funders Group, Inc.
Washington, D.C. $5,000
Support the 2003 and the 2004 Rural Funders Fall Forums
WKKF Contact Person: Richard M. Foster
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]
Neighborhood Funders Group, Inc.
Washington, D.C. $20,000
Assist with the 2004 annual conference in Boston and with activities of Rural Funders Working Group through 2006
WKKF Contact Person: Caroline M. Carpenter
Key elements: Y&E, FSRD, COD, SECD

Northeast Louisiana Delta Community Development Corporation
Tallahas, Louisiana $678,000
Help build capacity, assets, and wealth in low- to moderate-income Delta communities to reinforce regional transformation
WKKF Contact Person: Frank C. Taylor
Key elements: Y&E, FSRD, COD, SECD

Northeast-Midwest Institute
Washington, D.C. $7,500
Support a convening of corporate and private philanthropic leaders to explore common interests and approaches to funding sustainable food systems projects
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

People’s Institute for Survival and Beyond, Inc.
New Orleans, Louisiana $25,000
Support the Freedom School’s 2004 summer activities
WKKF Contact Person: Frank C. Taylor
Key elements: Y&E, FSRD, COD, SECD

President and Fellows of Harvard College, Kennedy School of Government
Cambridge, Massachusetts $100,000
Enable leaders in private, public, consumer, and farm organizations to address critical food systems policy issues
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

Public Sector Consultants, Inc.
Lansing, Michigan $200,000
Elevate land-use issues and promote the wide agreement of diverse stakeholders on the recommendations of the Michigan Land Use Leadership Council
WKKF Contact Person: Gail L. Imig
Key elements: Y&E, FSRD, COD, SECD

 Renewing the Countryside II
Minneapolis, Minnesota $180,000
Provide technical assistance, collect and publish stories of rural revitalization, and conduct an evaluation of the effectiveness of Renewing the Countryside campaigns
WKKF Contact Person: Caroline M. Carpenter
Key elements: Y&E, FSRD, COD, SECD

Rockefeller Family Fund, Inc.
New York City $35,000
Support the continuation of the Sustainable Agriculture and Food Systems Funders group as a catalyst for funder collaboration and exchange
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

Rural Development Leadership Network, Inc.
New York City $200,000
Develop a cohort of food security and social justice leaders as part of the Rural Development Leadership Network
WKKF Contact Person: Richard M. Foster
Key elements: Y&E, FSRD, COD, SECD

Society for Organizational Learning, Inc.
Beverly, Massachusetts $33,000
Support the interview and planning phase of the Sustainable Food Laboratory
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

Society for Organizational Learning, Inc.
Beverly, Massachusetts $500,000
Bring principles of sustainability into mainstream practice through changes in corporate procurement and distribution of food
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

South Dakota State University
Brookings, South Dakota $200,000
Develop an innovative, distance-delivered, culturally sensitive, interdisciplinary master’s and doctoral program for tribal college faculty, tribal college food systems, and natural resource professionals
WKKF Contact Person: Gail L. Imig
Key elements: Y&E, FSRD, COD, SECD

University of Georgia
Athens, Georgia $6,000
Support a meeting to strengthen cooperation between the European agricultural universities and National Association of State and Land Grant Colleges member institutions and colleges of food and agricultural sciences
WKKF Contact Person: Gail L. Imig
Key elements: Y&E, FSRD, COD, SECD

Food and Society

Center for Rural Affairs
Lyons, Nebraska $213,500
Enhance the capacity of grassroots and community-based organizations to inform implementation of key federal food and agricultural policies
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD

Chefs Collaborative, Inc.
Boston, Massachusetts $225,000
Expand chefs’ purchasing of sustainably produced ingredients from locally owned and controlled farms, ranches, and artisan producers, thereby strengthening the economics of restaurants, farms, and other community food system partners
WKKF Contact Person: Gail L. Imig
Key elements: Y&E, FSRD, COD, SECD

Collective Heritage Institute
Lamy, New Mexico $198,000
Catalyze networking and learning among community-based food systems organizations and connections to broader constituencies
WKKF Contact Person: Oran B. Hesterman
Key elements: Y&E, FSRD, COD, SECD
United States Programming

W.K. Kellogg Foundation

Food Project, Inc.
Lincoln, Massachusetts  $25,000
Build capacity of youth leaders in sustainable agriculture and community-based food systems by engaging them in the Food and Society Conference
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Generation Green Fund
Chicago, Illinois  $100,000
Improve the quality of school food in Illinois by developing a comprehensive school food policy in Chicago Public Schools and by developing a statewide farm-to-school program
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Iowa State University
Ames, Iowa  $14,457
Support the “Food Systems Higher Education-Community Partnership” networking meeting
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Michigan Integrated Food & Farming Systems
East Lansing, Michigan  $525,064
Develop community-based food economies and strengthen leadership, facilitation, and service provision to small, medium-size, and underserved farmers in Michigan
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Michigan Land Use Institute
Beulah, Michigan  $500,000
Demonstrate the potential of regional food system policy and entrepreneurship to grow jobs, protect farmland, and enhance quality of life
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

National Association of State Universities and Land-Grant Colleges
Washington, D.C.  $70,000
Design and initiate a strategic plan for increasing public and federal support of food and agriculture programs dedicated to a healthy society and environment, economically viable communities, and a globally competitive food system
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

North Carolina State University
Raleigh, North Carolina  $600,000
Strengthen capacity of independent farmers through market development, infrastructure support, and technical training by implementing a community-supported agriculture marketing model
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Nuestras Raíces
Holyoke, Massachusetts  $200,000
Involve youth from inner city Holyoke in promoting food security while developing leadership and outreach capacities
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Occidental College
Los Angeles, California  $16,902
Support the “Food Systems Higher Education-Community Partnership” networking meeting
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Red Tomato, Inc.
Canton, Massachusetts  $405,000
Strengthen business skills and marketing opportunities for family farmers and community-based food systems
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Thomas Jefferson Agricultural Institute
Columbia, Missouri  $36,000
Enable existing and emerging leaders to effectively utilize media, scholarship, public education and outreach, and policy education to inform decision makers about food, health, and environmental policy targets
WKFF Contact Person: Oran B. Hesterman
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

University of Missouri - Columbia
Columbia, Missouri  $649,621
Enhance emerging community-based agriculture and food systems by coordinating a network of farmers, processors, distributors, wholesalers, retailers, restaurants, and consumers in Kansas City, mid-Missouri, and St. Louis, Missouri
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

World Wildlife Fund, Inc.
Washington, D.C.  $410,196
Enhance the long-term economic and ecological viability of cattle ranching in south Florida while contributing to the overall restoration of the Everglades ecosystem
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Enhance the long-term economic and ecological viability of cattle ranching in south Florida while contributing to the overall restoration of the Everglades ecosystem
WKFF Contact Person: Gail L. Imig
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD
Mid South Delta Initiative (MSDI)

**Delta Rural Health Network of Mississippi, Inc.**
Kilmichael, Mississippi $34,427
Increase the number of local residents qualified to fill health care positions in Belzoni-Humphreys County
WKKF Contact Person: Frank C. Taylor

**Holladale Economic and Community Development Foundation**
Holladale, Mississippi $100,000
Support the planning and development of a transportation system that will meet the basic needs of the Holladale, Elizabeth, and Glen Allan (HEGA) communities
WKKF Contact Person: Frank C. Taylor

**Local Initiatives Support Corporation**
New York City $500,000
Expand economic opportunities for Delta residents by providing access to financial resources and technical knowledge to Delta Community Development Corporations
WKKF Contact Person: Frank C. Taylor

**Renewal, Inc.**
Monroe, Louisiana $100,000
Increase job creation, self-sufficiency, and business ownership for low- and moderate-income residents
WKKF Contact Person: Frank C. Taylor

**Rural Development: Networks for Rural Policy Development**
Association for Enterprise Opportunity
Arlington, Virginia $400,000
Increase, strengthen, and advance the expertise of rural micro-enterprise development programs through rural policy projects
WKKF Contact Person: Caroline M. Carpenter

**Rural Development: People and Land**
Council of Michigan Foundations
Grand Haven, Michigan $10,000
Provide educational and networking opportunities for nonprofits, grantmakers, and grantees around land use issues
WKKF Contact Person: Gail L. Imig

**Public Sector Consultants, Inc.**
Lansing, Michigan $518,000
Provide administrative, operational, and grant management support, thus cultivating strategic collaboration with land-use funders and other key leaders during year two of phase two of the People and Land Cluster
WKKF Contact Person: Gail L. Imig

### Youth and Education

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

### General Grantmaking

**American Association of State Colleges and Universities**
Washington, D.C. $150,000
Promote a more integrated approach to engagement with communities, regional stewardship, and advancing policy and programmatic conversations for state college and university leaders through concrete tools and strategies
WKKF Contact Person: Miguel A. Satut

**American Youth Work Center**
Washington, D.C. $100,000
Improve youth development by providing independent coverage of the issues, trends, and research findings through a national newspaper for professionals and agencies active in the youth service field
WKKF Contact Person: Greg B. Taylor

**Asian Pacific American Legal Center of Southern California, Inc.**
Los Angeles, California $500,716
Address human relations issues affecting youth by equipping, empowering, and mobilizing communities and schools with awareness, skill building, knowledge, and action steps necessary to collaborate across racial and other boundaries
WKKF Contact Person: Valorie J. Johnson

**Aspen Institute, Inc.**
Washington, D.C. $195,000
Support the Aspen Institute Roundtable on Community Change to develop and test tools for communities working to promote racial equity as a basis for positive community change
WKKF Contact Person: Marvin H. McKinney

**Aspen Institute, Inc.**
Washington, D.C. $195,000
Provide support for the Roundtable on Community Change to promote innovative and promising community revitalization efforts
WKKF Contact Person: Marvin H. McKinney

**Chinatown Community Development Center**
San Francisco, California $179,833
Provide leadership development opportunities for low-income Chinese American youth in San Francisco
WKKF Contact Person: Valorie J. Johnson
United States Programming

W.K. Kellogg Foundation

Christian Performing Artist Fellowship
Haymarket, Virginia
Supporting performing artists through the implementation of a counseling and mentoring program at the MasterWorks Festival
WKKF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Delta State University
Cleveland, Mississippi
Enhance the healthy development of at-risk children from birth to age three in the Mississippi Delta by developing a community mentoring strategy
WKKF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Detroit Urban League, Inc.
Detroit, Michigan
Improve the educational success of vulnerable youth by building the capacity of youth-serving institutions to respond effectively to support the needs of African American male students in secondary and postsecondary school
WKKF Contact Person: Marvin H. McKinney
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Education Development Center, Inc.
Newton, Massachusetts
Supporting students in middle school to admission in selective colleges and universities through a program offering rigorous academic, personal, and social enrichment courses and activities
WKKF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Grantmakers for Children, Youth and Families, Inc.
Washington, D.C.
Addressing emerging challenges facing children, youth, and families by supporting an annual conference for grantmakers
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Greater Lansing African American Health Institute
Lansing, Michigan
Provide a structured, safe haven on a predictable and scheduled basis for vulnerable youth
WKKF Contact Person: Marvin H. McKinney
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Hispanic Scholarship Fund
San Francisco, California
Develop a national resource center for Latino educational excellence that will address the needs of Latinos from birth through graduate school to ensure that Latino children and youth have the opportunity to excel in education
WKKF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Johns Hopkins University
Baltimore, Maryland
Supporting a New Mexico rural education study to determine the status and condition of public elementary and secondary education
WKKF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Michigan Library Consortium
Lansing, Michigan
Enhance the availability of information resources through the purchase of an educational electronic database
WKKF Contact Person: Gail D. McClure
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Michigan’s Children
Lansing, Michigan
Support the planning and convening of a summit meeting on early childhood education and care
WKKF Contact Person: Marvin H. McKinney
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Association of Latino Elected Officials Educational Fund
Los Angeles, California
Support a national convening and evaluate a national educational leadership initiative that seeks to address Latino educational issues
WKKF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National Council for Community and Education Partnerships
Washington, D.C.
Inform communities on best practices and supportive educational policies on behalf of Latino students and families through a series of educational fairs and a policy institute
WKKF Contact Person: Miguel A. Satut
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

New Mexico Highlands University
Las Vegas, New Mexico
Support a New Mexico rural education study to determine the status and condition of public elementary and secondary education
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Northeastern Illinois University
Chicago, Illinois $40,000
Implement a National Student Leadership Camp to strengthen young Hispanics as leaders within the Engaging Latino Communities in Education initiative
WKFF Contact Person: Valorie J. Johnson

Public Interest Projects
New York City $199,000
Address the impacts of standards-based education reform on immigrant students and students who are English language learners by developing a national initiative
WKFF Contact Person: Miguel A. Satut

Regents of the University of Michigan
Ann Arbor, Michigan $48,000
Assess the effectiveness and benefits of collaborative humanities and arts partnership projects through a cross-regional study of effective campus/community partnerships for public cultural work
WKFF Contact Person: Gail D. McClure

Regents of the University of Michigan
Ann Arbor, Michigan $67,000
Support the revitalization of relationships between colleges and universities and the communities they serve through annual meetings and a report to the public
WKFF Contact Person: Gail D. McClure

Regents of the University of Michigan
Ann Arbor, Michigan $187,000
Support the design and development of a "National Issues Forum" on Higher Education as a Public Good
WKFF Contact Person: Gail D. McClure

RSF Global Community Fund, Inc.
San Francisco, California $199,900
Develop a theatrical production to educate both Native and non-Native American people about the first Nations of America
WKFF Contact Person: Valorie J. Johnson

TeamMates Mentoring Program
Lincoln, Nebraska $180,000
Develop and implement a business plan for the national expansion of a statewide mentoring program for elementary, middle, and high school students
WKFF Contact Person: Ted H. Chen

Third Sector New England, Inc.
Boston, Massachusetts $198,866
Improve student academic achievement, provide professional development opportunities, and implement better management practices in Holyoke, Massachusetts, and Providence, Rhode Island, through a stakeholder learning collaborative model
WKFF Contact Person: Miguel A. Satut

University of Georgia
Athens, Georgia $50,000
Create a fellowship program that identifies and supports emerging scholars and leaders in adult continuing education
WKFF Contact Person: Gail D. McClure

University of New Mexico
Albuquerque, New Mexico $20,000
Develop a detailed policy development evaluation of the ENLACE in New Mexico project and identify strategies for statewide policy advocacy
WKFF Contact Person: Valorie J. Johnson

University of Pennsylvania
Philadelphia, Pennsylvania $195,000
Address the basic skills and other learning needs of at-risk youth nationwide through the creation of a socially embedded youth program
WKFF Contact Person: Ted H. Chen

Wayne State University
Detroit, Michigan $10,000
Support dissemination of knowledge and research on the well-being of urban children and begin the formative conceptualization of an action plan
WKFF Contact Person: Marvin H. McKinney

YouthBuild USA Inc.
Somerville, Massachusetts $198,025
Develop the Academy for Transformation into a central institution for youth-serving fields in the United States
WKFF Contact Person: Ted H. Chen

Forge Partnerships Between Education Institutions and Communities
American Association of Community Colleges
Washington, D.C. $1,893,300
Address the shortage of community college leaders and strengthen the ability of community colleges to transform leadership
WKFF Contact Person: Ted H. Chen

Jobs for the Future, Inc.
Boston, Massachusetts $4,500,000
Engage schools, postsecondary institutions, and communities within the national Early College High School Initiative and enhance, assess, and derive tools from their efforts
WKFF Contact Person: Miguel A. Satut

Learning Corridor Corporation
Hartford, Connecticut $510,020
Consolidate and prioritize the academic and community initiatives implemented to date, provide for additional neighborhood outreach and capacity building, and complete the blueprint for an urban liberal arts college
WKFF Contact Person: Miguel A. Satut
United States Programming

W.K. Kellogg Foundation

Public Agenda Foundation, Inc.
New York City
$100,000
Enhance the understanding of factors that cause disparities in the educational and professional aspirations and achievements of African American, Hispanic, and non-Hispanic white young adults
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Schott Center for Public and Early Education
Cambridge, Massachusetts
$50,000
Promote learning and increased academic performance of African American boys by organizing, establishing, and conducting thought leader meetings for the development of a strategic plan
WKFF Contact Person: Marvin H. McKinney
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Teachers College, Columbia University
New York City
$200,000
Develop and promote a model for the use of supplementary education for families in Central Harlem who are underrepresented among the population of high academic achieving students
WKFF Contact Person: Marvin H. McKinney
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Tides Center
San Francisco, California
$196,000
Support networks of advocates, practitioners, and policymakers working on sustainable growth and achieving educational equity in several sites
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Trinity College
Hartford, Connecticut
$1,610,145
Consolidate and prioritize the academic and community initiatives implemented to date, provide for additional neighborhood outreach and capacity building, and complete the blueprint for an urban liberal arts college
WKFF Contact Person: Miguel A. Satut
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

University of Denver
Denver, Colorado
$74,322
Enhance the community’s social and economic development as well as the University of Denver’s viability as a university committed to serving the public good
WKFF Contact Person: Miguel A. Satut
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Mobilize Youth, Families, and Communities

Action Against Crime and Violence Education Fund
Washington, D.C.
$90,000
Improve the early education and learning of children by mobilizing nontraditional advocates at the national level to build public will on behalf of young children
WKFF Contact Person: Winnie Hernandez-Gallegos
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Capital Area Youth Alliance
Lansing, Michigan
$189,904
Build community support, involvement, and advocacy in promoting a comprehensive, seamless system of early childhood education and care for children birth through kindergarten, focusing on 3-6-year-olds and their families
WKFF Contact Person: Marvin H. McKinney
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Children’s Defense Fund
Washington, D.C.
$956,888
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, YAE, PAV, LDR, ICT, COD, SECD

Institute for Native Pacific Education and Culture
Kapolei, Hawaii
$50,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKFF Contact Person: Valerie J. Johnson
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

Mississippi Families for Kids
Jackson, Mississippi
$175,000
Improve access to services for immigrant youth through parent leadership training and community mobilization activities
WKFF Contact Person: Gail D. McClure
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

National Black Child Development Institute, Inc.
Washington, D.C.
$300,000
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKFF Contact Person: Marvin H. McKinney
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

New Mexico Community Foundation
Santa Fe, New Mexico
$94,400
Improve learning outcomes for children by strengthening existing partnerships and their efforts to align early learning resources, services, practices, and policies
WKFF Contact Person: Valerie J. Johnson
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

New Mexico Community Foundation
Santa Fe, New Mexico
$5,225,000
Help create a favorable statewide youth development infrastructure that mobilizes communities, institutions, and state-level decision makers to serve youth in more meaningful and sustainable ways
WKFF Contact Person: Valerie J. Johnson
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD

North Carolina Partnership for Children, Inc.
Raleigh, North Carolina
$199,156
Assist with the development and facilitation of a ‘learning community’ composed of national, state, and local interests on universal access to quality child care and economic community development
WKFF Contact Person: Marvin H. McKinney
Key elements: HE, FSRD, YAE, PAV, LDR, ICT, COD, SECD
North Carolina Partnership for Children, Inc.
Raleigh, North Carolina $300,000
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 □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Oakland Livingston Human Service Agency
Pontiac, Michigan $100,000
Improve parenting skills, literacy, and job training in Oakland and Livingston counties in Michigan by supporting a planning process focused on creating a system to link non-custodial parents to services
WKKF Contact Person: Marvin H. McKinney
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Ohio Children’s Foundation
Columbus, Ohio $198,000
Address the challenge of increasing school readiness among vulnerable children and their families in Columbus, Ohio, with special outreach to Somali and Hispanic/Latino children by creating a Pre-K Partners Coalition
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Sisters of Charity Foundation of Canton
Canton, Ohio $107,763
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 □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

University of Florida Foundation, Inc.
Gainesville, Florida $200,000
Improve the services and systems affecting infants, young children, and their families by contributing to the David Lawrence Jr. Professorship in Early Childhood Studies
WKKF Contact Person: Winnie Hernandez-Gallegos
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Philanthropy and 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

Arizona State University
Tempe, Arizona $49,400
Increase the management capacity of nonprofit sector leaders through educational programs focused on the relationships among the nonprofit, public, and business sectors
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Nonprofit Organizational Capacity and Sustainability

1000 Friends of Iowa
Des Moines, Iowa $57,750
Provide bridge funding and support capacity building for fundraising and sustainability
WKKF Contact Person: Richard M. Foster
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

African-American Civil War Memorial Freedom Foundation
Washington, D.C. $150,000
Develop and implement a plan for assuring long-term sources of funding and support
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

American Indian College Fund
Denver, Colorado $150,000
Support capacity-building activities
WKKF Contact Person: Valorie J. Johnson
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Amherst H. Wilder Foundation
St. Paul, Minnesota $200,000
Improve the capacity of intermediaries by providing management assistance to the large network of nonprofit organizations working with immigrant and refugee-led organizations
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD

Big Creek People in Action, Inc.
Caretta, West Virginia $97,564
Support programs to respond to emergency needs of families and communities
WKKF Contact Person: Caroline M. Carpenter
Key elements: □ HE □ FSRD □ Y&E □ PAW □ LDR □ ICT □ COD □ SECD
United States Programming

**Black Veterans for Social Justice, Inc.**
Brooklyn, New York
Enhance and expand existing pre/post deployment mental health military programs and services
WKKF Contact Person: Barbara J. Sabol
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

**BoardSource**
Washington, D.C.
Provide leadership transition and new product innovation support
WKKF Contact Person: Thomas K. Reis
Key elements: [HE] [FSRD] [Y&E] [P&V] [LDR] [ICT] [COD] [SECD]

**Boston Medical Center Corporation**
Boston, Massachusetts
$149,890
Develop and implement a sustainability plan for a community-based youth service strategy team in a high-need, diverse community that will assure long-term sources of funding and support
WKKF Contact Person: Terri D. Wright

**Boston Medical Center Corporation**
Boston, Massachusetts
$149,805
Develop and implement a plan to strengthen the financial, advocacy, and long-term sustainability of the Children’s Sentinel Nutrition Assessment Program
WKKF Contact Person: Barbara J. Sabol

**Calvert Social Investment Foundation, Inc.**
Bethesda, Maryland
$125,000
Increase the flow of philanthropic resources to disadvantaged communities using or adapting existing commercial financial models for philanthropic purposes
WKKF Contact Person: Thomas K. Reis

**Center for Economic Options, Inc.**
Charleston, West Virginia
$150,000
Support the Center for Economic Options’ organizational capacity and sustainability as a social entrepreneur entity
WKKF Contact Person: Caroline M. Carpenter

**Child Trends Incorporated**
Washington, D.C.
$150,000
Implement a plan for assuring a positive cash flow and continual resource support
WKKF Contact Person: Marvin H. McKinney

**CompassPoint Nonprofit Services**
San Francisco, California
$200,141
Strengthen the fund-raising capacity of nonprofits in communities of color
WKKF Contact Person: Alandra L. Washington

**Decatur Memorial Foundation**
Decatur, Illinois
$149,890
Develop and implement a sustainability plan for a community-based youth service strategy team in a high-need, diverse community that will assure long-term sources of funding and support
WKKF Contact Person: Terri D. Wright

**District of Columbia Birth Center, Inc.**
Washington, D.C.
$150,000
Develop and implement a sustainability plan for a family-centered, community-based, and community-serving organization in a high-need community
WKKF Contact Person: Barbara J. Sabol

**Family Support America**
Chicago, Illinois
$150,000
Strengthen organizational capacity focused on increasing corporate resources, conferences, new membership strategies, a center for parent and community engagement, and to begin the process of family support accreditation for the field
WKKF Contact Person: Winnie Hernandez-Gallegos

**Food Alliance**
Portland, Oregon
$150,000
Provide support to strategically define future organizational structure and sustainability of the Food Alliance while continuing efforts to help farmers make better decisions about pesticide use
WKKF Contact Person: Oran B. Hesterman

**Foundation Incubator**
Palo Alto, California
$150,000
Support capacity building and implementation of a strategic business plan
WKKF Contact Person: Dan E. Moore

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**District of Columbia Birth Center, Inc.**
Washington, D.C.
$150,000
Develop and implement a sustainability plan for a family-centered, community-based, and community-serving organization in a high-need community
WKKF Contact Person: Barbara J. Sabol

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$150,000
Strengthen organizational capacity focused on increasing corporate resources, conferences, new membership strategies, a center for parent and community engagement, and to begin the process of family support accreditation for the field
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**United States Programming**

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**W.K. Kellogg Foundation**

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**United States Programming**

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**W.K. Kellogg Foundation**

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**United States Programming**
Grand Rapids Community College
Grand Rapids, Michigan $286,595
Support evaluation, dissemination, and replication of the SOURCE model for workforce retention and development
WKKF Contact Person: Thomas K. Reis
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Grantmakers for Effective Organizations
Washington, D.C. $149,300
Support the development of an earned-income business plan and pilot revenue-generating activities to improve the financial sustainability of the Grantmakers for Effective Organizations affinity group
WKKF Contact Person: Alandra L. Washington
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Greater New Orleans Foundation
New Orleans, Louisiana $175,480
Enhance community wellness through capacity building, information technology, and a resource development planning infrastructure
WKKF Contact Person: Oran B. Hesterman
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Hawaii Community Foundation
Honolulu, Hawaii $200,000
Identify, adapt, pilot, and disseminate alternative methods of forming organizational strategies for nonprofit organizations
WKKF Contact Person: Gail D. McClure
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Indiana University at Bloomington
Bloomington, Indiana $96,098
Provide fundraising workshops for the Food and Society project directors
WKKF Contact Person: Thomas K. Reis
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

La Unión del Pueblo Entero
Plano, Texas $74,985
Enhance the capacity of the Washington Fair Trade Apple Project to build a more financially sustainable future
WKKF Contact Person: Thomas K. Reis
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Loka Institute, Inc.
Washington, D.C. $150,000
Rebuild the infrastructure of Loka Institute, Inc., through organizational development, staff development, and board governance
WKKF Contact Person: Barbara J. Sabol
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Michigan AIDS Fund
Southfield, Michigan $150,000
Develop and implement a sustainability plan for Michigan AIDS Fund
WKKF Contact Person: Barbara J. Sabol
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Michigan League for Human Services
Lansing, Michigan $149,800
Provide support to maintain analytical and dissemination capacity and enhance fund development capacity
WKKF Contact Person: Barbara J. Sabol
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Michigan Neighborhood Partnership, Inc.
Detroit, Michigan $150,000
Enhance the capacity of programs to strengthen individuals, families, and communities through social and economic development by diversifying contractual relationships with funding partners and increasing the donor base of supporters
WKKF Contact Person: Gail D. McClure
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Mountain Association for Community Economic Development, Inc.
Berea, Kentucky $150,000
Provide support to strengthen key organizational and financial systems, focus on strategic program development, and begin implementation of a three-year income diversification plan
WKKF Contact Person: Frank C. Taylor
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

Mountain Partners in Community Development, Inc.
Elkins, West Virginia $38,960
Provide full-fledged leadership and resources in Randolph County, West Virginia, by updating and implementing a strategic plan to emerge from a survival mode of operation
WKKF Contact Person: Caroline M. Carpenter
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

National Center for Black Philanthropy, Inc.
Washington, D.C. $147,380
Enhance organizational capacity and sustainability by enabling the organization to improve its financial management, increase the amount of unrestricted income it raises, and enlarge its African American donor base
WKKF Contact Person: Alandra L. Washington
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

National Center for Family Philanthropy, Inc.
Washington, D.C. $150,000
Provide organizational capacity and sustainability
WKKF Contact Person: Thomas K. Reis
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

National Center for Food and Agricultural Policy, Inc.
Washington, D.C. $100,000
Support the transition of the National Center for Food and Agricultural Policy into a broader mission that includes rural development, sustainability, and emerging food systems
WKKF Contact Person: Gail L. Imig
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

National Center on Family Homelessness
Newton Centre, Massachusetts $149,753
Improve the well-being of poor and homeless children through development of a strategic program and a financial and sustainability plan
WKKF Contact Person: Markert M. Johnson
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD

National Organization of Black County Officials, Inc.
Washington, D.C. $3,000
Provide support to a youth workshop at the annual meeting of the National Organization of Black County Officials
WKKF Contact Person: Barbara J. Sabol
Key elements: [□] HE [□] FSRD [□] Y&E [□] P&V [□] LDR [□] ICT [□] COD [□] SECD
United States Programming

National Underground Railroad Freedom Center, Inc.
Cincinnati, Ohio $100,000
Provide training and development opportunities for volunteer community leaders to expand outreach activities and promote community dialogue
WKKF Contact Person: Alandra L. Washington

Nisewah Foundation
Beverly Hills, California $150,000
Strengthen organizational capacity and leverage new opportunities to maximize international interest and serve more children through culture-based curricula, teacher training, and cross-cultural partnering
WKKF Contact Person: Valerie J. Johnson

Nonprofit Finance Fund
New York City $200,000
Develop, publicize, and incorporate capitalization concepts into standard management practices in the nonprofit and public sectors
WKKF Contact Person: Thomas K. Reis

North Carolina Community Solutions Network
Durham, North Carolina $250,000
Strengthen the infrastructure and network of nonprofit consultants throughout the state of North Carolina
WKKF Contact Person: Alandra L. Washington

Northern Chautauqua Community Foundation, Inc.
Dunkirk, New York $107,597
Develop and implement a sustainability plan for a community-based youth service strategy team in a high-need, diverse community that assures long-term sources of funding support
WKKF Contact Person: Terri D. Wright

Oregon Environmental Council, Inc.
Portland, Oregon $150,000
Improve organizational capacity to help partners and collaborators strengthen their capacity to address linkages between environmental degradation and health outcomes
WKKF Contact Person: Barbara J. Sabol

Pacific Community Ventures
San Francisco, California $175,725
Provide business advisory services to low-income community businesses through nonprofit community development venture capital funds and nonprofit business support organizations
WKKF Contact Person: Alandra L. Washington

Poverty and Race Research Action Council
Washington, D.C. $125,000
Inform public policy and community education regarding race, poverty, and the intersections between the two in an age of diversity and devolution
WKKF Contact Person: Barbara J. Sabol

Rockefeller Family Fund, Inc.
New York City $75,000
Implement an organizational and financial assessment of the Sustainable Agriculture and Food Systems Funders working group that will ensure long-term viability
WKKF Contact Person: Oran B. Hesterman

Rockefeller Family Funds
New York City $89,635
Promote the operation of programs for children and navigate the transition from a founder-led organization to an institutional structure
WKKF Contact Person: Barbara J. Sabol

Social Enterprise Alliance, Inc.
Columbus, Ohio $110,000
Provide support for the ongoing development of a network of nonprofit practitioners and funders interested in advancing earned-income strategies
WKKF Contact Person: Thomas K. Reis

Social Venture Partners International
Seattle, Washington $150,000
Strengthen the financial sustainability of the Social Venture Partner network through improving the cultural competency, diversity outreach, and evaluation capacities of affiliates
WKKF Contact Person: Thomas K. Reis
**Southern Coalition for Educational Equity, Inc.**  
New Orleans, Louisiana  $150,000  
Build capacity to link with other organizations working in the South and increase productivity to bring diverse and disadvantaged youth together to create and sustain a healthy environment  
WKKF Contact Person: Terri D. Wright  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Southern Rural Development Initiative, Inc.**  
Raleigh, North Carolina  $150,000  
Provide support to develop a financial sustainability plan and strengthen financial information systems  
WKKF Contact Person: Frank C. Taylor  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Sphinx Organization, Inc.**  
Detroit, Michigan  $150,000  
Design and develop a sustainability plan  
WKKF Contact Person: Frank C. Taylor  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Student Advocacy Center of Michigan, Inc.**  
Ann Arbor, Michigan  $150,000  
Develop and implement a plan for securing and sustaining partnerships to acquire long-term sources of funding and support  
WKKF Contact Person: Marvin H. McKinney  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Sunflower County Freedom Project**  
Sunflower, Mississippi  $85,097  
Improve board, staff, and parental capacity through the development of a plan for financial sustainability and program development  
WKKF Contact Person: Frank C. Taylor  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Third Sector New England, Inc.**  
Boston, Massachusetts  $135,000  
Build capacity of Kellogg grantees by providing management information through a two-year, no-cost subscription to the Nonprofit Quarterly  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Women & Philanthropy, Inc.**  
Washington, D.C.  $150,000  
Create and implement a theory of change process and an organizational sustainability plan  
WKKF Contact Person: Christine M. Kwak  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Women’s Foundation of California**  
San Francisco, California  $150,000  
Support a strategic planning process for the Women’s Foundation of California, a new organization formed by the merger of the Women’s Foundation and the Los Angeles Women’s Foundation  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

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**Unleashing New Resources**

**Acumen Fund, Inc.**  
New York City  $400,000  
Build and strengthen a performance-tracking framework that will assess investment outcomes and communicate program impact more effectively to the Acumen Fund’s investment partners  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Adventures in Motivation**  
East St. Louis, Illinois  $50,000  
Enable youth to gain first-hand experience and knowledge about the nonprofit sector through an internship program  
WKKF Contact Person: Alandra L. Washington  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Arizona Family Housing Fund**  
Scottsdale, Arizona  $192,260  
Develop a comprehensive set of family mentoring and leadership development tools for underserved families, women, youth, and grassroots neighborhood groups  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Arizona State University**  
Tempe, Arizona  $4,095,700  
Develop the growing educational and support resources in organizational capacity building at Arizona State University’s Center for Nonprofit Leadership and Management  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Association for Research on Nonprofit Organizations and Voluntary Action**  
Indianapolis, Indiana  $6,536  
Increase capacity to meet changing nonprofit sector member needs by strengthening cross-disciplinary interaction, institutional collaboration, the community of scholars, and diversity of the resource base  
WKKF Contact Person: Alandra L. Washington  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**Association of Black Foundation Executives, Inc.**  
New York City  $100,000  
Support strategic planning and program development activities to better engage blacks in philanthropy  
WKKF Contact Person: Alandra L. Washington  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0

**BBW Wise Giving Alliance**  
Arlington, Virginia  $100,000  
Expand and improve the BBB Wise Giving Alliance services through the number of nonprofits evaluated by its Internet-based, accountable practice standards platform  
WKKF Contact Person: Thomas K. Reis  
Key elements: □ HE □ FSRD □ YAE □ PSV □ LOR □ ICT □ COD □ SEC0
### United States Programming

#### W.K. Kellogg Foundation

| BoardSource | Washington, D.C. | $50,000 | Provide scholarships for early career individuals from communities of color to attend the Leadership Forum in honor of and through the establishment of the Judith O’Connor Memorial Fund |
| WKKF Contact Person: Thomas K. Reis |
| Key elements: | |

| Brotherhood/Sister Sol, Inc. | New York City | $200,000 | Promote and disseminate philanthropic programs and develop strategic partnerships with social philanthropists |
| WKKF Contact Person: Alandra L. Washington |
| Key elements: | |

| Capital Region Community Foundation | Lansing, Michigan | $150,000 | Strengthen the infrastructure of volunteerism in Michigan by supporting the development of a statewide organization to promote and increase the capacity for volunteerism |
| WKKF Contact Person: Christine M. Kwak |
| Key elements: | |

| CityCares, Inc. | Atlanta, Georgia | $600,000 | Integrate the CityCares national Internet-based volunteer data-management tool with the organization’s community education leadership development program, Citizen Academy |
| WKKF Contact Person: Thomas K. Reis |
| Key elements: | |

| Community Educational Services of San Francisco | San Francisco, California | $196,000 | Disseminate successful youth engagement models with other nonprofit organizations serving communities of color in the San Francisco area |
| WKKF Contact Person: Robert F. Long |
| Key elements: | |

| Community Foundation for Greater New Haven | New Haven, Connecticut | $10,000 | Provide support for the launch of the Communities of Color Initiative to advance philanthropy and address challenges in minority communities |
| WKKF Contact Person: Alandra L. Washington |
| Key elements: | |

| Community Foundation of Greater Greensboro, Inc. | Greensboro, North Carolina | $100,000 | Identify and celebrate diverse forms of philanthropy with a focus on communities of color, women, and youth |
| WKKF Contact Person: Alandra L. Washington |
| Key elements: | |

| Community Foundation of Waterloo and Northeast Iowa | Waterloo, Iowa | $200,000 | Improve philanthropic practice by developing a regional network among existing youth philanthropy programs in Iowa and Nebraska |
| WKKF Contact Person: Robert F. Long |
| Key elements: | |

| CompuMentor Project | San Francisco, California | $400,000 | Foster improved coordination of services, service delivery, and outreach to communities of color through enhanced coordination of services between CompuMentor Project and NPower |
| WKKF Contact Person: Thomas K. Reis |
| Key elements: | |

| Council of Michigan Foundations | Grand Haven, Michigan | $100,000 | Enhance grantmaker participation and advance giving in Michigan through implementation of a technology plan |
| WKKF Contact Person: Christine M. Kwak |
| Key elements: | |

| 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: | |

| Council on Foundations, Inc. | Washington, D.C. | $25,000 | Enhance and support the educational and leadership opportunities of the annual conference |
| WKKF Contact Person: Robert F. Long |
| Key elements: | |

| Diversity Through Sports Youth Foundation | St. Louis, Missouri | $892,736 | Strengthen and promote philanthropy among athletes as a strategy for community engagement and leadership development among young people |
| WKKF Contact Person: Alandra L. Washington |
| Key elements: | |

| DonorsChoose, Inc. | New York City | $50,000 | Improve access by citizens to giving to schools, teachers, and students from underserved communities through an innovative philanthropic tool |
| WKKF Contact Person: Thomas K. Reis |
| Key elements: | |

| Faith Partnerships, Inc. | Raleigh, North Carolina | $199,900 | Assist faith-based organizations and congregations through capacity building for focused giving, primarily in rural and urban African American communities |
| WKKF Contact Person: Dan E. Moore |
| Key elements: | |

| Forum of Regional Associations of Grantmakers | Washington, D.C. | $800,000 | Disseminate the lessons from innovative experiments in promoting new philanthropy to a wide network of organizations across the country |
| WKKF Contact Person: Dan E. Moore |
| Key elements: | |
Grants

Indiana University at Bloomington
Bloomington, Indiana
$3,000,000
Develop leadership for 21st Century philanthropy that is intentionally inclusive of communities of color, women, and youth
WKKF Contact Person: Dan E. Moore
Key elements: □ HE □ FSRD □ Y&E □ PSV □ LDR □ ICT □ COD □ SECD

Jackie Joyner-Kersee Foundation
East St. Louis, Illinois
$1,500,000
Establish a model for sports philanthropy that unleashes new resources to build strong networks of community partnership and collaboration that engages youth as valuable resources to improve the quality of life in the community
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PSV □ LDR □ ICT □ COD □ SECD

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 □ FSRD □ Y&E □ PSV □ LDR □ ICT □ COD □ SECD
United States Programming

Non-Profit Technology Enterprise Network
San Francisco, California $150,000
Enhance efforts to help small- and mid-sized nonprofits make more effective use of technology
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

North Carolina Center for Nonprofit Organizations, Inc.
Raleigh, North Carolina $175,000
Develop a framework for nonprofit learning and reflection that will engage diverse nonprofit leaders, expand leadership opportunities, and improve access to knowledge and tools for sector capacity
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

North Carolina Community Foundation, Inc.
Raleigh, North Carolina $638,010
Generate a set of creative and promising solutions to unleashing North Carolina’s philanthropic potential by engaging and making more visible youth, women, and communities of color through the work of Discovery Alliance
WKKF Contact Person: Dan E. Moore
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

National African-American Women’s Leadership Institute, Inc.
Greensboro, North Carolina $84,000
Develop the leadership talents of African American women and enhance organizational sustainability
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

National Center on Nonprofit Enterprise, Inc.
Arlington, Virginia $150,000
Provide support to determine and build organizational sustainability and the capture and delivery of enterprise development services to nonprofits
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Neighborhood Ministries, Inc.
Phoenix, Arizona $107,000
Refine, align, and strengthen Neighborhood Ministries through a strategic planning and capacity-building process for the next stage of effective service and development
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Network for Good, Inc.
Vienna, Virginia $150,000
Increase the use of technology-driven philanthropy tools by organizations serving youth, women, and communities of color and develop an ePhilanthropy registration system
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Nonprofit Services Consortium
St. Louis, Missouri $150,000
Improve performance, sustainability, and program impact of nonprofits in the St. Louis bi-state metropolitan area by demonstrating the value of the Capacity Quotient organizational assessment tool
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Ohio Grantmakers Forum
Columbus, Ohio $160,951
Enhance the civic knowledge, skills, and participation of young people in Ohio by supporting youth councils that use the grantmaking process to fund service-learning projects
WKKF Contact Person: Christine M. Kwak
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Philanthropic Research, Inc.
Williamsburg, Virginia $3,567
Enhance the effectiveness of the Internet as a comprehensive source of information about the activities and finances of American nonprofits
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Philanthropic Research, Inc.
Williamsburg, Virginia $500,000
Support the development of GuideStar’s revenue-generating activities leading to improved organizational sustainability
WKKF Contact Person: Thomas K. Reis
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD

Restaurant Opportunities Center of New York, Inc.
New York City $130,000
Increase the capacity to improve working conditions for non-union restaurant employees in New York City
WKKF Contact Person: Alandra L. Washington
Key elements: □ HE □ FSRD □ Y&E □ PRV □ LDR □ ICT □ COD □ SECD
SouthEast Alaska Regional Health Consortium Foundation
Juneau, Alaska $120,000
Increase the ranks of new givers and nurture emerging forms of philanthropy within southeast Alaska’s native community
WKKF Contact Person: Thomas K. Reis
Key elements: □ □ □ □ □ □ □ □ □

Southern Rural Development Initiative, Inc.
Raleigh, North Carolina $190,000
Expand the use of the index of philanthropic potential in rural areas as a tool for building philanthropy for youth, women, and communities of color
WKKF Contact Person: Dan E. Moore
Key elements: □ □ □ □ □ □ □ □ □

Southwest Leadership Foundation
Phoenix, Arizona $10,000
Create a network of neighborhood service providers that care for at-risk children
WKKF Contact Person: Robert F. Long
Key elements: □ □ □ □ □ □ □ □ □

Stardust Neighborhood Foundation, Inc.
Phoenix, Arizona $180,000
Strengthen families through programs to enhance existing neighborhood relationships, provide opportunities for growth and development in leadership, and foster neighborhood ownership and pride in youth
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

Support Center for Nonprofit Management, Inc.
New York City $250,000
Strengthen and connect community assets with community needs and increase the effectiveness and impact of African American, Latino, and Asian American philanthropy addressing community issues
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

Third Sector New England, Inc.
Boston, Massachusetts $3,452,716
Strengthen and promote philanthropy among athletes as a strategy for community engagement and leadership development among young people
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

Triangle Residential Options for Substance Abusers, Inc.
Durham, North Carolina $135,000
Improve the quality of services and sustainability of a tested substance abuse intervention program by upgrading the program materials and professionalizing the service delivery
WKKF Contact Person: Robert F. Long
Key elements: □ □ □ □ □ □ □ □ □

Twenty-First Century Foundation
New York City $20,000
Promote the power of African American giving for the community of black philanthropists who desire to make a strategic difference in the African American community
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

University of Virginia
Charlottesville, Virginia $25,000
Support the research and writing of a history of philanthropy in the political economy of the modern United States
WKKF Contact Person: Robert E. Long
Key elements: □ □ □ □ □ □ □ □ □

Urban Institute
Washington, D.C. $35,000
Develop a standard framework and taxonomy for program outcomes in the nonprofit sector
WKKF Contact Person: Thomas K. Reis
Key elements: □ □ □ □ □ □ □ □ □

Valle del Sol, Inc.
Phoenix, Arizona $500,000
Engage and develop leaders at the neighborhood and grassroots level in the metropolitan Phoenix area with a focus on Latino residents and communities
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

Winston-Salem Foundation
Winston-Salem, North Carolina $100,000
Increase the engagement of African Americans in the philanthropic community and their influence on giving by providing opportunities for social change
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

Women’s Foundation of Minnesota
Minneapolis, Minnesota $600,000
Promote and build the leadership and economic security of young women throughout Minnesota by expanding the Girls as Grantmakers model (GirlsBEST)
WKKF Contact Person: Alandra L. Washington
Key elements: □ □ □ □ □ □ □ □ □

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.

American Composers Forum
St. Paul, Minnesota $50,000
Assist the Battle Creek Symphony Orchestra in commissioning a new effort for orchestra and mixed choirs around an issue important to the citizens of Battle Creek
WKKF Contact Person: James E. McHale
Key elements: □ □ □ □ □ □ □ □ □
United States Programming

W.K. Kellogg Foundation

**Battle Creek Community Foundation**

*Battle Creek, Michigan*  
$9,000

Enable Minority Health Partnership staff and volunteers to participate in the 131st American Public Health Association annual conference  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Battle Creek Community Foundation**

*Battle Creek, Michigan*  
$36,000

Strengthen the knowledge base and relationships among health care decisionmakers in Calhoun County by convening health care leaders in a series of forums  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Battle Creek Community Foundation**

*Battle Creek, Michigan*  
$54,900

Assist in the creation of a homeless management information services system  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Battle Creek Community Foundation**

*Battle Creek, Michigan*  
$120,000

Provide support for the Battle Creek Community Foundation’s activities as a leader, problem solver, and catalyst for various community initiatives  

WKKF Contact Person: Donna M. Lartigue  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Burnham Brook Center**

*Battle Creek, Michigan*  
$75,000

Assist in a national initiative to create a blueprint for an Aging In Place action agenda for the greater Battle Creek area  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Charitable Union**

*Battle Creek, Michigan*  
$178,500

Build the capacity of the Charitable Union by supporting an interim executive director, organizational assessment, and organizational development consultant  

WKKF Contact Person: Donna M. Lartigue  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Family Y Center of Battle Creek**

*Battle Creek, Michigan*  
$180,000

Sustain literacy programming efforts  

WKKF Contact Person: Donna M. Lartigue  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**First Pentecostal Church of God in Christ**

*Battle Creek, Michigan*  
$75,000

Support non-commercial, educational broadcasting to minority populations throughout the Battle Creek area  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Glowing Embers Girl Scout Council - Battle Creek**

*Battle Creek, Michigan*  
$100,000

Support leadership and diversity programming of the Glowing Embers Girl Scout Council Battle Creek office  

WKKF Contact Person: Donna M. Lartigue  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Grand Valley State University**

*Allendale, Michigan*  
$300,000

Help Grand Valley State University’s public broadcasting station WGVU/WGVK TV avoid losing its license by meeting the federal mandate to convert from an analog signal to streaming digital by 2006  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Haven of Rest Ministries of Battle Creek**

*Battle Creek, Michigan*  
$200,000

Support the construction of an emergency shelter for homeless women and families  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Junior Achievement of South Central Michigan, Inc.**

*Battle Creek, Michigan*  
$40,000

Integrate the story of W.K. Kellogg into Junior Achievement curriculum  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD 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 FRSW YAE FSRD LDR ICT COD SECD

**Northside Ministerial Alliance**

*Kalamazoo, Michigan*  
$100,000

Support the Southwest Michigan Faith and Community Based Training Institute’s efforts to provide technical assistance to nonprofit organizations  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**Second Missionary 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 FRSW YAE FSRD LDR ICT COD SECD

**Supporting Organization of Calhoun County**

*Homer, Michigan*  
$190,000

Re-examine the role of the United Arts Council and implement its future direction  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD

**United Arts Council of Calhoun County**

*Battle Creek, Michigan*  
$150,000

Re-examine the role of the United Arts Council and implement its future direction  

WKKF Contact Person: James E. McHale  

Key elements: HE FRSW YAE FSRD LDR ICT COD SECD
United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan  $60,000
Support the development of a pledge-processing system for the United Way of Greater Battle Creek and the Heart of West Michigan United Way
WKKF Contact Person: Donna M. Lartigue
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Willard Library
Battle Creek, Michigan  $138,500
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 □ COD □ SECD

Corporate Citizen

Battle Creek Community Foundation
Battle Creek, Michigan  $150,000
Support the annual United Arts Council campaign
WKKF Contact Person: James E. McHale
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Cereal City Development Corporation
Battle Creek, Michigan  $1,750,000
Provide support for infrastructure and facility improvements to the Kellogg Arena
WKKF Contact Person: James E. McHale
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Junior Achievement of South Central Michigan, Inc.
Battle Creek, Michigan  $19,250
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

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

Junior Achievement of South Central Michigan, Inc.
Battle Creek, Michigan  $19,500
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

Expert in Residence

Battle Creek Community Foundation
Battle Creek, Michigan  $15,000
Support an Expert in Residence program to emphasize the importance of education, personal achievement, and safe environment for youth and families
WKKF Contact Person: Katie K. Fitzgerald
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Battle Creek Health System
Battle Creek, Michigan  $6,000
Support an Expert in Residence visit by Chef Don Miller to provide knowledge and information to individuals with or without diabetes that will increase their opportunity for a better quality of life through healthy eating
WKKF Contact Person: Donna M. Lartigue
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Battle Creek Health System
Battle Creek, Michigan  $6,540
Support an Expert in Residence visit by Patricia Weaver Francisco, Scott Teter, and the “1 in 4” prevention group for the Sexual Assault Summit 2004 to assess progress for Calhoun County in addressing sexual assault and abuse
WKKF Contact Person: Donna M. Lartigue
Key elements: ■ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
**United States Programming**

**W.K. Kellogg Foundation**

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**Battle Creek Health System**  
*Battle Creek, Michigan*  
$15,000  
Support an Expert in Residence visit by Amanda Gore to give health care professionals effective tools to reduce stress  
WKKF Contact Person: Donna M. Lartigue  
Key elements: HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Battle Creek Unlimited, Inc.**  
*Battle Creek, Michigan*  
$3,542  
Support an Expert in Residence visit by Robert McNulty to share his prescription for creating a livable community  
WKKF Contact Person: Katie K. Fitzgerald  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Brass Band of Battle Creek**  
*Battle Creek, Michigan*  
$135,000  
Support a concert series and partnership with the Urban League of Battle Creek through the Expert in Residence program to enable new and diverse audiences to experience brass band music  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Calhoun County Community Mental Health Authority d/b/a Summit Pointe**  
*Battle Creek, Michigan*  
$16,960  
Support an Expert in Residence visit by Dr. B. David Brooks to provide character education and address youth issues in the community  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Foster Adoptive Family Resource and Support Center**  
*Battle Creek, Michigan*  
$24,932  
Support an Expert in Residence visit by Dr. T. Berry Brazelton to enhance children’s futures by helping parents, social workers, educators, health care providers, court officials, and child-care workers partner for children  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**National Resource Center for the Healing of Racism**  
*Albion, Michigan*  
$26,711  
Educate and raise awareness of American history and the African American experience through an Expert in Residence visit by the Middle Passage and African American History Museum Traveling Exhibit  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Second Missionary Baptist Church**  
*Battle Creek, Michigan*  
$5,000  
Support an Expert in Residence visit by Dr. Trinette McCray to address racial harmony and respect for human rights during the 5th Annual Martin Luther King, Jr. Community Ecumenical Service and communitywide celebration  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**United Arts Council of Calhoun County**  
*Battle Creek, Michigan*  
$116,500  
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 □ COD □ SECD

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**United Way of Greater Battle Creek, Inc.**  
*Battle Creek, Michigan*  
$23,612  
Support an Expert in Residence Program to develop a shared communitywide Literacy Plan for Battle Creek to be used by service providers and funders  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Volunteer Center of Battle Creek**  
*Battle Creek, Michigan*  
$3,538  
Support an Expert in Residence program to empower youth in our community through Youth On Board leadership training  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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**Volunteer Center of Battle Creek**  
*Battle Creek, Michigan*  
$5,470  
Support an Expert in Residence visit by Susan Ellis to build the capacity of the nonprofit sector to maximize the strategic use of volunteers  
WKKF Contact Person: James E. McHale  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

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Neighborhoods

Battle Creek Area Chamber Foundation
Battle Creek, Michigan $5,000
Improve and strengthen a program that provides one-on-one business counseling for entrepreneurs, business seminars, training on how to start a business, and a business incubator facility
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Battle Creek Community Foundation
Battle Creek, Michigan $10,000
Support a resident-driven, neighborhood-based mini-grant program in targeted neighborhoods in Battle Creek
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Calhoun County Guardian d/b/a Guardian Inc. of Calhoun County
Battle Creek, Michigan $10,600
Decrease barriers facing low- and moderate-income households striving to gain financial self-sufficiency by identifying current gaps in financial service programs in Calhoun County
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Calhoun County Guardian d/b/a Guardian Inc. of Calhoun County
Battle Creek, Michigan $413,000
Ensure that disenfranchised and at-risk individuals have alternatives to predatory lenders and are financially connected to traditional banking services
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Calhoun Intermediate School District
Marshall, Michigan $1,508,474
Support Calhoun Intermediate School District’s Network for Young Children, in order to ensure continued access to early childhood education services that help children enter school ready to learn
WKFF Contact Person: Donna M. Lartigue
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Community Action Agency of South Central Michigan
Battle Creek, Michigan $130,000
Provide assistance with tax preparation for low- and moderate-income working people in Battle Creek
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Fair Housing Center of Southwest Michigan
Kalamazoo, Michigan $130,000
Build the capacity of the Battle Creek satellite office to provide fair housing education and enforcement services to the Greater Battle Creek area
WKFF Contact Person: Katie K. Fitzgerald
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Food Bank of South Central Michigan, Inc.
Battle Creek, Michigan $7,000
Enhance the distribution of food to low-income neighborhoods
WKFF Contact Person: James E. McHale
Key elements: □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Metropolitan Organizing Strategy Enabling Strength/ MOSES
Detroit, Michigan $35,475
Support workshops regarding the need for congregation-centered community organizing in our urban communities and for a regional or metro-equity analysis of the Kalamazoo/Battle Creek area
WKFF Contact Person: James E. McHale
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Metropolitan Organizing Strategy Enabling Strength/ MOSES
Detroit, Michigan $89,000
Develop leaders in the Kalamazoo and Battle Creek region and strengthen the capacity of the Interfaith Strategy for Advocacy and Action in the Community
WKFF Contact Person: Katie K. Fitzgerald
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Michigan State Bar Foundation
Lansing, Michigan $9,000
Provide education and advocacy in the areas of rental housing quality and public benefits for low-income persons in Battle Creek
WKFF Contact Person: Katie K. Fitzgerald
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Neighborhoods, Inc. of Battle Creek
Battle Creek, Michigan $200,000
Support the development and implementation of home ownership strategies
WKFF Contact Person: James E. McHale
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

New Level Sports
Battle Creek, Michigan $20,000
Promote academic success through a Little League Football and Cheerleading Program
WKFF Contact Person: James E. McHale
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

School District of the City of Battle Creek
Battle Creek, Michigan $1,019,596
Support effective literacy instructional practices in the Yes We Can! elementary schools
WKFF Contact Person: Donna M. Lartigue
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD

Cross Program

Goal: Support efforts to address key social issues that involve all United States program areas.

Detroit RiverWalk Project

Detroit Riverfront Conservancy, Inc.
Detroit, Michigan $1,070,000
Support the ongoing operations and increase the organizational capacity of the Detroit Riverfront Conservancy to build neighborhood capacity and minimize displacement
WKFF Contact Person: Greg B. Taylor
Key elements: □HE □FSRD □Y&E □PAV □LOR □ICT □COD □SECD
United States Programming

W.K. Kellogg Foundation

Detroit Riverfront Conservancy, Inc.
Detroit, Michigan $3,000,000
Support the RiverWalk project, a commercial and residential development effort to transform the Detroit River’s edge into a recreational, educational, and cultural destination node through an endowment fund
WKKF Contact Person: Greg B. Taylor
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 $115,860
Provide funds for general support and to sponsor communitywide charitable events
WKKF Contact Person: Mary Carole Cotter
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Matching Grants Program

Matching Grants Program
Battle Creek, Michigan $2,494,990
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 $5,705,969
Provide a special fund for programming staff to make small, one-time grants to promising ideas
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Trustee Mini-Grants

Trustee Mini-Grants
Battle Creek, Michigan $1,750,000
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

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.

75th Anniversary

American Nurses’ Foundation, Inc.
Washington, D.C. $1,735,196
Support the implementation of the Leadership Enhancement and Development Project for minority nurse educators who are receiving training at Historically Black Colleges and Universities
WKKF Contact Person: Barbara J. Sabol
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Comisión Económica para América Latina y el Caribe
Santiago, Chile $4,462,894
Create an annual award to acknowledge innovative initiatives to reduce poverty in Latin America and the Caribbean and to disseminate the lessons learned through them
WKKF Contact Person: Francisco B. Tancredi
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Intermediate Technology Development Group
Hutare, Zimbabwe $303,000
Strengthen the capacity of community-based organizations and orphans and vulnerable children to mitigate effects of HIV/AIDS in the Chimanimani District
WKKF Contact Person: Mandivamba Rukuni
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Michigan Public Health Institute
Okemos, Michigan $2,286,973
Develop a network of nurse-managed primary care centers to enhance access to primary care choices for communities
WKKF Contact Person: Terri D. Wright

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

U.S. Other

Altarum Institute
Ann Arbor, Michigan $200,000
Assist Michigan citizens and stakeholder groups in better understanding how to work together in the development and use of information technology
WKKF Contact Person: Gail D. McClure

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Americans for Indian Opportunity
Santa Ana Pueblo, New Mexico $30,000
Assist with the evaluation of the American Indian Ambassadors Program
WKKF Contact Person: Richard M. Foster

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Artrain, Inc. D/B/A Artrain USA
Ann Arbor, Michigan $150,000
Explore the ways Native American artists are influenced by popular culture and build upon the commonalities that Native and non-Native people share through a contemporary Native American art exhibition and national tour
WKKF Contact Person: James E. McHale

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

AVANCE, Inc.
San Antonio, Texas $150,000
Provide family support services to low-income communities by enhancing human resource and training functions, providing network technical assistance, increasing resources available for low-interest loans, and ensuring stable leadership
WKKF Contact Person: Winnie Hernandez-Gallegos

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Center for Policy Alternatives
Washington, D.C. $1,695,000
Enhance the process of public policy formation at the state level by developing the leadership capacity of state legislators and leveraging the power of the Flemming Fellows network to move ideas into action
WKKF Contact Person: Barbara J. Sabol

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Citizens Research Council of Michigan, Inc.
Livonia, Michigan $150,000
Analyze state health policy issues in Michigan
WKKF Contact Person: Terri D. Wright

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

City Connect Detroit
Detroit, Michigan $150,000
Expand organizational capacity to deliver improved fund development, sustainability guidance, and collaborative assistance to area nonprofit agencies and City of Detroit departments
WKKF Contact Person: Miguel A. Satut

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Communications Network, Inc.
Washington, D.C. $25,000
Raise awareness of effective communications in philanthropy by conducting a benchmark survey of the top foundations examining staffing, budget, and scope of communications activities as they relate to annual reports and Web sites
WKKF Contact Person: Thomas K. Reis

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Community Foundation for Southeastern Michigan
Detroit, Michigan $150,000
Reduce childhood obesity through a community mobilization and program development initiative
WKKF Contact Person: Miguel A. Satut

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Department of Military and Veterans Affairs
Battle Creek, Michigan $74,940
Support a comprehensive and systematic exploration of how social issues involving race are framed and reframed from a communications perspective
WKKF Contact Person: Mary Carol Cotter

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Duquesne University
Pittsburgh, Pennsylvania $100,676
Inform the public about changes and challenges facing American higher education through a Public Broadcasting Service special report
WKKF Contact Person: Marvin H. McKinney

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Frameworks Institute
Washington, D.C. $200,000
Support a comprehensive and systematic exploration of how social issues involving race are framed and reframed from a communications perspective
WKKF Contact Person: Marvin H. McKinney

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Learning Matters, Inc.
New York City $200,000
Inform the public about changes and challenges facing American higher education through a Public Broadcasting Service special report
WKKF Contact Person: Ted H. Chen

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD

Michigan Association for Children With Emotional Disorders
Southfield, Michigan $50,000
Assess the incarceration of southeast Michigan youth with mental disorders in correctional settings to inform policymakers, courts, and the public about alternative policies and practices for appropriate judicial dispositions
WKKF Contact Person: Marvin H. McKinney

Key elements: HE, FRSD, Y&E, PAW, LDR, ICT, COD, SECD
**United States Programming**

**Michigan Association of United Ways**
Lansing, Michigan  
$200,000
Support the development and implementation of a 2-1-1 dialing code for information and referral services across the state of Michigan

WKKF Contact Person: James E. McHale

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

**Michigan State University**
East Lansing, Michigan  
$100,000
Prepare new leaders in natural resource conservation policy and assist communities, industry, and organizations in developing coordinated, comprehensive policies for land use that will sustain Michigan's natural resource base

WKKF Contact Person: Richard A. Foster

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

**Museum of African American History**
Detroit, Michigan  
$1,000,000
Support organizational capacity building of the Charles H. Wright Museum of African American History

WKKF Contact Person: Greg B. Taylor

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

**National Academy of Sciences**
Washington, D.C.  
$50,000
Support a diversity innovation initiative within the National Academy of Engineering focused on finding new approaches to increasing racial/ethnic minorities in the engineering workforce

WKKF Contact Person: Marguerite M. Johnson

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

**National Association for the Advancement of Colored People**
Baltimore, Maryland  
$50,000
Mobilize communities nationwide to address the current inequities in public education catalyzed by the 50th anniversary of Brown v. Board of Education

WKKF Contact Person: Marvin H. McKinney

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

**National Public Radio, Inc.**
Washington, D.C.  
$624,000
Establish a knowledge base to foster advancement and deepen understanding of young people's skills, talents, motivation, and innovation regarding community and social change

WKKF Contact Person: Christine M. Kwak

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

**Northwest Michigan House of Hope, Inc.**
Traverse City, Michigan  
$400,000
Expand and improve programs through the development of a multi-purpose school and community center for troubled teens and their families in northern Michigan

WKKF Contact Person: Ted H. Chen

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

**Pine Lake Fund**
Plainwell, Michigan  
$35,000
Support the 60th Anniversary Founder's Project for the Michigan Career and Technical Institute

WKKF Contact Person: Gregory A. Lyman

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

**Princeton University**
Princeton, New Jersey  
$200,000
Identify alternatives and support policy change regarding the processing and treatment of juveniles as adults in the justice system

WKKF Contact Person: Anne C. Petersen

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

**Regents of the University of Michigan**
Ann Arbor, Michigan  
$169,682
Support the 60th Anniversary Founder's Project for the Traverse City, Michigan

WKKF Contact Person: Oran B. Hesterman

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

**Regents of the University of Michigan**
Ann Arbor, Michigan  
$199,467
Prepare young people for participatory evaluation at the community level

WKKF Contact Person: Gail D. McClure

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

**Search Institute**
Minneapolis, Minnesota  
$25,000
Enhance youth development by creating assessment tools and resources for families, schools, youth organizations, and whole communities

WKKF Contact Person: Rachel G. Jones

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

**Search Institute**
Minneapolis, Minnesota  
$150,000
Provide quality news coverage and programming that will educate, inform, and promote public discourse and participatory democracy

WKKF Contact Person: Karen E. Lake

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

**Tohono O’odham Community Action**
Sells, Arizona  
$475,000
Improve nutritional quality of available foods, provide economic opportunities, revitalize traditional cultural practices, and reduce diabetes rates among the Tohono O’odham community

WKKF Contact Person: Oran B. Hesterman

Key elements: □ HE □ FSRD □ YAE □ P&V □ LDR □ ICT □ COD □ SECD
California State Polytechnic University
Pomona, California  $15,000
Provide assistance to institutions of higher education in Vietnam and Malaysia
WKKF Contact Person: Gregory A. Lyman
Key elements: □HE ■FSRD ■Y&E □P&V □LDR □ICT □COD □SECD

Council of Women World Leaders
Cambridge, Massachusetts  $86,700
Produce and distribute an electronic (CD-ROM) and print publication of the Salzburg Seminar on Strengthening Democracy and Governance: Women and Political Power
WKKF Contact Person: Caroline M. Carpenter
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Salzburg Seminar in American Studies, Inc.
Middlebury, Vermont  $1,101,000
Support three seminars of the Salzburg Seminar in areas of importance to WKKF programming
WKKF Contact Person: Anne C. Petersen
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Vigorous Interventions in Ongoing Natural Settings, Inc.
d/b/a Visions, Inc.
Arlington, Massachusetts  $70,000
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
WKKF Contact Person: Terri D. Wright
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Year Up, Inc.
Boston, Massachusetts  $884,962
Increase the employment, college attendance, and completion rates for low-income, urban young adults through expanded programs and replication of the Year Up model in the greater Boston, MA, Providence, RI, and tri-state New York areas
WKKF Contact Person: Miguel A. Satut
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

International Other
Aspen Institute, Inc.
Washington, D.C.  $50,000
Identify innovative strategies for improving transatlantic relations and promoting international cooperation on important issues by partnering with other funders to support a transatlantic retreat of European and American leaders
WKKF Contact Person: Anne C. Petersen
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD
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 seven countries of Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, and Zimbabwe. Across the region, the Foundation’s program strategies merge the following 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 also is 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.
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

Fundação para o Desenvolvimento da Comunidade (Community Development Trust)
Maputo, Mozambique $250,000
Develop community leadership for the support of community-driven initiatives that help improve access to education, health, and nutrition for AIDS orphans in Mozambique
WKKF Contact Person: Vuyo F. Mahlati
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Museum of New Mexico Foundation
Santa Fe, United States $25,000
Create economic and cultural opportunities for South African master folk artists
WKKF Contact Person: Gail D. McClure
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Shepherd’s Keep-Homes for Abandoned AIDS Babies
Durban, South Africa $100,000
Provide support to abandoned children and training for HIV/AIDS caregivers
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Strengthen Capacity of Communities

Adventist Development and Relief Agency - Zimbabwe
Bulawayo, Zimbabwe $270,000
Establish nutrition and medicinal herb gardens using drip irrigation, and strengthen the Home Based Care Program for HIV/AIDS affected and infected families in Bulilima-Mangwe District
WKKF Contact Person: Mandivamba Rukuni
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Africa Resources Trust d/b/a ResourceAfrica
Pretoria, South Africa $430,000
Promote environmental awareness and constructive civic engagement in eco- and cultural tourism and sustainable natural resource management and commercialization in the Limpopo Province of South Africa
WKKF Contact Person: Vuyo F. Mahlati
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

African Centre for Fertilizer Development
Harare, Zimbabwe $150,000
Develop a strategy and implementation of a blueprint manual for smallholder agribusiness development in the southern African region
WKKF Contact Person: Mandivamba Rukuni
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Agência de Desenvolvimento Económico da Província de Manica (Manica Economic Development Agency)
Chimoio, Mozambique $1,570,000
Consolidate, integrate, and upscale programming in the Manica province through the establishment of a Local Facilitating Agency
WKKF Contact Person: Vuyo F. Mahlati
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Agricultural Research Council
Harare, Zimbabwe $346,620
Support production processing, marketing, and utilization by the emerging soybean commodity association in Bulilima-Mangwe, Chimanimani, and selected district sites in Zimbabwe
WKKF Contact Person: Mandivamba Rukuni
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Aid to Artisans, Inc.
Hartford, United States $900,000
Support and promote commercialization of craft industries and empowerment of Mozambican and South African artisans through training, product development, and market linkages
WKKF Contact Person: Vuyo F. Mahlati
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

Bulilima-Mangwe Rural District Council
Plumtree, Zimbabwe $677,700
Engage rural communities in economic activities in the livestock and marula industries, promote good health and hygiene, and enhance leadership training
WKKF Contact Person: Mandivamba Rukuni
Key elements: HE, FSRD, Y&E, P&V, LDR, ICT, COD, SECD

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.
**Chimanimani Rural District Council**  
*Chimanimani, Zimbabwe*  
$260,000  
Strengthen community-level development committees to increase participation in district planning and development processes and improve the quality of community health care delivery systems  
WKKF Contact Person: Mandivamba Rukuni  

**Council for Mineral Technology**  
*Johannesburg, South Africa*  
$330,000  
Support rural employment creation through mineral beneficiation, value addition, and commercialization of cultural and natural resource-based industries  
WKKF Contact Person: Vuyo F. Mahlati  

**Co-operation for Research, Development, and Education Trust**  
*Gaborone, Botswana*  
$700,000  
Assist Emang Basadi Women’s Association in implementing civic education and legal aid counseling in Letlhakeng  
WKKF Contact Person: Mandivamba Rukuni  

**Environment Africa Foundation**  
*Harare, Zimbabwe*  
$175,000  
Improve livelihoods through community involvement in sustainable resource management in the Matebeleland province  
WKKF Contact Person: Mandivamba Rukuni  

**Co-operation for Research, Development, and Education Trust**  
*Gaborone, Botswana*  
$1,188,124  
Establish institutional systems and capacities for national program facilitation to consolidate, integrate, and upscale social and economic development in Botswana, as well as develop and implement educational programs in Letlhakeng  
WKKF Contact Person: Mandivamba Rukuni  

**Council for Scientific and Industrial Research**  
*Pretoria, South Africa*  
$1,435,000  
Enhance the socio-economic growth and development of select southern African communities by establishing a technical team to conduct research and development for resource mapping and sustainable natural resource commercialization  
WKKF Contact Person: Vuyo F. Mahlati
Fundação para o Desenvolvimento da Comunidade (Community Development Trust)
Maputo, Mozambique $1,350,000
Facilitate, support, and coordinate local, provincial, and national development activities toward socio-economic transformation through the establishment of a National Facilitation Agency in Mozambique
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Imbita Swaziland Women’s Finance Trust
Manzini, Swaziland $1,408,600
Establish institutional systems and capacities for local program facilitation to consolidate, integrate, and upscale social and economic development in the Lubombo Region
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Independent Development Trust
Pretoria, South Africa $1,615,000
Establish institutional systems and capacities for local program facilitation to consolidate, integrate, and upscale social and economic development in O.R. Tambo, Mopani, and Mkhanganyude districts of South Africa
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Institute of Development Management
Maseru, Lesotho $466,600
Establish institutional systems and capacities for national program facilitation to consolidate, integrate, and upscale social and economic development in Lesotho
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

KwaZulu-Natal Nature Conservation Board and Service d/b/a Ezemvelo KwaZulu-Natal Wildlife
Pietermaritzburg, South Africa $150,000
Facilitate joint planning and establishment of the Tshanini Nature Reserve in Umkhanyakude District as a sustainable tourism destination with effective participation and benefit to local communities
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Lesotho Council of Non-Governmental Organisations
Maseru, Lesotho $180,000
Support effective and efficient civil society organizations’ long-term engagement with the state for the benefit of the poor majority of Basotho
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Mineworkers Development Agency
Johannesburg, South Africa $200,000
Enhance the capacity of Somongkong, Lesotho, communities to develop small-scale industries, including poultry and beekeeping, through provision of knowledge, skills, and business counseling services
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Ministry of Economic Planning and Development-Swaziland
Mbabane, Swaziland $1,330,000
Establish institutional systems and capacities for national program facilitation in Swaziland to support, upscale, and mainstream local, regional, and national development activities toward socio-economic transformation
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Ministry of Enterprise and Employment
Mbabane, Swaziland $270,000
Establish a production and trading house for the promotion of high-value craft and cultural products in Swaziland
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

National University of Lesotho
Maseru, Lesotho $236,150
Establish institutional systems and capacities for program facilitation in Swaziland to support, upscale, and mainstream local, regional, and national development activities toward socio-economic transformation
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Population Services Zimbabwe
Harare, Zimbabwe $266,000
Develop and implement an integrated community-driven approach to curb domestic violence and child abuse in Chimanimani District
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Serumula Development Association
Maseru, Lesotho $648,882
Establish institutional systems and capacities for program facilitation to consolidate, integrate, and upscale social and economic development in Semonkong, Lesotho, and promote wool, mohair, and potato commodity associations
WKKF Contact Person: Mandivamba Rukuni
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

Student Partnership Worldwide (SPW)
South Africa Trust
East London, South Africa $364,000
Implement a peer education program for youth development empowerment and mobilization in the O.R. Tambo District to combat the spread of HIV/AIDS among rural adolescent youth
WKKF Contact Person: M. Malusi Mpumilwana
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD

University of Fort Hare
Alice, South Africa $450,000
Strengthen the production and institutional capacity of the smallholder red meat producers in Eastern Cape Province to enhance strategic access to the commercial red meat markets
WKKF Contact Person: Vuyo F. Mahlati
Key elements: CHE FSRD Y&E PAV LDR ICT DDR SECD
Southern Africa Programming

W.K. Kellogg Foundation

University of KwaZulu-Natal
Durban, South Africa
$200,000
Strengthen KwaZulu-Natal Spice Growers Association as a viable and sustainable commodity association with increased market share in the South African chilies and paprika industry
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

University of Swaziland
Manzini, Swaziland
$400,000
Benefit smallholder farmers by strengthening the Swaziland Legume Producers Association to effectively drive the process of developing a viable and vibrant groundnut-farming sector
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Zimbabwe Opportunities Industrialisation Centres
Harare, Zimbabwe
$500,000
Promote banana commodity association, build the capacity of Chimanimani Business Trust, and establish viable enterprises
WKKF Contact Person: Mandivamba Rukuni
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Strengthen Leadership Capacity

Academy for Educational Development, Inc.
Washington, United States
$7,882,415
Develop leadership skills at various levels of community in southern Africa through fellowship and training programs
WKKF Contact Person: Mandivamba Rukuni
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Department of Agriculture - Limpopo
Polokwane, South Africa
$325,000
Support the smallholder tomato farmers’ collective action and capacity in the production and commercialization of tomatoes in the Limpopo Province of South Africa
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Desmond Tutu Peace Trust
Cape Town, South Africa
$195,000
Support a visiting professorship for the Desmond Tutu Peace Trust’s Leadership Development for Future Studies Program
WKKF Contact Person: Mandivamba Rukuni
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Kagiso Charitable Trust
Johannesburg, South Africa
$397,500
Improve delivery of community development services targeting government programs at the community level through a rural development education program
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Nations Trust
Marshalltown, South Africa
$195,000
Promote youth enterprise development through providing financial products and business training, advice, and support services to youth in South Africa
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Open Learning Systems Education Trust
Johannesburg, South Africa
$37,000
Support the development and production of a television documentary on the history of South Africa
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Southern Alliance for Indigenous Resources
Harare, Zimbabwe
$200,000
Develop business plans for tea production and processing, community-based tourism, and cultural industry enterprises in Chimanimani district
WKKF Contact Person: Mandivamba Rukuni
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Thusano Lefatsheng Trust
Gaborone, Botswana
$765,000
Develop eco-tourism in Lethakeng through constructing a cultural village, campsites, and by providing requisite skills through training
WKKF Contact Person: Mandivamba Rukuni
Key elements: FSRD Y&E PSV LDR ICT COD SECD

University of Cape Town
Cape Town, South Africa
$300,000
Enhance the capacity of senior to mid-career leaders to contribute to the empowerment of their communities by supporting the Southern Africa–United States Centre for Leadership and Public Values’ emerging leaders program
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: FSRD Y&E PSV LDR ICT COD SECD

University of South Africa
Pretoria, South Africa
$150,000
Support the scooping and feasibility studies of a youth inspiration project to rekindle the June 16, 1976, Soweto Uprising spirit of selfless dedication and “can do” mindset among South Africa youth
WKKF Contact Person: M. Malusi Mpumlwana
Key elements: FSRD Y&E PSV LDR ICT COD SECD

University of South Africa
Pretoria, South Africa
$1,950,000
Develop a program for training and mentoring development facilitators, managers, and planners for transformative integrated rural development in southern Africa
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD

Valley Trust
Bothas Hill, South Africa
$197,000
Strengthen leadership development and health promotion in school communities in rural KwaZulu Natal
WKKF Contact Person: Vuyo F. Mahlati
Key elements: FSRD Y&E PSV LDR ICT COD SECD
Organizational and Institutional Development and Transformation

Africa University  
*Mutare, Zimbabwe*  $978,800  
Support local program facilitation, promote performing arts for school youths, and strengthen Africa University’s outreach activities in the Chimanimani district site program  
WKKF Contact Person: Mandivamba Rukuni  
Key elements: □ HE ■ FSRD ■ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Botswana Community Based Organisation Network  
*Gaborone, Botswana*  $695,640  
Support the institutionalization of programs through the establishment of a Local Facilitating Agency for the Lehlakeng program demonstration site and assist the community in establishing pilot trading centres  
WKKF Contact Person: Mandivamba Rukuni  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Maputaland Development and Information Centre  
*KwaNgwunu, South Africa*  $1,000,000  
Establish Maputaland Development and Information Centre as a Local Facilitating Agency for consolidating, integrating, and up-scaling program activities in Umkhanyakude District  
WKKF Contact Person: Vuyo F. Mahlati  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

National University of Science and Technology  
Bulawayo, Zimbabwe  $714,113  
Support the Local Facilitating Agency for the Bulilima-Mangwe district program and support the development of small- and medium-scale enterprises  
WKKF Contact Person: Mandivamba Rukuni  
Key elements: □ HE ■ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of Zimbabwe  
Harare, Zimbabwe  $318,500  
Promote a regional cassava initiative under The New Partnership for Africa’s Development and support programming work in Malawi  
WKKF Contact Person: Mandivamba Rukuni  
Key elements: □ HE ■ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

University of Zimbabwe  
Harare, Zimbabwe  $782,000  
Provide strategic guidance and support to national program sites through the establishment of the National Facilitating Agency to provide training, research, and outreach to communities in Zimbabwe  
WKKF Contact Person: Mandivamba Rukuni  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
In Latin America, the Foundation takes an integrated approach in addressing its key programming interests. The following strategies 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 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, Peru, and southern Ecuador.
Latin America and 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

Agência de Notícias dos Direitos da Infância (News Agency on Children’s Rights)
Brasília, Brazil  $30,000
Support qualitative research of the Brazilian press and media coverage on issues related to adolescent health to prepare a book for orienting the work of interested journalists
WKFF Contact Person: Andres A. Thompson
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro de Desarrollo y Asesoría Psicosocial (Center for Development and Psychosocial Counseling)
Lima, Perú  $146,332
Strengthen the healthy development of children and youth in poor districts of the East Cone of Lima, Perú, by implementing a learning and recreational program through a libraries’ network
WKFF Contact Person: Jana Arriagada
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Aspen Institute, Inc.
Washington, D.C.  $200,000
Promote leadership development programs to address international issues of interest to programming in Latin America and the Caribbean among congressional, governmental, business, and non-governmental leaders
WKFF Contact Person: Anne C. Petersen
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Centro Internacional de Agricultura Tropical (International Center for Tropical Agriculture)
Cali, Colombia  $95,600
Improve the capacity of the agritech centers to serve development projects and communities by exposing the centers to the leading experience of Centro Internacional de Agricultura Tropical through site visits and a workshop
WKFF Contact Person: Blas Santos
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  $169,500
Improve social opportunities for youth from the predominantly Afro-descendant populated regions in Central America by organizing a regional youth organizations network
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Faith in Action International
Spring Lake, Michigan  $25,000
Enhance a production-oriented local development strategy in communities in Haiti
WKFF Contact Person: Blas Santos
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD
Latin America and the Caribbean Programming

W.K. Kellogg Foundation

**Fundação CDL Recife (CDL Recife Foundation)**
*Recife, Brazil*
$60,000
Foster youth development in Recife through the development and strengthening of a youth entrepreneurship program
WKKF Contact Person: Andres A. Thompson
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD

**Fundação de Desenvolvimento da Pesquisa (Foundation for Research Development)**
*Belo Horizonte, Brazil*
$36,500
Support the attendance of a delegation of representatives from Uma Nova Iniciativa projects to a biennial conference of the Network of Community-Oriented Educational Institutions for Health Sciences in November 2003
WKKF Contact Person: Francisco B. Tancredi
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD

**Fundação de Desenvolvimento da Pesquisa (Foundation for Research Development)**
*Belo Horizonte, Brazil*
$53,500
Disseminate the lessons learned through the Uma Nova Iniciativa program by preparing publications and organizing a networking meeting
WKKF Contact Person: Francisco B. Tancredi
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD

**Grupo de Institutos, Fundações e Empresas (Group of Institutes, Foundations, and Organizations)**
*São Paulo, Brazil*
$58,000
Facilitate networking among non-governmental organizations in Latin America by promoting their participation in a regional conference of Third Sector organizations
WKKF Contact Person: Andres A. Thompson
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD

**Instituto Brasileiro de Análises Sociais e Econômicas (Brazilian Institute for Social and Economical Analyses)**
*Rio de Janeiro, Brazil*
$175,460
Improve the nutrition status of northeast Brazilians through leadership training in food security and nutrition in the states of Maranhão, Piauí, and Paraíba
WKKF Contact Person: Andres A. Thompson
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD

**Instituto Dom Pixote (Dom Pixote Institute)**
*Rio de Janeiro, Brazil*
$28,000
Support youth leadership in a poor community in Rio de Janeiro, Brazil, through a study fellowship for a young leader to access higher education
WKKF Contact Person: Andres A. Thompson
*Key elements:* HE FSRD Y&E P&V LDR ICT COD SECD
Programmatic Approaches

**Instituto Ecológico para el Desarrollo**
*(Development Institute Toward Ecology)*
Lima, Perú $199,500

Improve the living conditions of youth in provinces of the Huancavelica region, Peru, by training them in the production, transformation, and commercialization of medicinal and aromatic herbs

WKKF Contact Person: Jana Arriagada

**Núcleo de Estudos em Saúde Coletiva**
*(Nucleus of Studies in Collective Health)*
Londrina, Brazil $33,271

Support the dissemination of lessons learned through Uma Nova Iniciativa projects by organizing, micro-filming, and making accessible informal papers, proceedings, and reports

WKKF Contact Person: Francisco B. Tancredi

**Organização das Nações Unidas para a Educação, a Ciência e a Cultura (UNESCO)**
*(United Nations Educational, Scientific, and Cultural Organization)*
Brasília, Brazil $30,000

Support youth movements in Brazil through sharing information and knowledge about youth diversity

WKKF Contact Person: Andres A. Thompson

**Prefeitura Municipal de Aracati**
*(Municipal Government Administration of Aracati)*
Aracati, Brazil $64,530

Disseminate at national and international levels the lessons learned through Uma Nova Iniciativa projects by organizing, micro-filming, and making accessible informal papers, proceedings, and reports

WKKF Contact Person: Andres A. Thompson

**Universidade Federal da Bahia**
*(Federal University of Bahia)*
Salvador, Brazil $149,840

Support the development of a research and training center on management and evaluation of social projects in northeast Brazil

WKKF Contact Person: Francisco B. Tancredi

**UWI Development & Endowment Fund Limited**
Mona, Jamaica $25,000

Promote philanthropy and business social responsibility in the Caribbean by holding a regional conference of stakeholders

WKKF Contact Person: Blas Santos

**Centre de Santé et Developpement Intégré**
*(Health and Integral Development Center)*
Port-au-Prince, Haiti $96,000

Reinforce the first phase of a comprehensive cluster of projects for the development of the Cercia-Carvalho micro-region in Haiti, through installing a communication center to serve youth and communities

WKKF Contact Person: Blas Santos

**Centro de Estudios de Estado y Sociedad**
*(Center for the Study of State and Society)*
Buenos Aires, Argentina $96,600

Foster youth engagement and social responsibility in Latin America and the Caribbean through the use of sports as a tool

WKKF Contact Person: Andres A. Thompson

**Centro Internacional de Información Sobre Cultivos de Cobertura**
*(International Information Center for the Cultivation of Ground Covers)*
Tegucigalpa, Honduras $177,660

Contribute to the development and consolidation of an ongoing Central America youth leadership network through support of networking and coordination meetings

WKKF Contact Person: Blas Santos

**Centro para Programas de Comunicación Bolivia**
*(Center for Communication Programs in Bolivia)*
La Paz, Bolivia $120,000

Strengthen communities’ capabilities to plan and lead local development processes by improving the communication skills of individuals and organizations and by developing a comprehensive communication program

WKKF Contact Person: Jana Arriagada

**Fundação de Desenvolvimento da Pesquisa**
*(Foundation for Research Development)*
Belo Horizonte, Brazil $59,785

Increase rural community opportunities by implementing a bus community library in the municipality of Caparaó, state of Minas Gerais, in Brazil

WKKF Contact Person: Andres A. Thompson

**Associação Brasileira para o Desenvolvimento de Lideranças**
*(Brazilian Association of Leadership Development)*
São Paulo, Brazil $177,700

Support poverty reduction in northeast Brazil through a targeted comprehensive program of leadership development

WKKF Contact Person: Andres A. Thompson
Latin America and the Caribbean Programming

W.K. Kellogg Foundation

Fundación Bartolo Perlo (Bartolo Perlo Foundation)
San Juan Chamelco, Guatemala $41,968
Enhance the institutional capacity to offer vocational education opportunities to youth in Chamelco, Guatemala
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Fundación para el Desarrollo y Educación de la Mujer Indígena (Foundation for Development and Education of Indigenous Women)
Carcha, Guatemala $341,130
Prepare youth in Chamelco, Guatemala, to become active participants and direct beneficiaries of the regional development strategy implemented through a comprehensive cluster by training and building an organizational base
WKKF Contact Person: Blas Santos
Key elements: ■HE ■FSRD ■Y&E ■P&V ■LDR ■ICT □COD ■SECD

Fundación Instituto para la Cultura, la Innovación y el Desarrollo (Institute for Culture, Innovation, and Development Foundation)
Córdoba, Argentina $145,700
Strengthen the involvement of the Argentine business sector in social development through the promotion of the concept and practice of business social responsibility
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Instituto Terra Social (Social Earth Institute)
Fortaleza, Brazil $66,000
Promote the development of young political leaders by strengthening and consolidating a network formed by young members of legislative town councils in the northeast region of Brazil
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD

Fundación para el Desarrollo y Educación de la Mujer Indígena (Foundation for Development and Education of Indigenous Women)
Carcha, Guatemala $82,830
Support a regional development process in the municipality of Chamelco, Guatemala, by installing a network of communication centers for serving youth and communities
WKKF Contact Person: Blas Santos
Key elements: ■HE ■FSRD ■Y&E ■P&V ■LDR ■ICT □COD ■SECD

Rede de Informações para o Terceiro Setor (Information Network for the Third Sector)
Rio de Janeiro, Brazil $69,700
Strengthen institutional capacities in northeast Brazil through the use of communication and information technology
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □FSRD □Y&E □P&V □LDR □ICT □COD □SECD
Servicio Habitacional y de Acción Social (Housing and Social Action Service)
Córdoba, Argentina $78,322
Develop training programs and create opportunities for youth to participate in public, social, and political contexts by strengthening citizenship and leadership skills
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

TAREA Asociación de Publicaciones Educativas (TAREA Association for Educational Publication)
Lima, Perú $198,380
Enhance citizenship and leadership development of public high school students in Huamanga and Huanta, Perú, through a program developed by students, teachers, parents, local authorities, and community organizations
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Universidad del Pacífico (Pacific University)
Lima, Perú $207,487
Facilitate the process of social development in the Andean region through the implementation of a comprehensive program of leadership development
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □Y&E □PAV □LDR □ICT □COD □SECD

Universidade Federal de Pernambuco (Federal University of Pernambuco)
Recife, Brazil $575,472
Facilitate the process of social development in northeast Brazil through the implementation of a comprehensive program of leadership development
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □Y&E □PAV □LDR □ICT □COD □SECD

Promote Regional Development

Catholic Relief Services - Ecuador
Quito, Ecuador $450,000
Strengthen the participation of women and youth in the local development process of Guano and Riobamba, Ecuador, by training and supporting them and by creating better education, health, and job opportunities
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Centro de Desarrollo e Investigación de la Selva Alta (Center for the Development and Research of the High Forest)
Tarapoto, Perú $167,294
Improve social and economic youth living conditions in districts of the San Martin Province, Perú, by creating job opportunities and strengthening the social, economic, and civic participation of youth in community life
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Centro de Investigación y Promoción Educativa (Center for Research and Education Promotion)
Uncia, Bolivia $257,100
Promote local development and increase rural families’ income generation in southern Otoro, Bolivia, by improving the local residents’ knowledge and management of llama and quinoa production
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Centro de Multiservicios Educativos (Educational Multiservices Center)
La Paz, Bolivia $317,526
Promote local development by improving education quality with emphasis on youth citizenship and job training, in partnership with the community and local authorities of El Alto Municipality, Bolivia
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Centro para el Desarrollo Agropecuario y Forestal, Inc. (Center for the Agricultural and Forestry Development, Inc.)
Santo Domingo, Dominican Republic $566,592
Improve the living conditions of rural and suburban families in Central America and the Caribbean by upgrading an existing center to become a center of excellence for gathering, systematizing, and transferring technologies
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Consejo Asesor Internacional de la Juventud Rural (Rural Youth International Advisory Council)
Santo Domingo, Dominican Republic $157,355
Enhance the educational agenda in the Vallejo cluster of projects for youth-centered development in the Yeguare region of Honduras
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Corporación de Estudios y Desarrollo "Norte Grande" (Norte Grande Studies and Development Corporation)
Arica, Chila $568,430
Strengthen the development of projects within the Comprehensive Cluster Initiative in the Andean region through a support program that encompasses technical assistance and networking activities
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Escuela Agrícola Panamericana (Panamerican Agricultural School)
Tegucigalpa, Honduras $1,935,000
Implement the second phase of a comprehensive cluster of projects for youth-centered development in the Yeguare region of Honduras
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Fundación de Desenvolvimento da Pesquisa (Foundation for Research Development)
Belo Horizonte, Brazil $516,400
Facilitate the process of social development in northeast Brazil through comprehensive clusters of projects by offering technical assistance, evaluation, coaching, and monitoring and networking opportunities
WKKF Contact Person: Andres A. Thompson
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Strengthen the development of projects within the Comprehensive Cluster through opening a community library and youth learning center
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Arica, Chile $568,430
Strengthen the development of projects within the Comprehensive Cluster Initiative in the Andean region through a support program that encompasses technical assistance and networking activities
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Santo Domingo, Dominican Republic $1,935,000
Implement the second phase of a comprehensive cluster of projects for youth-centered development in the Yeguare region of Honduras
WKKF Contact Person: Blas Santos
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD

Promote local development and increase rural families' income generation in southern Otoro, Bolivia, by improving the local residents' knowledge and management of llama and quinoa production
WKKF Contact Person: Jana Arriagada
Key elements: □HE □FSRD □Y&E □PAV □LDR □ICT □COD □SECD
Latin America and the Caribbean Programming

Fundación Acción Cultural Loyola
(Loyola Cultural Action Foundation)
Sacate, Bolivia $199,176
Improve the living conditions of residents in the municipality of Entre Ríos, Tarija, Bolivia, through micro-irrigation systems, agriculture, and organizational and community development programs
WKKF Contact Person: Jana Arriagada
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Fundación Intercultural NOR SUD
(NOR SUD Intercultural Foundation)
Sacate, Bolivia $199,950
Promote local development in Yotala, Bolivia, by implementing a program level indigenous families living in rural municipalities in the Potosí Province, Bolivia, by implementing a program level
WKKF Contact Person: Jana Arriagada
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Fundación para el Desarrollo y Educación de la Mujer Indígena
(Foundation for Development and Education of Indigenous Women)
Carcha, Guatemala $221,255
Consolidate and institutionalize an innovative formal education program and make it available to youth in Chamelecó, Guatemala, as a component of the Comprehensive Cluster strategy
WKKF Contact Person: Blas Santos
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Fundación Pueblo
(Village Foundation)
La Paz, Bolivia $123,196
Improve the access to primary school for children of indigenous families living in rural municipalities in the Potosí Province, Bolivia, by implementing a program level on family lodging for students
WKKF Contact Person: Jana Arriagada
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Fundación Sur Futuro, Inc.
(South Future Foundation, Inc.)
Santo Domingo, Dominican Republic $920,694
Implement a youth-centered local development strategy in communities in South Dominican Republic, as a part of the Vallejuelo comprehensive cluster
WKKF Contact Person: Blas Santos
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Grupo para Promover la Educación y el Desarrollo Sustentable, A.C.
(Advancement of Education and Sustainable Development Group, C.A.)
Naucalpan, México $137,000
Enhance the well-being of rural families in the semi-dry tropics by supporting facilities and training programs related to Eco Technology
WKKF Contact Person: Blas Santos
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Instituto Aliança com o Adolescente
(Alliance with Adolescents Institute)
Salvador, Brazil $290,000
Strengthen the evaluation and dissemination of the Alliance with Adolescents initiative in northeast Brazil and leverage efforts to increase the productive capital in the micro-regions
WKKF Contact Person: Francisco B. Tancredi
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Instituto Centro de Ensino Tecnológico
(Institute for Technological Training)
Fortaleza, Brazil $150,000
Provide opportunities for technical and higher education for adolescents with leadership potential by participating in programs of the Alliance with Adolescents initiative in Ceará, Brazil
WKKF Contact Person: Andrés A. Thompson
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Instituto de Cidadania Empresarial do Maranhão
(Citizenship Institute of the State of Maranhão)
São Luís, Brazil $60,170
Enhance employment and income generation opportunities for low-income youth in the state of Maranhão, Brazil, through a cooperative program between the public, private, and nonprofit sector using a methodology of massive training
WKKF Contact Person: Andrés A. Thompson
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Instituto de Nutrición de Centro América y Panamá/Pan
American Health Organization
(Institute of Nutrition of Central America and Panama/Pan American Health Organization)
Guatemala City, Guatemala $95,818
Enhance and consolidate the capacity of municipal and community organizations to be key actors in the development process in the municipality of Carcha
WKKF Contact Person: Blas Santos
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Instituto Radiofónico Fe y Alegría y Radio Santa Cruz
(Radio Phonict Institute Fe y Alegria of Santa Cruz)
Santa Cruz, Bolivia $199,337
Improve the conditions and promote participation of rural people in Tarija, Bolivia, through literacy, primary education, and agriculture training radio programs
WKKF Contact Person: Jana Arriagada
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

PRO WOMEN Programs for Women - Bolivia
La Paz, Bolivia $199,464
Improve social and economic youth opportunities in poor urban districts of El Alto, Bolivia, through a program of comprehensive formation, technical assistance, and financial support
WKKF Contact Person: Jana Arriagada
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD

Programa de Apoyo a Educacion Rural
(Rural Support and Education Program)
Campina Grande, Brazil $175,005
Promote youth development by implementing agriculture training nuclei in communities in Paraíba in the northeast region of Brazil
WKKF Contact Person: Andrés A. Thompson
Key elements: HE FSRD Y&E PSV LDR ICT COD SECD
Programa de Coordinación en Supervivencia Infantil  
(Child Survival Coordination Program)  
La Paz, Bolivia $165,215  
Promote community and youth participation through an innovative program focused on entertainment and communication aimed at engaging youth and institutions in the local development of urban districts in El Alto.  
WKKF Contact Person: Jana Arriagada  
Key elements: □ HE □ FSRD □ Y&E □ P&V □ LDR □ ICT □ COD □ SECD

Grants
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