The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel VULNERABLE CHILDREN to achieve success as individuals and as contributors to the larger community and society.

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A Letter From the Board Chair 3
Vulnerable children face a range of hardships and deficits that can inhibit their advancement and lead to lifelong problems. Helping to create the conditions that will propel these children to achieve success, writes Board Chair Cynthia Milligan, is the most important thing the W.K. Kellogg Foundation can do.

A Message From the President and CEO 7
The W.K. Kellogg Foundation has a unique opportunity to assess the spirit of our times and set a long-term course to help shape the future of our nation and its communities. President and Chief Executive Officer Sterling Speirn discusses how the organization is changing to confront new challenges - particularly those affecting vulnerable children.

Programming Interests and Guidelines 18
Secretary's Report 22
- Secretary's Message 22
- Board of Trustees 22
- Executive Staff 24
- Staff Listing 24
Treasurer's Report 27
- Treasurer's Message 27
- Independent Auditor's Report 28
- Financial Statements 29
- Program Expenditures 37
Grantee Survey Highlights 38
New Commitments 40
United States Programming 42
Southern Africa Programming 67
Latin America and the Caribbean Programming 72
Grantee Index 78
Acknowledgments 85
What do you think is the most important thing we can do to help vulnerable children succeed?

You can help us focus our efforts. We’d love to hear from you. Please consider the above question and let us know your thoughts.

To share your ideas, go to... www.wkff.org/vulnerablechildren and feel free to share this link with others who may have additional thoughts.

Sometimes at night, my stomach growls so much I can’t fall asleep.
HELPING THESE CHILDREN is at the HEART of the W.K. Kellogg Foundation’s mission. We support children, families and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

The issues facing such youngsters go far beyond hunger. Most were born into poverty. Some have dropped out of school. Others have already been LOST FOREVER - the victims of suicide or street violence.

It doesn’t have to be this way. TOGETHER, we can solve these and myriad other problems that daily challenge the most vulnerable among us.

Annually, nearly 13 million children in America go to bed hungry. This gnawing pain brings anguish to their lives, and often denies them the growth and development they need to reach their full potential.

Source: ERS/USDA, 2005
In the United States alone:
- One baby is born into poverty every 36 seconds.
- Two thousand students drop out of high school every day.
- Eight children die each day from gunfire.
- An estimated 8.5 million children cannot get quality health care.

HOW CAN WE HELP?
Innovative programming activities that propel vulnerable children to achieve success.

Mr. Kellogg’s original intent for the Foundation was to focus solely on children. As we look at ways to increase our programming impact, this is a logical place to channel our resources.
A Message from the Board Chair

This year, as we consider the implications of what the Kellogg Foundation’s president and chief executive officer, Sterling Speirn, calls “Philanthropy in the Spirit of Our Times,” we find ourselves looking both to the future and at our history.

As we move into 2008, we are looking forward to innovative programming activities that will propel vulnerable children to achieve success. And we’re also looking backward to the important legacy of our founder, W.K. Kellogg, who had a special concern for these children, their families, and their communities.

All this is occurring during a time when we’ve said goodbye to longtime trustee, Howard Sims, who retired at the end of last year, and had the privilege of welcoming three new trustees, Roderick Gillum, Ramón Murguía, and Bobby Moser to the board. (See information about new trustees on page 23.) It has also been a year when we have added exciting new leaders to our executive and program teams.

This Annual Report for 2007 provides our many constituents and stakeholders the most comprehensive review of our activities over the last year. With the breadth of the Foundation’s grantmaking spanning seven countries in southern Africa, 12 countries in Latin America, and the entire United States, it is not possible to portray in detail the richness of the diverse communities where we have the privilege to work. Whether through very targeted projects, or those that evolve from the seeds of place-based programs, the common theme everywhere we go is building partnerships to help people help themselves.

Today, more than ever, helping vulnerable children succeed as individuals, and as contributors to the larger community and society, must be one of our top priorities. That’s why we’re
seeking to integrate our organizational programs and activities to enable us to fulfill the vision expressed by Mr. Kellogg when he established the Foundation in 1930.

There are a variety of troubling indicators that bear witness to why this is necessary. Nearly 30 percent of U.S. public school students drop out and never complete high school. For poor African American and Hispanic students, the odds are much worse. These students have only a 50 percent chance of finishing high school with a diploma. With more than 28 million children living in low-income families, recent reports estimate that the cost to our nation of having so many children raised in poverty is $500 billion a year.

Neither the human nor the financial costs of these alarming rates of failure are acceptable. The Foundation is committed to supporting efforts to reverse these disturbing trends and to partner with communities striving to create the conditions for success for vulnerable children and their families. At a time of increasing globalization, it is essential that all children acquire the education and skills that will equip them to become lifelong learners and to help themselves and others achieve success.

The hardships and deficits that vulnerable children encounter in areas such as health, education, and their families’ economic resources can lead to lifelong problems. This is true in
A Message from the Board Chair

developing countries and in our own. A significant part of our work going forward will involve linking our programmatic efforts to address these multiple dimensions in an integrated manner. Our ability to work internationally in diverse settings has already given us opportunities to learn what communities need and design next-generation strategies based on lessons learned.

We believe that working with communities to create the conditions that will propel vulnerable children to achieve success is the most important thing the Foundation can do to fulfill the mandate of our founder and to improve the future of the countries in which we work. We look forward to building partnerships that will achieve this vision in the years ahead.

Cynthia H. Milligan
Board Chair
Vandalism pains young gardeners

They are puzzled by theft, destruction at school plots

By Kyla King

The Galand-Jamieson Press

Somehow someone took the Red Delicious apples planted at Parkview Elementary, said principal Jack Welles.

"We spent our whole budget on those apples," Welles said. "We're still trying to figure out how this happened."
When W.K. Kellogg gave birth in 1930 to the private foundation that bears his name, he gave us a clear mandate, coupled with wide latitude to achieve it. “I don’t want to restrict you in any way,” he told his new staff. “Use the money as you please so long as it promotes the health, happiness, and well-being of children.”

This inspiration came from his own life, his compassion for children, and a visit to the White House. President Herbert Hoover invited Mr. Kellogg as a delegate to the 1930 White House Conference on Child Health and Protection. This experience influenced his early ideas, causing him to start the W.K. Kellogg Child Welfare Foundation. At the time of the Great Depression, when national needs were so strongly felt, Kellogg realized that by serving children principally, the Foundation could help the world at large.

As stewards of this legacy, the trustees and staff of the Kellogg Foundation have a special responsibility to periodically review the work of the Foundation and to consider what structures and strategies offer the most promise of having a positive effect on the lives of children. Accordingly, throughout this past year, we have asked ourselves how – in the spirit of our times – we might best focus our resources to promote the health, happiness, and well-being of children. We’ve asked ourselves what the world needs from us today.

A NEW STATEMENT OF OUR MISSION

The first fruit of this reaffirmation and a sharpened sense of purpose is reflected in the adoption of a new statement of our mission for the Foundation. It states that the Kellogg Foundation’s mission is:

To support children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

This new mission statement – the collaborative product of our staff and trustees – powerfully captures the key elements of our mandate, our vision, and our core belief that helping people help themselves lies at the heart of our strategic approach to positive social change.

Our vision that all children should have the opportunities to thrive and reach their full potential has historically led us to focus on those children who face obstacles and barriers that severely reduce their chances of success. Our society has used many different terms in recent decades to describe these
Mixed Greens

Who are they, what do they do?
Mixed Greens, in Grand Rapids, Michigan, seeks to "grow a bumper crop of smart kids by using school vegetable gardens as classrooms and kitchens." At 10 public schools, Mixed Greens' staff teach urban youth about health, nutrition, agriculture, and the environment.

What's gone right, and what's gone wrong?
Because the school gardens are on public property, vandalism has sometimes been a problem. At one school, vandals tore out plants and dug up (and stole) two apple trees. Yet these setbacks also provided an unexpected opportunity for civic participation: more than a dozen students wrote letters to The Grand Rapids Press opinion page. Their published letters, along with a front-page story on the vandalism, helped build new interest and support for Mixed Greens' gardens.

How do they help vulnerable children?
In low-income urban areas, there's typically a shortage of stores that sell fresh, locally grown food. Mixed Greens exposes young children to a range of foods that they may not otherwise eat: from blueberries and green beans to asparagus and summer squash. Instilling an interest in healthy food and outdoor activity at a young age can be a lifelong deterrent to obesity and other sedentary ills.

What's the community's role in finding solutions?
So far, community involvement has been fairly limited. Parents and family members visit the school gardens and some students have started gardens at home with their parents. But generational change takes root slowly. Mixed Greens hopes that today's veggie-loving students will grow into healthy, active citizens who understand the need and value of a local food economy.

For more information see the video at www.wkkf.org/mixedgreens
children, each perhaps revealing its own context and awareness. Words like “disadvantaged,” “underprivileged,” and “at-risk” have all been applied in their time. As a part of this evolution, we have chosen the word “vulnerable” and by it we mean to say children and families who face the socioeconomic conditions of poverty along with one or more additional risk factors.

Although over the past year we have focused primarily on our work in the U.S., our new mission statement closely aligns with our work in southern Africa, Latin America, and the Caribbean, where there’s a strong focus on children and the value of hope and self-determination.

AN ABDING COMMITMENT TO RACIAL EQUITY
As part of the Underground Railroad that carried so many to freedom, our hometown of Battle Creek played a significant role in the fight against slavery. This struggle is not over. Today, a growing number of foundations are addressing racial disparities, seeking to apply a racial equity lens both internally and within the communities in which they work. In recent decades, the Kellogg Foundation has increasingly devoted resources and attention to the challenges and obstacles that racism creates for the success of all. Everywhere we look, the increasing racial and ethnic diversity of our communities challenges us to embrace a multicultural ethic that builds upon the strengths of our differences and helps us find common ground for mutually supportive efforts.

Yet, the impact of modern and structural racism persists. Racial disparities are particularly evident in outcomes we seek for vulnerable children of color, where the persistent impact of racial inequity in our society only exacerbates the challenges poverty itself presents. The Foundation has pledged to work effectively against racism and seeks to eliminate racial disparities wherever we find them.

TO IMPROVE ONE GENERATION OVER ANOTHER
Mr. Kellogg consistently expressed his concern for vulnerable children, and had first-hand experience of the challenges they faced. When reflecting on the challenges he faced securing care for his own grandson after a tragic fall from a second-story window, Mr. Kellogg said, “This caused me to wonder what difficulties were in the paths of needy parents who seek help for their children when catastrophe strikes, and I resolved to lend what aid I could to such children.” Today, for many vulnerable children, catastrophe comes in smaller, daily doses, but the consequences are catastrophic nonetheless.

In Mr. Kellogg’s day, and up until he died in 1951, the prospects for children in the United States seemed
inevitably and naturally to be improving. For many children today, however, this is no longer the assumed outcome. For the first time in our nation’s history, many worry that the next generation faces diminishing prospects. Perhaps more than ever before in the history of the Foundation, some of the most quoted words of Mr. Kellogg take on prophetic meaning.

“Relief, raiment and shelter are necessary for destitute children, but the greatest good for the greatest number can come only through the education of the child, the parent, the teacher, the family physician, and the community in general. Education offers the greatest opportunity for really improving one generation over another.”

Thus, we stand at a crucial time in the history of the United States. Almost 25 years ago, the National Commission on Excellence in Education issued a report, declaring – in its very title – that we had become A Nation at Risk. It stated:

Part of what is at risk is the promise first made on this continent: All, regardless of race or class or economic status, are entitled to a fair chance and to the tools for developing their individual powers of mind and spirit to the utmost. This promise means that all children by virtue of their own efforts, competently guided, can hope to attain the mature and informed judgment needed to secure gainful employment, and to manage their own lives, thereby serving not only their own interests but also the progress of society itself.

Against this promise the report shared this troubling observation:

Each generation of Americans has outstripped its parents in education, in literacy, and in economic attainment. For the first time in the history of our country, the educational skills of one generation will not surpass, will not equal, will not even approach, those of their parents.

Finally, the report noted a growing tension between hope and frustration:

What lies behind this emerging national sense of frustration can be described as both a dimming of personal expectations and the fear of losing a shared vision for America.

We choose hope and the challenge of making hope real.
we must respond to the immediate needs of the real world....
A private foundation has the truly unique opportunity and responsibility to assess the spirit of its times and set a long-term course to help shape the fate of its communities and its nation. Our willingness to acknowledge, name, and confront the historic challenges we face can help us set a course toward hope and regeneration. Our longstanding commitment to some of the country’s most depressed economies in the Mid South Delta region – and more recently, our vigorous support of Gulf Coast communities ravaged by natural disasters – are emblematic of the ways in which we choose to bring energy and assets to those who are most in need. The success of our country, its economy and its democracy, is inextricably linked to the success of our vulnerable children and families, and ultimately the prospects for all children throughout the world.

**CHANGE AND CONTINUITY**

Such momentous challenges cause us to ask: Should we do different things or do things differently? The historic work, the partnerships, and relationships that the Kellogg Foundation has created in recent years provide the opportunity for the Foundation to capitalize on its core programs: food systems and rural development, health, philanthropy and volunteerism, and youth and education. Separately, they constitute strong portfolios of work, but if we could better link and integrate our efforts, the potential for greater impact might grow exponentially and the whole would far exceed the sum of its parts.

This genetic makeup of the Foundation naturally invites us to consider how our philanthropic DNA might be organized to maximize our adaptability and ultimate efficacy in a changing social environment. We are committed to these four areas of focus, and believe they present the Foundation with a unique opportunity to help communities where we choose to be geographically focused to create the conditions that propel vulnerable children to success.

**CONSIDER HEALTH AND WELL-BEING**

From the very beginning and throughout our 77 years, the Foundation has emphasized health and well-being – in community health, health care access, health institutions, health professions, and public health. Today, we are increasingly applying the insights pertaining to the social determinants of health. In this context, the linkages that health and well-being have to education, to community assets or deficits, to nutrition, and physical
ENTERPRISE CORPORATION OF THE
DELTA/HOPE COMMUNITY CREDIT UNION
Gulfport, Mississippi USA
Enterprise Corporation of the Delta/Hope Community Credit Union

Who are they, what do they do?
Enterprise Corporation of the Delta/Hope Community Credit Union (ECD/Hope) is a financial institution that serves the Mid South, with a special focus on low-income communities. Since 1994, ECD/Hope has generated more than $200 million in financing for entrepreneurs, homebuyers, and community development projects that have directly benefited more than 25,000 people in Arkansas, Mississippi, Louisiana, and Memphis, Tennessee.

What's gone right, and what's gone wrong?
After Katrina, ECD/Hope moved quickly to mobilize rebuilding efforts on the Gulf Coast. They've helped dozens of families restart their lives through home and business loans, and have pioneered the use of affordable, high-quality modular housing. What's been disappointing, however, has been the slow rate of progress. Due to problems with everything from insurance claims to a lack of supplies and contractors, there's still much to do, more than two years after Katrina. In communities like Pass Christian, Mississippi, some officials say it will take five years to complete the rebuilding.

How do they help vulnerable children?
Instead of randomly erecting houses, ECD/Hope works to restore devastated communities on a block-by-block basis. They build homes in clusters to show relocated families that their community is safe and stable enough for them to return. By making new, hurricane-proof structures available to people with low and moderate incomes, ECD/Hope helps families with children become better able to weather future hardships - both natural and man-made.

What's the community's role in finding solutions?
In Pass Christian, perhaps the biggest contribution has been the tenacity and team spirit of local people. Instead of leaving, many residents have lived in cramped FEMA trailers until their homes can be rebuilt. Their willingness to stick it out, and to keep their kids in area schools, sets a positive example and fosters a sense of hope in the community - both of which are essential for recovery.

For more information see the video at www.kff.org/ECD/HOPE
activity are recognized as important - or even more important - than access to formal health care systems.

Our program directors on the health team will find themselves working as often in community settings, or school settings, in neighborhood or housing settings, as they do in formal health care settings. Rather than accepting the boundaries of “health grantmaking,” we have begun to build bridges to our other program areas.

ADD FOOD AND FOOD SYSTEMS

The Kellogg Foundation has been a pioneer in its support and development of food systems that seek to link integrated farming enterprises with local markets in order to increase the availability of healthy foods derived from sustainable agricultural practices. Our grants have helped link land-grant colleges to urban food production, schoolyard gardens to farmers’ markets, and big city mayors’ offices to farms on the edge of major metropolitan areas. More than ever before, food and food systems are coming to be seen as one of the key determinants of health. And these systems connect rural communities to urban settings, link federal agencies to what is served in local school lunches, and juxtapose an apparent food and cooking craze in our popular culture while the troublesome fact that vulnerable children and families in inner cities experience widespread “food deserts,” where healthy foods for sale are nowhere to be found.

As healthy food and sustainable food systems are attracting more interest from private donors and foundations, we intend to build upon our prior work. We want to link it even more powerfully to our efforts and the work of others as we welcome more partners into this vital arena.

EMBED THE EDUCATION OF THE WHOLE CHILD IN COMMUNITY

Equally fundamental to the Foundation’s legacy and DNA - echoed consistently in Mr. Kellogg’s words - is our...
long experience and commitment to education and learning as the key to the success of vulnerable children. As in health and food systems, the blurring of the educational and youth development grantmaking boundaries have also become apparent.

Earlier this year, staff from across the four domestic program areas along with members of our Greater Battle Creek programming team met in dialogue with trustees to consider the developmental stages of children. They examined childhood development from conception to the time they enter kindergarten and through the completion of third grade. Taking a whole-child approach, program staff embraced the physical, cognitive, social, emotional, and the cultural and spiritual aspects of a child’s development. We challenged ourselves to look across all our program competencies and the emerging and multifaceted knowledge about early childhood development that we might practically apply to create more integrated programming strategies.

I am pleased to report that out of these dialogues came the decision to expand the Foundation’s emphasis on early childhood-linked family and community development. This will be done within the context of our commitment to fostering success for vulnerable children across the entire age spectrum from birth to adulthood. The initial age framework of zero to eight will give the Foundation the opportunity to explore how the integration of our core programs in geographically focused areas can together create the conditions for success by third grade for more vulnerable children.

This increased attention to investments in a child’s earliest years reflects the wisdom of timing that W.K. Kellogg spoke of when he said:

“All my life, I have seen children - some very near and dear to me - who suffered misfortunes that could have been either cured, or at least greatly helped, by correct attention at the time it most counted. This should be the heritage of every child of the world.”

**EMPHASIZE RURAL COMMUNITIES**

Perhaps one of the most distinguishing aspects of the Foundation’s program work is our historic commitment to rural communities here in the U.S., Latin America and the Caribbean, and southern Africa. Domestically, 30 percent of vulnerable children – with even greater percentages in many foreign countries – live in rural areas. Not surprisingly, here in the U.S. our support for rural
70 percent of Brazil’s population is of African descent ... but 80 percent of university graduates are white.
communities has routinely exceeded our annual program budget formally earmarked for Rural Development. Just as we have outside the U.S., we intend to strengthen our commitment to rural communities through integrating our work in rural health, rural schools, and rural philanthropy. Also, our experience in promoting economic development in rural areas can strengthen our emerging work in developing family assets and economic resources of vulnerable families everywhere.

STIMULATE CIVIC AND PHILANTHROPIC ENGAGEMENT

The Foundation has long believed that the capacity of ordinary people to give their time, talent, and treasure is fundamental to our notions of community spirit. We’ve also believed that a strong nonprofit sector, characterized by effective and ethical charitable organizations, is critical to the success of vulnerable children and families. In the coming years, we want to expand this platform of good works to that part of our civil society that invites neighbors, residents, and citizens into more active roles concerning public problem-solving.

In this regard, our commitment to helping people help themselves applies as much to their democratic capacities as it does to their economic and community resources. Indeed, the American Dream has always embraced both. Underlying the hope for economic opportunity and individual advancement has always been the dream of collective self-governance, of the freedom and responsibilities that draw people to the public square, the meeting hall, and the voting booth. In addition to countless acts of private kindness, we also want to stimulate many more dialogues, deliberations, and conversations on matters of common concern that critically depend on the quality of public judgments. We can help foster the creation of a shared vision by supporting the public work of common people that our democracy depends upon.

EVERYDAY DEMOCRACY

Logically, foundations should have a special interest in the democratic capacities and habits of their people, especially when it comes to their abilities to engage in public problem-solving, to frame issues, to make difficult choices, and to allocate resources to achieve their common purposes. When we make grants to support community leaders, experimenters, risk-takers,
CENTER FOR SECONDARY AND PROFESSIONAL EDUCATION

Maranhão, Brazil
Who are they, what do they do?
The Center for Secondary and Professional Education (known by the Portuguese acronym CEMP) is affiliated with 23 Kellogg Foundation social projects that are spread throughout northeast Brazil. Their focus is to promote youth education, citizenship and entrepreneurship as a way to break the cycle of poverty. Two of the most successful of these efforts operate in the towns of São Bento and Palmeirândia.

What’s gone right, and what’s gone wrong?
Under CEMP’s coordination, young people in this rural, isolated corner of Brazil can get their first exposure to technology, such as computers, digital cameras and audiovisual editing equipment. They can also gain skills and the assistance needed to start small business ventures, which have included a nursery, restaurant and luthiers (stringed instrument) shop. Yet São Bento and Palmeirândia are located in the state of Maranhão, which has some of Brazil’s highest rates of poverty and illiteracy. And while tourism holds considerable promise, travel in the region is limited by a lack of facilities and infrastructure.

How do they help vulnerable children?
CEMP provides young people with the ability to create their own futures. Telecenters give them access to the larger world and a business incubator helps them launch income-generating projects. For example, an agro-tourism project near São Bento combines a restaurant that serves local, organic food and condominiums that showcase new approaches to rural housing. It was established by five youngsters on land donated by an area family. In Palmeirândia, young people run a nursery which raises trees and shrubs that are used for a community beautification project.

What’s the community’s role in finding solutions?
It’s the youth themselves who have been most innovative and willing to apply local assets to the challenges of development. Their enthusiasm and hard work has created a new sense of possibility in their communities, and convinced many adults who were skeptical about their ability to succeed.

For more information see the video at www.wkff.org/CEMP
innovators, or model builders, we do so out of a belief that these endeavors are all in service to improve our collective ability to achieve a shared vision. Years ago, when Paul Ylvisaker famously described foundations as “society’s passing gear,” he assumed the driver and passengers in the metaphorical car all knew and agreed where it is they wanted to go.

We believe that the fates of vulnerable children are shared by all. We also believe that we have it in our power to create the conditions of success for all children that will always rise to the top when people together reflect deeply on what it is they care about and what it is they want to create together. This is the world we can build together.

FROM INFORMATION TO ENGAGEMENT

It was the hope and belief when A Nation at Risk was released in 1983 that “the American people, properly informed, will do what is right for their children and for the generations to come.” Today, some of the best practitioners in public dialogue practices are suggesting that being properly informed is insufficient and less and less likely, unless the American people are properly engaged. In the coming years, we hope to support innovation among civic entrepreneurs, informal leaders, and social innovators who will be applying the knowledge and tools under development to revitalize public dialogue in the part of our civil society that shapes public issues for deliberation.

To hear more from me on this topic, see the video at: www.wkkf.org/vulnerablechildren S.K.S.
A CALL TO ACTION

We live in a time when national needs are again being strongly felt, and the future of our children is very often at the center of these concerns. When it comes to vulnerable children, the statistics are disturbing and the trends alarming. The spirit of our times calls directly to foundations such as ours to confront the challenges we face with renewed hope and vision. We cannot let a nation at risk become a nation divided, or in decline.

As stewards of the resources and legacy bequeathed by W.K. Kellogg, we will expect better and demand better. In practice, this means we are committed to the promises made by our nation’s founders, and those made by the founder of our Foundation. For what W.K. Kellogg said in 1930 still holds true: we want to “help children everywhere face the future with confidence, with health, and with a strong rooted security in their trust of this country and its institutions.”

Sterling K. Speirn
President and CEO
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 Kellogg Company, in addition to its diversified portfolio. While the 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.

OUR MISSION
The W. K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

This year – to support our new mission and to build upon our long-standing commitment to children and families – we are focusing on five key elements that we believe can improve lives and communities. These include family assets and income; community assets; education and learning; food, health and well-being; and philanthropy and civic engagement.

GEOGRAPHIC PRIORITIES
Grants are awarded in the United States, Latin America and the Caribbean, and southern Africa. Programming in these interest areas is tailored to meet the needs of each geographic region. In our hometown of Battle Creek, Michigan, we focus the programming to fit the needs of greater Battle Creek.

Following is a brief description of the Foundation’s interests in each region.

United States
Currently, in the United States, grants are made in four primary areas, with a concentrated effort to apply our vision across all units:
- Food Systems and Rural Development
- Health
- Philanthropy and Volunteerism
- Youth and Education

We provide the current goal statements here with the understanding that, as this publication goes to press, the Foundation is in a period of renewal and transformation.

For more information and updates related to the development of our new mission and strategic plan, visit the Foundation’s website at www.wkkf.org.
Programming Interests and Guidelines

Food Systems and Rural Development
Consistent with Mr. Kellogg’s personal interests, Food Systems and Rural Development at the Foundation has long filled 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. At the same time, we work to ensure that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long-term, collaborative, 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.

Health
Health programming at the Kellogg Foundation encompasses work with other program areas to address the social issues that determine health and well-being. These issues include economic security and family assets; availability and access to quality health care; adequate, affordable, and safe housing; school readiness and educational attainment; transportation; exposure to nature; safe recreational facilities; environmental quality; safety and security; and civic engagement. Kellogg Foundation resources help to reduce health disparities and inspire social justice within and across geographic areas in the United States. Health grantmaking also helps to leverage related investments by other philanthropic, private, and public sector institutions within communities.

Philanthropy and Volunteerism
The 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. The Foundation believes that everyone gives in various ways – time, money, and know-how – by becoming actively engaged to improve the quality of life in their communities. Therefore, programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools that advance the effectiveness and innovation of the philanthropic sector. Key target populations include youth, women, and communities of color.

Youth and Education
The Foundation has historically supported programs that promote child, youth, and family development. As we deepen our commitment to building assets for vulnerable children and families, we will continue to use a holistic, child-centered approach. Within this context, 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 educational institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people.
Greater Battle Creek
The Foundation maintains strong ties to Battle Creek, Michigan, which was W.K. Kellogg’s hometown. The Foundation does 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; 2) increasing self-sufficiency by promoting economic growth for families and neighborhoods; and supporting residents in their efforts to improve the quality of life in their neighborhoods and across the community.

Southern Africa
The Kellogg Foundation’s commitment to development in southern Africa began in the mid-1990s. 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. The goal is to strengthen the capacity of rural communities to be healthy, viable, and sustainable in offering solutions to community problems, particularly the problem of rural poverty as it affects family life, women, and youth. 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
  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 Rural 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 and the Caribbean, the Foundation takes an integrated approach to addressing its key programming interests. The goal is to demonstrate and disseminate strategies to break the cycle of poverty by promoting healthy youth development and participation in socially and economically vibrant communities. Here are the strategies that describe those interests:

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

- 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
Programming Interests and Guidelines

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.

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

1. Foundation Goals: The Foundation will only consider requests that fall within the previously described mission and interest areas.

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. In general, if we fund loans; operational phases of established programs; capital requests for purchase, remodeling, or furnishing of facilities; equipment purchase; conferences; films, television, or radio programs; endowments; development campaigns; or research, we typically do so only as part of a broader programming/funding effort. In other words, we would typically not fund the aforementioned items unless they are integral parts of a larger project or program budget being considered for funding.

4. We do not provide grants for budget line items labeled as “indirect or overhead costs” or for individuals.

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
Our preferred method for grant submissions is the Foundation’s online application at www.wkkf.org/ApplyOnline. Grant applicants who are not able to apply electronically may submit their grant request via regular mail. For additional information and instructions in sending a grant submission via regular mail, please call the Central Proposal Processing office at (269) 968-1611 during the Foundation’s regular business hours.

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 not submitted online should be directed to:
Supervisor of Proposal Processing
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4012
USA
During the 2006-2007 fiscal year, the Board of Trustees of the W.K. Kellogg Foundation held 12 monthly meetings to consider grant proposals and to review Foundation operations. In October 2006, the trustees traveled to northeast Brazil and visited project sites in São Luis, Recife, and Salvador. During the trip, the Board had an opportunity to experience the Kellogg Foundation’s current work in Latin America and the Caribbean. The trip was organized to provide opportunities for the trustees to experience the impact of the program strategies being used in Latin America. Through visits to distinctive micro-regions, there were multiple opportunities to engage with grantees and learn how Kellogg Foundation funds are helping local communities. The Board of Trustees held a retreat in June 2007 to review the Foundation’s legacy, reflect on lessons and themes from our current work, and set a future direction for the Foundation. The Board adopted the following mission statement: “The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.”

The annual meeting of the corporation was held December 14, 2006, and Cynthia H. Milligan, Joseph M. Stewart, and Roderick D. Gillum were elected to three-year terms on the Board of Trustees. Cynthia H. Milligan was elected to serve as Chair of the Board of Trustees.

During the 919th consecutive convening of the Board of Trustees, officers were re-elected and committee appointments were made. Re-elected were President and CEO Sterling K. Speirn; Senior Vice President and Corporate Secretary Gregory A. Lyman; Senior Vice President for Programs James E. McHale; Vice President and Chief Investment Officer Paul J. Lawler; Vice President for Finance and
During the past year, Roderick D. Gillum of Detroit, Michigan; Ramón Murguía of Kansas City, Kansas; and Bobby D. Moser of Columbus, Ohio, were elected to the W.K. Kellogg Foundation Board of Trustees for the first time.

On April 19, 2007, Gregory B. Taylor was elected as vice president for programs. On May 17, 2007, Gail C. Christopher and Anne B. Mosle were elected as vice presidents for programs. Robert F. Long resigned as vice president for programs on June 29, 2007, and C. Patrick Babcock resigned as vice president for programs on June 30, 2007. On August 16, 2007 La June M Montgomery-Talley was promoted to senior vice president/chief financial officer and treasurer.

The Board of Trustees held a retreat in June 2007 to review the Foundation’s legacy, reflect on lessons and themes from our current work, and set a future direction for the Foundation.
Executive Staff
Sterling K. Speirn
President and Chief Executive Officer
Mary Carole Cotter
General Counsel and Assistant Corporate Secretary
Paul J. Lawler
Vice President and Chief Investment Officer
Gregory A. Lyman
Senior Vice President and Corporate Secretary
La June Montgomery-Talley
Senior Vice President/Chief Financial Officer and Treasurer
James E. McHale
Senior Vice President for Programs
Gail C. Christopher
Vice President for Programs
Richard M. Foster
Vice President for Programs
Gail D. McClure
Vice President for Programs
Anne B. Mosle
Vice President for Programs
Gail C. Christopher
Vice President for Programs
Lea Ann Beacham
Budget and Central Proposal Processing Specialist
Crystal L. Beard
Program Assistant
Annette R. Beecham
Program Assistant
Teresa R. Behrens
Project Leader
Luz E. Benitez Delgado
Program Management Liaison
Anthony R. Berkley
Program Director
Karen L. Bernard
Grant Commitment Specialist
Mary L. Bird
Administrative Services Technician
Jacqueline K. Borden-Conyers
Project Leader
Donna M. Bradshaw
Finance Specialist
Sheri A. Brady
Director of Policy
Sabina S. Brand
Finance Specialist
Nadia Brigham
Program Associate
Robert L. Bundy, Jr.
Project Leader/Media Systems
Jacqueline R. Burkett
Office Administrator
Laura L. Burr
Associate Director of Internal Audit
William Buster
Program Director
Teri L. Byrd
Meeting Planner
Caroline M. Carpenter
Program Director
Debbie K. Calk
Program Assistant

Staff
Sally J. Altes
Program Operations Training and Support Analyst
Phoenix E. Asifa
Program Assistant
Michele L. Babcock
Senior Accountant
Denise R. Bates
Assistant to the Senior Vice President for Programs
Ted H. Chen
Program Director
Barbara E. Chester
Guest Services Representative
Renee A. Church
Special Dining Chef
Cherie M. Clements
Finance Specialist - Tax
Naira Soares Collaneri
Assistant to Latin America and the Caribbean Programming
Jessica Coloma
Program Associate
Carolina Coppel Urrea
Program Associate
James S. Craft
Records Technician
Kevin J. Crail
Investment Accounting Analyst
Bernece R. Curry-Pattin
Finance Specialist
Sandra L. Curtis
Administrative and Budget Specialist
Gwen A. Day
Staff Development Associate, Human Resources
Timothy L. Dechant
Director of Technology
Brad G. DeHart
Organizational Services Manager
Gloria Dickerson
Program Director
Phumzile P. Dlamini
Program Manager
Linda J. o Doctor
Program Director
Jodi L. Dodge
Human Resources Generalist
Rhoda L. Du Plessis
Program Assistant
Lori S. Easlick
Assistant to the President/CEO
Staff Listing

Barbara A. Engelhart  
Program Assistant

Kathleen A. England  
Program Operations Supervisor

Celeste M. Etheridge  
Program Operations Supervisor

Janel E. Evans  
Administrative Analyst

Fernanda Farinha  
Program Director

Jane A. Feilen  
Information Processing Specialist

Amy K. Feiser  
Program Assistant

Barbara L. Fitch  
Program Assistant

Robin K. Flees  
Meeting Assistant

Tamra J. Fountaine  
Program Assistant

David D. Freeman  
Kitchen Supervisor/Lead Chef

Julie K. Fry  
Assistant to the President/CEO

Carrie L. Gallup  
Public Affairs Associate

Lori K. Geiger  
Human Resources Assistant

Brenda S. Gentry  
Service Attendant

Judah I. Gesmundo  
Programming/Finance Systems Analyst

M. Annesia Glass  
Program Assistant

Jody L. Glover  
Program Assistant

Malcolm C. Goepfert  
Director of Investments

Jill A. Grant  
Investment Associate

Neal A. Graziano  
Senior Portfolio Manager

Deborah A. Green  
Human Resources Specialist

Deborah Lennon Green  
Investment Assistant

Krea K. Gregory  
Program Operations Supervisor

Patti J. Grimes  
Program Assistant

Christina D. Hammond  
Manager of Grant Commitments

Clair E. Hatmaker  
Maintenance Technician/Project Lead

Anita R. Hess  
Program Management Liaison

Oran B. Hesterman  
Program Director

Neil R. Hineman  
Human Resources Manager

Ruth Ann Hoiles  
Program Assistant

Michelle L. Hooson  
Meeting Assistant

Dale B. Hopkins  
Production Manager

Norman Howard  
Director of Human Resources

Ralph O. Huisinga  
Records Technician

Pamela D. Hurley  
Assistant to Battle Creek Programming

Gail L. Imig  
Program Director

Lourdes J. Imenez Banuelos  
Program Assistant

Valorie J. Johnson  
Program Director

Sue C. Kelley  
Program Assistant

Flavia B. Kirunda  
Executive Assistant to the Regional Director

Cindy L. Kuester  
Human Resources Specialist

Christine M. Kwak  
Program Director

Karin M. Ladley  
Assistant to the Director of Program and Organizational Learning

Reginald LaGrand  
Program Director

Carol J. Laird  
Program Assistant

Dianna L. Langenburg  
Human Resources Manager

Donna M. Lartigue  
Program Director

Bernard Likalimba  
Program Manager

Carla L. Little  
Program Assistant

Robert F. Long  
Director of Greater Battle Creek Programming and Senior Program Officer

Karla M. Lutjens  
Meeting Planner

Lana Machetto  
Program Assistant

Jann H. Mackaluso  
Program Assistant

Paul J. Maguire  
Manager of Systems Development

Susan K. McComb  
Program Assistant

Iris A. McKinley  
Administrative Services Technician

Rui Mesquita Cordeiro  
Program Associate

Deborah J. Miller  
Technical Training, Documentation, and Support Analyst

Wendi J. Miller  
Program Assistant

Saroj K. Mohanty  
Senior Business Analyst/SAP

Mathabo J. Molobi  
Program Manager

Cindy L. Monaweck  
Program Assistant

Jay A. Moore II  
Finance Operations Assistant

Hloni H. Moshabesha  
Program Assistant

Maureen S. Myers  
Manager of Technology Administration

Fadel Ndiame  
Program Director

Judith Ndlovu  
Program Manager

Virlean Newton-Shelby  
Employee Dining Chef

David L. Nobel  
Maintenance Technician

Teresa L. Odden  
Program Assistant

Jenefer L. O’Dell  
Program Associate

Janet L. Oursler  
Program Assistant
This list reflects staffing as of November 16, 2007.
With total assets at $8.4 billion – the highest since its inception – and a new mission statement focused on propelling vulnerable children to success, the Kellogg Foundation is well-positioned financially to fuel the passions of those most interested in creating a world of justice, equity, and opportunity. With new leadership, a more focused mission, and increasing assets, we stand ready and honored to play a meaningful role in the transformation of society. We believe our resources have grown because of a steadfast commitment to our founder’s legacy and a disciplined approach to asset management that utilizes professional judgment and good stewardship.

While the Foundation benefited, as did others, from the positive returns of the market during the year, sound asset allocation and manager selection allowed the Foundation to outperform all benchmarks in every asset class. Kellogg Company stock continued to surpass its peers in the food industry at an annual return of 10.8 percent. Alternative Investments now represent 27 percent of the diversified portfolio. Annual returns for the Foundation and the Trust were 8 and 15 percent, respectively.

Our program payments totaled $335 million; the highest distribution in Foundation history. Current and future year grant commitments totaled $359 million reflecting our commitment to our legacy programs while we transition to more targeted grantmaking. Additionally, the Board appropriated $278 million for new grants and direct charitable activities.

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.

La June Montgomery-Talley
Senior Vice President/Chief Financial Officer and Treasurer
INDEPENDENT AUDITORS’ REPORT

To the Board of Trustees of
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, 2007, and 2006, 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 consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s and Trust’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements, 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.

As described in Note 2 to the combined financial statements, the financial statements include investments valued at $878,559,131 (10.99 percent of net assets) and $715,044,691 (9.6 percent of net assets) as of August 31, 2007, and 2006, respectively, whose fair values have been estimated by management in the absence of readily determinable fair values. Management’s estimates are based on information provided by the fund managers.

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, 2007, and 2006, 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 19, 2007
## COMBINED STATEMENTS OF FINANCIAL POSITION

### ASSETS

#### W.K. Kellogg Foundation:
- Cash and cash equivalents: $43,384,687
- Diversified investments: 387,610,374
- Accrued interest and dividends: 438,302
- Loans receivable: 3,000,000
- Other assets: 938,693
- Property and equipment - net: 60,055,319
- Contributions receivable from irrevocable trusts: 16,793,940
- **Total Foundation**: 512,221,315

#### W.K. Kellogg Foundation Trust:
- Cash and cash equivalents: 131,724,276
- Diversified investments: 2,603,881,296
- Kellogg Company common stock, 92,174,190 shares in 2007, and 94,559,190 shares in 2006, at fair market value: 5,063,128,257
- Accrued interest and dividends: 32,637,973
- Net Trade settlement receivable: 17,601,021
- Contributions receivable from irrevocable trusts: 41,802,017
- **Total Trust**: 7,890,774,840

### Total
- **$ 8,402,996,155**

### LIABILITIES AND NET ASSETS

#### Liabilities:

##### W.K. Kellogg Foundation:
- Accounts payable: $5,030,913
- Accrued liabilities: 4,142,161
- Grants payable: 250,971,649
- Deferred excise tax liability: 2,097,670
- Post-retirement liability: 41,036,176
- Other liabilities: 68,865
- **Total Foundation**: 303,278,569

##### W.K. Kellogg Foundation Trust:
- Deferred excise tax liability: 108,642,991
- Other liabilities: 96,747
- **Total Trust**: 108,739,737

### Total liabilities
- **$ 412,018,306**

#### Net Assets:

##### W.K. Kellogg Foundation:
- Unrestricted: 192,148,806
- Temporarily restricted: 16,793,940
- **Total Foundation**: 208,942,746

##### W.K. Kellogg Foundation Trust - temporarily restricted: 7,782,035,103

### Total net assets
- **$ 7,990,977,849**

### Total
- **$ 8,402,996,155**

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See notes to combined financial statements.
## COMBINED STATEMENTS OF ACTIVITIES
### FOR THE YEARS ENDED AUGUST 31, 2007, AND 2006

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust</td>
<td>$354,000,000</td>
<td>$354,000,000</td>
<td>$ -</td>
<td>$319,000,000</td>
<td>$319,000,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Investment income:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>34,421,772</td>
<td>6,540,087</td>
<td>27,881,685</td>
<td>22,980,875</td>
<td>4,221,450</td>
<td>18,759,425</td>
</tr>
<tr>
<td>Dividends</td>
<td>154,566,130</td>
<td>6,917,317</td>
<td>147,648,813</td>
<td>149,151,842</td>
<td>4,696,351</td>
<td>144,455,491</td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>416,577,983</td>
<td>24,358,526</td>
<td>392,219,457</td>
<td>1,307,196,512</td>
<td>24,443,145</td>
<td>1,282,753,367</td>
</tr>
<tr>
<td>Change in net unrealized market appreciation (depreciation)</td>
<td>382,609,810</td>
<td>23,876,868</td>
<td>358,732,942</td>
<td>(630,416,253)</td>
<td>10,920,856</td>
<td>(641,337,109)</td>
</tr>
<tr>
<td>Less expenses of earning income</td>
<td>(13,622,046)</td>
<td>(2,816,894)</td>
<td>(10,805,152)</td>
<td>(12,280,951)</td>
<td>(2,868,435)</td>
<td>(9,412,516)</td>
</tr>
<tr>
<td>Refund of prior year program payments</td>
<td>7,784,504</td>
<td>7,784,504</td>
<td></td>
<td>1,967,441</td>
<td>1,967,441</td>
<td></td>
</tr>
<tr>
<td>Other contributions and gifts</td>
<td>894,972</td>
<td>894,972</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total revenues and gains</strong></td>
<td><strong>$1,342,935,078</strong></td>
<td><strong>423,461,855</strong></td>
<td><strong>919,473,223</strong></td>
<td><strong>$1,163,161,705</strong></td>
<td><strong>364,383,975</strong></td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributions to W.K. Kellogg Foundation</td>
<td>354,000,000</td>
<td>354,000,000</td>
<td></td>
<td>319,000,000</td>
<td>319,000,000</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>351,837,354</td>
<td>351,837,354</td>
<td></td>
<td>333,787,137</td>
<td>333,787,137</td>
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<tr>
<td>Program activities</td>
<td>31,938,046</td>
<td>31,938,046</td>
<td></td>
<td>24,020,582</td>
<td>24,020,582</td>
<td></td>
</tr>
<tr>
<td>General operations</td>
<td>44,015,087</td>
<td>44,015,087</td>
<td></td>
<td>41,966,437</td>
<td>41,966,437</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,624,401</td>
<td>3,624,401</td>
<td></td>
<td>3,198,177</td>
<td>3,198,177</td>
<td></td>
</tr>
<tr>
<td>Federal excise tax provision</td>
<td>13,614,616</td>
<td>13,614,616</td>
<td></td>
<td>13,614,616</td>
<td>13,614,616</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total expenses</strong></td>
<td><strong>$799,029,504</strong></td>
<td><strong>432,344,597</strong></td>
<td><strong>366,684,907</strong></td>
<td><strong>724,339,459</strong></td>
<td><strong>403,673,237</strong></td>
</tr>
<tr>
<td>Accumulated post-retirement benefit loss not yet reflected in net periodic benefit costs</td>
<td>(19,812,737)</td>
<td>(19,812,737)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in Net Assets</td>
<td><strong>524,092,837</strong></td>
<td>(28,695,479)</td>
<td><strong>552,788,316</strong></td>
<td><strong>438,822,246</strong></td>
<td>(39,289,262)</td>
<td><strong>478,111,508</strong></td>
</tr>
<tr>
<td>Net Assets - Beginning of year</td>
<td><strong>$7,466,885,012</strong></td>
<td><strong>237,638,225</strong></td>
<td><strong>7,229,246,787</strong></td>
<td><strong>7,028,062,766</strong></td>
<td><strong>276,927,487</strong></td>
<td><strong>6,751,135,279</strong></td>
</tr>
<tr>
<td>Net Assets - End of year</td>
<td><strong>$7,990,977,849</strong></td>
<td><strong>208,942,746</strong></td>
<td><strong>$7,782,035,103</strong></td>
<td><strong>$7,466,885,012</strong></td>
<td><strong>237,638,225</strong></td>
<td><strong>$7,729,246,787</strong></td>
</tr>
</tbody>
</table>

See notes to combined financial statements.
### COMBINED STATEMENTS OF CASH FLOWS


<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Combined</td>
<td>W. K. Kellogg</td>
</tr>
<tr>
<td></td>
<td>Foundation</td>
<td>Foundation Trust</td>
</tr>
<tr>
<td><strong>Cash Flows from Operating Activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets</td>
<td>$524,092,837</td>
<td>$(28,695,479)</td>
</tr>
<tr>
<td>Adjustments to reconcile increase (decrease) in net assets to cash flows (used in) provided by operations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,624,402</td>
<td>3,624,402</td>
</tr>
<tr>
<td>Change in deferred excise tax liability</td>
<td>7,785,469</td>
<td>475,962</td>
</tr>
<tr>
<td>Change in operating assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>(2,021,900)</td>
<td>50,633</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,391,042</td>
<td>2,391,042</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(1,389,045)</td>
<td>(68,865)</td>
</tr>
<tr>
<td>Contributions receivable from irrevocable trusts</td>
<td>(5,701,952)</td>
<td>(1,906,474)</td>
</tr>
<tr>
<td>Other receivables</td>
<td>(17,601,021)</td>
<td>(17,601,021)</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>2,569,170</td>
<td>2,569,170</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>1,418,705</td>
<td>1,418,705</td>
</tr>
<tr>
<td>Grants payable</td>
<td>48,993,342</td>
<td>48,993,342</td>
</tr>
<tr>
<td>Post-retirement liability</td>
<td>20,254,944</td>
<td>20,254,944</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(738,864,637)</td>
<td>29,567,467</td>
</tr>
<tr>
<td>Net cash (used in) provided by operating activities</td>
<td>(214,771,800)</td>
<td>871,988</td>
</tr>
<tr>
<td><strong>Cash Flows from Investing Activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(1,024,744,690)</td>
<td>(79,599,900)</td>
</tr>
<tr>
<td>Proceeds from sale of investments</td>
<td>1,217,446,865</td>
<td>92,181,323</td>
</tr>
<tr>
<td>Acquisition of fixed assets</td>
<td>(2,508,189)</td>
<td>(2,508,189)</td>
</tr>
<tr>
<td>Net cash provided by (used in) investing activities</td>
<td>190,193,986</td>
<td>10,073,234</td>
</tr>
<tr>
<td><strong>Increase (decrease) in Cash and Cash Equivalents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(24,577,814)</td>
<td>10,945,222</td>
<td>(35,523,036)</td>
</tr>
<tr>
<td><strong>Cash and Cash Equivalents - Beginning of period</strong></td>
<td>199,686,777</td>
<td>32,439,465</td>
</tr>
<tr>
<td><strong>Cash and Cash Equivalents - End of period</strong></td>
<td>$175,108,963</td>
<td>$43,384,687</td>
</tr>
</tbody>
</table>

See notes to combined financial statements.
NOTES TO COMBINED FINANCIAL STATEMENTS

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 of America, Latin America, 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.

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 irrevocable trusts, which are restricted until such assets are received. Temporarily restricted net assets of the Foundation increased $1,906,474 and $974,857 for the years ended August 31, 2007, and 2006, respectively, which represents the change in the market value of the trusts that the Foundation has irrevocable rights as beneficiary. 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 securities 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.

As of August 31, 2007, and 2006, the Trust had total unfunded capital commitments to alternative investments of $303,704,766 and $285,600,919, respectively. The Foundation had total unfunded capital commitments to alternative investments of $20,342,102 and $19,370,560, at August 31, 2007, and 2006, respectively. Because of the inherent uncertainty of the valuation of alternative investments, the 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, 2007, and 2006, investments in securities with market values of $135,432,115 and $129,798,432, 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 because the borrower is required to return the same securities to the custodian. 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 2 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, 2007, and 2006, the amount of conditional grants outstanding approximated $16,354,528 and $23,082,223, 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.

New Accounting Pronouncements - In June 2006, Financial Accounting Standards Board (FASB) issued FASB Interpretation (FIN) No. 48 - Accounting for Uncertainty in Income Taxes. The interpretation prescribes recognition thresholds and measurement attributes for the financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. The interpretation also provides guidance on derecognition, classification, interest and penalties, accounting for interim periods, disclosure, and transition. FIN No. 48 is effective for fiscal years beginning after December 15, 2006. The Foundation and Trust are currently evaluating the impact of FIN No. 48 on the combined financial statements.
In September 2006, FASB issued FASB Statement No. 157 - Fair Value Measurements. The statement defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles (GAAP), and expands disclosures about fair value measurements. The statement is effective for fiscal years beginning after November 15, 2007. The Foundation and Trust are currently evaluating the impact of FASB Statement No. 157 on the combined financial statements.

In February 2007, Financial Accounting Standards Board (FASB) issued FASB Statement No. 159 - The Fair Value Option for Financial Assets and Financial Liabilities including an amendment of FASB Statement No. 115. This Statement permits entities to choose to measure many financial instruments and certain other items at fair value. FASB Statement No. 159 is effective for fiscal years beginning after November 15, 2007. The Foundation and Trust are currently evaluating the impact of FASB Statement No. 159 on the combined financial statements.

In September 2006, the FASB issued FASB Statement No. 158 - Employers' Accounting for Defined Benefit Pension and Other Post-retirement Plans. The statement requires an employer to recognize the overfunded or underfunded status of a defined benefit postretirement plan as an asset or liability in the statement of financial position and changes in unrestricted net assets. The statement also requires an employer to measure the funded status of a plan as of the date of the year-end statement of financial position, with limited exceptions. FASB Statement No. 158 is effective for fiscal years ending June 15, 2007. The Foundation and Trust has implemented FASB Statement No. 158.

2. INVESTMENTS

Cost and market value of investments held at August 31, 2007, and 2006, were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Market Value</td>
<td>Cost</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$48,029,546</td>
<td>$47,115,137</td>
</tr>
<tr>
<td>Common stocks and alternative investments</td>
<td>$339,580,828</td>
<td>$235,665,604</td>
</tr>
<tr>
<td>Total Foundation</td>
<td>$387,610,374</td>
<td>$282,780,741</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation Trust:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$317,620,685</td>
<td>$315,005,871</td>
</tr>
<tr>
<td>Other common and preferred stocks and alternative investments</td>
<td>$2,286,260,611</td>
<td>$1,916,062,092</td>
</tr>
<tr>
<td>Kellogg Company common stock</td>
<td>5,063,128,257</td>
<td>10,543,677</td>
</tr>
<tr>
<td>Total Trust</td>
<td>$7,667,009,553</td>
<td>$2,241,611,640</td>
</tr>
</tbody>
</table>
3. PROPERTY AND EQUIPMENT

Property and equipment at August 31, 2007, and 2006, are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and land improvements</td>
<td>$17,989,972</td>
<td>$17,969,291</td>
</tr>
<tr>
<td>Buildings and building improvements</td>
<td>$55,370,583</td>
<td>$55,278,283</td>
</tr>
<tr>
<td>Equipment</td>
<td>$8,737,680</td>
<td>$7,683,703</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>$8,393,689</td>
<td>$8,257,376</td>
</tr>
<tr>
<td>Capitalized software costs</td>
<td>$11,180,138</td>
<td>$10,560,084</td>
</tr>
<tr>
<td>Assets under construction</td>
<td>$1,576,135</td>
<td>$984,543</td>
</tr>
<tr>
<td></td>
<td>$103,248,197</td>
<td>$100,733,280</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(43,192,878)</td>
<td>(39,561,749)</td>
</tr>
<tr>
<td></td>
<td>$60,055,319</td>
<td>$61,171,531</td>
</tr>
</tbody>
</table>

4. TAX

The Foundation and Trust are exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code ("IRC"), but are 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 for the years ended August 31, 2007, and 2006, were provided for as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current tax rate</td>
<td>1 %</td>
<td>1 %</td>
</tr>
<tr>
<td>Deferred tax rate</td>
<td>2 %</td>
<td>2 %</td>
</tr>
</tbody>
</table>

The current and deferred tax portions of the excise tax provisions for the years ended August 31, 2007, and 2006, are as follows:

As permitted, management intends to distribute sufficient amounts to cover the IRC required distribution in the subsequent tax year.

5. POST-RETIREMENT BENEFITS

The Foundation has defined contribution and defined benefit retirement income plans covering all full-time employees. The Foundation funded and charged to expense contributions of $1,500,000 and $3,670,156 in 2007, and 2006, 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. The Foundation contributed $1,500,000 to the defined benefit plan during 2007, and 2006, respectively. The Foundation anticipates contributing approximately $1,500,000 during 2008. The Foundation provides post-retirement medical and life insurance benefits to all employees who meet eligibility requirements.
The following amounts not yet reflected in net periodic benefit cost are included in the change in net assets in 2007. FAS 158 disclosures do not apply to 2006.

<table>
<thead>
<tr>
<th>Transition asset</th>
<th>$173,753</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior service cost</td>
<td>(76,150)</td>
</tr>
<tr>
<td>Accumulated loss</td>
<td>(3,254,449)</td>
</tr>
<tr>
<td>Accumulated other comprehensive income</td>
<td>$3,158,846</td>
</tr>
<tr>
<td>Cumulative employer contributions in excess of net periodic benefit cost</td>
<td>$1,284,158</td>
</tr>
<tr>
<td>Net amount recognized in statement of financial position</td>
<td>$1,872,688</td>
</tr>
</tbody>
</table>

The accumulated benefit obligation for pension benefits at August 31, 2007, and 2006, was $3,492,300, and $3,811,458, respectively.

Weighted-average assumptions as of August 31, 2007, and 2006, were as follows:

<table>
<thead>
<tr>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2006</td>
</tr>
<tr>
<td>Discount Rate</td>
<td>6.25%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>6.00%</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>4.50%</td>
</tr>
<tr>
<td>Prior service cost</td>
<td>7.25%</td>
</tr>
<tr>
<td>Accumulated loss</td>
<td>3,158,846</td>
</tr>
<tr>
<td>Accumulated other comprehensive income</td>
<td>$1,284,158</td>
</tr>
<tr>
<td>Benefit cost</td>
<td>859,579</td>
</tr>
<tr>
<td>Employer contribution</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Benefits paid</td>
<td>660,638</td>
</tr>
</tbody>
</table>

For measurement purposes, a net health care trend rate of 9.3 percent pre medicare and 10.0 percent post medicare in 2007 and 10.5 percent in 2006 was used for disclosure. Trend rates were assumed to decrease gradually to 5 percent in 2013 for 2007 pre medicare and in 2015 for 2007 post medicare and 2011 for 2006 and remain at this level thereafter.

Benefit cost, employer contributions, and benefits paid for each of the plans were as follows:

<table>
<thead>
<tr>
<th>Year Ending August 31</th>
<th>Pension Benefits</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$15,084</td>
<td>$4,812,201</td>
</tr>
<tr>
<td>2009</td>
<td>800,821</td>
<td>4,341,345</td>
</tr>
<tr>
<td>2010</td>
<td>1,189,152</td>
<td>976,974</td>
</tr>
<tr>
<td>2011</td>
<td>787,686</td>
<td>976,974</td>
</tr>
<tr>
<td>2012</td>
<td>907,574</td>
<td>976,974</td>
</tr>
<tr>
<td>2013-2017</td>
<td>4,113,954</td>
<td>976,974</td>
</tr>
</tbody>
</table>

The expected benefits to be paid are based on the same assumptions used to measure the Foundation’s benefit obligation at August 31, 2007, and include estimated future benefit service.

**Investment Policy** - The funds for the pension plan are managed by The Vanguard Group and are invested in the Vanguard Balanced Index Fund Investor Shares. 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 MSCI U.S. Broad Index and 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 7.25 percent long-term rate of return on assets assumption.

Occurrence of Settlement - During the fiscal year ending August 31, 2006, lump-sum payments totaling $1,160,428 were paid to five 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 FASB Statement No. 87 expense, a settlement was deemed to have occurred pursuant to FASB Statement No. 88. A net periodic pension cost of $943,673 was calculated for the year ended August 31, 2006, immediately before the settlement was deemed to have occurred. Thereafter, the settlement was recognized to have occurred on August 31, 2006, resulting in $635,067 of additional cost being charged to expense during the year ended August 31, 2006, for a total benefit cost of $1,578,740.

6. INTEREST IN IRREVOCABLE TRUSTS
The Trust has irrevocable rights as the beneficiary to one remaining trust that had a market value of $41,802,017 and $38,006,539 at August 31, 2007, and 2006, respectively. The Foundation has irrevocable rights as the beneficiary of three restricted trusts that had combined market values of $16,793,940 and $14,887,466 at August 31, 2007, and 2006, respectively. The change in the market values of the irrevocable trusts is related to the change in the market values of investments held by the trusts.

* Michigan program expenditures reach $57,621,908
Battle Creek program expenditures at $11,303,944
During the past fiscal year, September 1, 2006, through August 31, 2007, the Foundation made grant expenditures of $334,763,816 to 827 of its 2,653 active projects.

**AREAS OF INTEREST**

- 9% Food Systems and Rural Development $31,309,317
- 11% Health $37,091,037
- 8% Philanthropy and Volunteerism $27,056,190
- 17% Youth and Education $56,369,992
- 3% Greater Battle Creek $11,303,944
- 7% Cross Program and Learning Opportunities ¹ $23,693,984
- 2% President’s Venture Fund $5,074,173
- 3% Recurring Grants ² $11,216,049
- 15% Special Opportunities $49,124,256
- 9% Southern Africa $28,651,290
- 7% Latin America and the Caribbean $21,953,780
- 9% Program Activities $31,919,804

100% Total $334,763,816


² Recurring Grants include: Corporate Giving, Matching Grants Program, Program Initiatives Fund, and Trustee Mini-Grants

**GEOGRAPHIC AREAS**

- 85% United States $284,158,746 *
- 8% Southern Africa $28,651,290
- 7% Latin America and the Caribbean $21,953,780

100% Total $334,763,816

*Excludes revenue from invested assets.
It's no secret that the most important relationships that foundations have are with their grantees. It is through these partnerships that meaningful social change occurs and our mutual interests are realized. It is vital, then, that we stay connected to the hopes, dreams, and perspectives of those individuals and organizations that are on the ground doing the real work.

The grantee-foundation relationship is unlike many others. The foundation sector struggles every day with the “who's the customer?” question. In the classic sense of the word, our customers may actually be people in communities, whose lives may be enriched by the work we do together with them and the grantee organization. Can the grantee – the organization to which we give money – really be considered a “customer”? Will they really give us honest feedback on the foundation’s performance?

Perhaps grantees are more of a partner; but, a partner, nonetheless, with whom we want to have the most effective and fruitful of relationships. To this end, the Center for Effective Philanthropy has been surveying grantees across the country and the world about their perceptions of foundation funders – both on behalf of individual foundations and independently. The purpose is twofold: to gather data for research reports and to provide foundations such as ours with targeted reports on how grantees view our organizations and the day-to-day interactions they have with us. Since the spring of 2003, more than 40,000 grantees of 193 foundations have been surveyed.

As part of this work, 633 grantees of the W.K. Kellogg Foundation were surveyed during February and March 2007, with results being received in August. Of these grantees, 420 answered the survey for a 66 percent response rate. Responses came from across the United States, Latin America and the Caribbean, and southern Africa.

In addition to the full range of foundations in the Center for Effective Philanthropy’s data set, the average ratings for the W.K. Kellogg Foundation were compared to a cohort of nine large, private foundations that also included the California Endowment, Charles Stewart Mott Foundation, David and Lucile Packard Foundation, Gordon and Betty Moore Foundation, John D. and Catherine T. MacArthur Foundation, Robert Wood Johnson Foundation, Rockefeller Foundation, and the William and Flora Hewlett Foundation.

We are pleased to share highlights from this survey as they relate to the W.K. Kellogg Foundation. The highlights can be found at www.wkkf.org/GranteePerceptionReport.

As suggested by the results, we are committed to improving the ways in which we communicate with prospective grantees during the grant proposal process, the quality of our interactions with grantees, and the clarity with which we communicate our mission, goals, and strategies.

As this report goes to press, our staff is becoming better acquainted with the results and identifying ways we can improve our interactions with grantees – and the results we achieve together. At the start of 2008, we expect to share our specific plans to improve how grantees experience the Kellogg Foundation. Watch for more information at www.wkkf.org.

Sincerely,
Sterling K. Speirn
A NOTE TO GRANTEES AND GRANTSEEKERS:

We cannot express enough our respect, delight, and admiration for the work that you do each day in communities across the U.S., Latin America, the Caribbean, and southern Africa. When you invite us in and give us the opportunity to walk alongside you; to see how you are sometime accomplishing “the impossible,” we are inspired and proud to be called your partner.

Some have asked how our focus on vulnerable children will impact key Kellogg Foundation stakeholders, such as current grantees and future grantseekers. There will not be a significant impact on these stakeholders – at least in the near term. It is important to remember that this is a long-term mission, so any changes that occur will likely be gradual. Current grantees will continue to be supported under the existing terms of their grants. Future grantseekers will want to take this mission statement, and any relevant programming guidelines that emerge as a result of it, into consideration when putting together their grant proposals.

There will likely be a shift in emphasis when it comes to the issues we pursue with government officials and policymakers during the coming months and years. And those agencies and organizations concerned with improving conditions for children and youth will clearly have more opportunity to interact with us around these priorities. But again, any changes that occur will be more evolutionary than revolutionary. They’ll still be anchored in the Kellogg Foundation’s long-standing legacy of helping children, families and communities.

We’re also looking closely at geographic focus – what we call place-based programming. As currently structured, we operate from program areas that aren’t as connected as we’d like them to be. For example, there are places where three or four Kellogg Foundation projects operate independently within the same city or region. We think they’d be more successful if they worked more collaboratively to achieve complementary outcomes that benefit vulnerable children and families. Building stronger local linkages could accelerate our progress.

When reflecting on the challenges he faced securing care for his own grandson after a tragic fall from a second-story window, Mr. Kellogg said, “This caused me to wonder what difficulties were in the paths of needy parents who seek help for their children when catastrophe strikes, and I resolved to lend what aid I could to such children.” Today, for many vulnerable children, catastrophe comes in smaller, daily doses, but the consequences are catastrophic nonetheless.
NEW COMMITMENTS

During the past fiscal year, September 1, 2006, through August 31, 2007, the Foundation made $358,890,687 in new commitments to 677 projects.

The following pages report on these new grant commitments made by the Kellogg Foundation during the 2006-2007 fiscal year. Grantee names and amounts of individual grants are listed by geographic region, program area, and strategy.

WHAT WORKS FOR YOU?

In an effort to be more environmentally conscious and to reduce the size of our Annual Report, we are considering making the New Grants Listing available only online in the future. If we take this approach, the same information would be provided on our website, but wouldn’t be included in the print version.

WHAT DO YOU THINK?

Above all, we want to provide the information you need in the form that’s most useful to you. Should we continue to print the detailed New Grants Listing in our Annual Report?

To help us make this decision, go to www.wkkf.org/AnnualReport.

Thanks
# Table of Contents

## United States Programming

42

**Food Systems and Rural Development**
- General Grantmaking
- Food and Society
- Mid South Delta Initiative
- Rural People, Rural Policy

**Health**
- General Grantmaking
- Comprehensive Health Care System
- Health Care Safety Net
- Health Leadership
- Quality Health and Health Care

**Philanthropy and Volunteerism**
- General Grantmaking
- Unleashing New Resources

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

**Greater Battle Creek**
- General Grantmaking
- Corporate Citizen
- Expert in Residence
- Neighborhoods

**Cross Program**
- Animal Borne Diseases
- Benton Harbor Initiative
- Community Foundations Leading for Children
- Food and Fitness Initiative
- Individual Grants
- Kellogg Leadership for Community Change Longitudinal Impact Services
- Leadership CCT
- President’s Office
- Rural Philanthropy
- State Fiscal Analysis Initiative

## President’s Venture Fund
64

## Recurring Grants
64
- Corporate Giving
- Matching Grants Program
- Program Initiatives Fund
- Trustee Mini-Grants

## Special Opportunities
65
- 75th Anniversary
- Hurricane Katrina
- U.S. Other
- International Other

## Southern Africa Programming
67
- General Grantmaking
- Strengthen Leadership Capacity
- Strengthen Capacity of Rural Communities
- Organizational and Institutional Development and Transformation

## Latin America and the Caribbean Programming
72
- General Grantmaking
- Promote Regional Development
- Programmatic Approaches

## Grantee Index
78

## Acknowledgments
85
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 Kellogg Foundation is always interested in increasing the social impact of the dollars it invests. In recent months, the organization has been seeking new ways to do the work that will result in stronger, deeper, longer, and more lasting change for communities.

In June, 2007, the Foundation adopted a new mission – one that focuses more explicitly on addressing the needs of vulnerable children:

**The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.**

During 2008, this mission will guide our efforts. We will be asking what we can do differently, how we can do it, and with whom we shall partner. Building upon our long-standing commitment to children and families, we are focusing on five key elements that we believe can improve lives and communities. These include family income and asset-building, community assets, health and well-being, education and learning, and civic and philanthropic engagement.

We provide the current goal statements here with the understanding that, as this publication goes to press, the Foundation is in a period of renewal and transformation. Please watch our website for updates.

**Food Systems and Rural Development**

Consistent with Mr. Kellogg’s personal interests, Food Systems and Rural Development at the Foundation has long filled 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. At the same time, we work to ensure that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long-term, collaborative, 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.

**Health**

Health programming at the Kellogg Foundation encompasses work with other program areas to address the social issues that determine health and well-being. These issues include economic security and family assets; availability and access to quality health care; adequate, affordable and safe housing; school readiness and educational attainment; transportation;
exposure to nature; safe recreational facilities; environmental quality; safety and security; and civic engagement. Kellogg Foundation resources help to reduce health disparities and inspire social justice within and across geographic areas in the United States. Health grantmaking also helps to leverage related investments by other philanthropic, private and public sector institutions within communities.

- **Philanthropy and Volunteerism**
  
The 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. The Foundation believes that everyone gives in various ways - time, money, and know-how - by becoming actively engaged to improve the quality of life in their communities. Therefore, programming activities seek to unleash resources by supporting the emergence of new leaders and donors, creating and sharing knowledge, and building tools that advance the effectiveness and innovation of the philanthropic sector. Key target populations include youth, women, and communities of color.

- **Youth and Education**
  
The Foundation has historically supported programs that promote child, youth and family development. Going forward, as we deepen our commitment to building assets for vulnerable children and families, we will continue to use a holistic, child-centered approach. Within this context, 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 educational institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people.

- **Greater Battle Creek**
  
The Foundation maintains strong ties to Battle Creek, Michigan, which was W.K. Kellogg’s hometown. The Foundation does 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; 2) increasing self-sufficiency by promoting economic growth for families and neighborhoods; and supporting residents in their efforts to improve the quality of life in their neighborhoods and across the community.

- **Cross Program**
  
There are times when complex social challenges - particularly those affecting entire communities - must be addressed on a variety of fronts. Greater impact can be achieved by working across disciplines. In these cases, the W.K. Kellogg Foundation may support efforts that involve all United States program areas.

  Through Learning Opportunities, the Kellogg Foundation seeks to increase the effectiveness of its work by learning from the knowledge, experiences, and lessons of its projects as they apply to Leadership, Information and Communication Technology, Capitalizing on Diversity, and Social and Economic Community Development.
FOOD SYSTEMS AND RURAL DEVELOPMENT

GOAL: The food systems grantmaking focuses on catalyzing efforts that lead to a safe, wholesome food supply for this and future generations while ensuring that food production and food-related business systems are economically viable, environmentally sensitive, sustainable long term and socially responsible. The rural development work supports comprehensive, collaborative, and 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

America Speaks, Inc.
Washington, D.C. $400,000
strengthen the voices of rural champions while deepening America's understanding and support for rural people and places
WKKF Contact Person: Caroline Carpenter

American Corn Growers Foundation
Lincoln, Nebraska $300,000
strengthen the ability of the American Corn Growers Foundation to promote the use of wind power generation to meet more of the nation's needs for electricity through community-based, locally, and farmer-owned wind projects
WKKF Contact Person: William Buster

B. B. King Museum and Delta Interpretive Center
Indianola, Mississippi $275,000
develop leadership skills of youth and promote pride in the Delta's unique cultural heritage and history by developing sustainable partnerships with cultural and educational organizations throughout the Delta region
WKKF Contact Person: Gloria Dickerson

Big Sky Institute for the Advancement of Nonprofits
Helena, Montana $80,000
strengthen the Philanthropic Divide Leadership Network for nonprofit and philanthropic leaders
WKKF Contact Person: Ali Webb

Center for Rural Affairs
Lyons, Nebraska $398,000
create genuine opportunity for rural people and a better future for rural communities by developing policy options, preparing policy analysis, developing new leaders, cultivating supportive policymakers, generating press coverage, and building an action network to support increased federal investment
WKKF Contact Person: Richard Foster

Center for Rural Strategies, Inc.
Whiteburg, Kentucky $1,750,000
support the Center for Rural Strategies in achieving their mission to use strategic communication to elevate the status of rural issues within the public discourse, increase the capacity of rural advocates and service organizations to advance rural concerns, and help shape public policy discussions
WKKF Contact Person: Ali Webb

Center for the Study of the Americas
Berkeley, California $35,000
address pressing contemporary problems affecting Latin America by organizing the first regional scientific conference
WKKF Contact Person: Ricardo Salvador

Cornell University
Ithaca, New York $28,746
encourage the development of educational programs in sustainable agriculture by facilitating a national dialogue on learning and teaching at the post-secondary level by hosting the second national conference
WKKF Contact Person: Ricardo Salvador

Federation of Southern Cooperatives/Land Assistance Fund
East Point, Georgia $75,000
identify and assist small minority farmers in Mississippi to expand their production so they can more effectively participate in local markets
WKKF Contact Person: Ricardo Salvador

Food Bank Council of Michigan, Inc.
Lansing, Michigan $150,000
cultivate a safe, healthy, and available food supply for Michigan's residents while building on the state's agricultural diversity to enhance economic growth
WKKF Contact Person: Gail Imig

FoodChange, Inc.
New York City $350,000
provide a multi-program food, nutrition, and education initiative to New York City public school children that strives to improve eating habits, health, and academic performance while strengthening the agricultural economy through the procurement of local and regional foods
WKKF Contact Person: Gail Imig

Forgotten Harvest, Inc.
Oak Park, Michigan $1,000,000
reduce food waste and relieve hunger in the Detroit area by acquiring, renovating, and relocating to a facility specially equipped for a rapidly growing, highly efficient food rescue program
WKKF Contact Person: Ricardo Salvador

Fresno County Economic Opportunities Commission
Fresno, California $900,000
enhance farm and business productivity and profits for low-income minority farmers, ranchers, and value-added food entrepreneurs who seek opportunities to own land and purchase tools
WKKF Contact Person: Caroline Carpenter

Grand Traverse Regional Land Conservancy
Traverse City, Michigan $96,145
preserve valuable lessons gathered from the Arcadia Land Project through the creation of a book that will tell the inside story of the Coastal Campaign
WKKF Contact Person: Gail Imig
Healthy Schools Campaign
Chicago, Illinois    $500,000
create a school environment that promotes healthy eating and active lifestyles by training parents to serve on school health councils in existing schools, working with school administrators of emerging schools, and building support among community stakeholders and civic leaders
WKKF Contact Person: Gail Imig

Iowa State University
Ames, Iowa    $100,000
establish coaching as an accepted and effective tool in achieving community and organizational change, expand the skills of existing coaches, and provide resources for new coaches
WKKF Contact Person: William Buster

Land Trust Alliance, Inc.
Washington, D.C.    $287,106
provide farmers and ranchers with information about expanded federal tax incentives for conservation and motivate them to consider donating land or conservation easements to a land trust
WKKF Contact Person: Ali Webb

Local Government Commission
Sacramento, California    $5,000
provide funds to sponsor a charitable event by supporting the National Summit on Building Healthy Places: Evidence, Leadership, and Innovative Practice
WKKF Contact Person: Linda J. O Doctor

Local Initiatives Support Corporation
New York City    $50,000
disseminate the rural results of the latest National Congress for Community Economic Development census of community-based development organizations by producing, distributing, and publicizing a "Stand Up for Rural America" publication
WKKF Contact Person: Caroline Carpenter

Loyola University New Orleans
New Orleans, Louisiana    $400,000
assist in rebuilding the commercial infrastructure (docks) serving shrimpers in the Greater New Orleans region, and their livelihoods, by disbursing strategic grants
WKKF Contact Person: Ricardo Salvador

Michigan State University
East Lansing, Michigan    $125,000
enhance opportunities for the citizens and businesses of Michigan to take advantage of the emerging bio-based economy by conducting a study
WKKF Contact Person: Richard Foster

Michigan State University
East Lansing, Michigan    $199,456
assemble multi-institutional teams to pursue competitive grants and deliver applied research results that are relevant to effective metropolitan policymaking and local intergovernmental cooperation in Michigan
WKKF Contact Person: Richard Foster

Michigan State University
East Lansing, Michigan    $389,999
enhance the social capital and community connectedness in rural youth populations through communication technology
WKKF Contact Person: Ali Webb

Michigan State University
East Lansing, Michigan    $397,815
leverage university, foundation, and government support to bring People and Land programs to full readiness for sustainability and to establish a permanent infrastructure for land use innovation, from research to field implementation
WKKF Contact Person: Richard Foster

Michigan State University
East Lansing, Michigan    $3,500,000
establish a world-class sustainable agriculture and food system program through a "field-to-fork" approach that offers options for farm sustainability and profitability while enhancing vitality of rural communities
WKKF Contact Person: Ricardo Salvador

Migration Dialogue
Davis, California    $30,000
analyze developments and trends in the farm labor market by convening a major conference to evaluate proposed and enacted immigration reforms, bringing together policymakers and regulators with researchers and community leaders
WKKF Contact Person: Ricardo Salvador

National Association of State Universities and Land-Grant Colleges
Washington, D.C.    $380,000
embrace the concepts of public university engagement with their constituents through scholarship awards recognizing and rewarding public university faculty and external partners for outstanding partnerships
WKKF Contact Person: Gail Imig

National Association of State Universities and Land-Grant Colleges
Washington, D.C.    $1,600,000
recognize and reward public university faculty and external partners for outstanding partnerships that embrace public university engagement with their constituents through an endowment that will provide for two annual awards
WKKF Contact Person: Gail Imig

North Carolina Agricultural Foundation, Inc.
Raleigh, North Carolina    $10,000
stimulate thought and initiate dialogue about a broad range of sustainable agriculture topics among the general public, faculty and students from area universities, and members of the agricultural community by supporting an outreach series which includes farmer and consumer-oriented workshops, a sustainable agriculture lecture, and a family-oriented fall festival
WKKF Contact Person: Ricardo Salvador

Occidental College
Los Angeles, California    $2,344,141
support community-based food systems, strengthen family farms, and reduce childhood obesity by establishing a viable and sustainable farm to school network to coordinate, promote, and expand the farm to school movement at the state, regional, and national levels
WKKF Contact Person: Gail Imig
FOOD SYSTEMS AND RURAL DEVELOPMENT

Quitman County Development Organization, Inc.
Marks, Mississippi   $120,000
encourage learning, investment, and action that strengthen
African American traditions of philanthropy in the Mid South Delta
states of Arkansas, Louisiana, and Mississippi
WKKF Contact Person: William Buster

Quitman County Development Organization, Inc.
Marks, Mississippi   $375,000
bring hope and economic opportunity to the Deep South Delta
region by informing public policy, developing leaders, and creating
partnerships to facilitate asset development and wealth creation
WKKF Contact Person: Gloria Dickerson

Rotary Camps and Services of Traverse City
Traverse City, Michigan   $400,000
improve and sustain the quality of life for residents throughout
northwest lower Michigan by strengthening the collective impact
of the region's nonprofit organizations by fostering collaborative
planning, strategic alliances, innovation, and community
engagement
WKKF Contact Person: Gail Imig

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 Foster

Rural Dynamics d/b/a CCCS of Montana
Great Falls, Montana   $50,000
increase Earned Income Tax Credit access to eligible households,
strengthen tribal Volunteer Income Tax Assistance programs, and
continue and expand services to Wyoming and other targeted
rural communities
WKKF Contact Person: Alice Warner

Rural School and Community Trust
Arlington, Virginia   $250,000
advance state and national rural education policies that
produce and maintain good community schools, improve student
learning, eliminate achievement gaps, and make schools effective
institutions of community building by organizing rural people,
especially the poor and people of color
WKKF Contact Person: William Buster

Southern Rural Development Initiative, Inc.
Raleigh, North Carolina   $100,000
provide support for the organization's leadership transition
WKKF Contact Person: Caroline Carpenter

Sunny Crest Youth Ranch, Inc.
Sunfield, Michigan   $190,000
enable boys, ages 10-18, to become productive citizens in
the communities in which they live by providing a safe home
WKKF Contact Person: Richard Foster

Thomas Jefferson Agricultural Institute
Columbia, Missouri   $93,000
enhance and support creative media and communication activities
of food and agriculture leaders to lead to a more just, diverse, and
sustainable food and agriculture system
WKKF Contact Person: Ali Webb

World Agricultural Forum St. Louis
St. Louis, Missouri   $100,000
strengthen the effectiveness of the organization by enhancing
the Non-Governmental Organization Advisory Council
WKKF Contact Person: Ricardo Salvador

Worldwatch Institute
Washington, D.C.   $150,000
help prevent the double crises threatening the global food supply
of the emergence of new animal diseases highly communicable
to the human population at an unprecedented scale and the
depletion and pollution of major oceanic fisheries
WKKF Contact Person: Ricardo Salvador

FOOD SYSTEMS: FOOD AND SOCIETY

Blue Planet Partners, Inc.
Madison, Wisconsin   $125,000
develop a concrete strategic framework and set of stakeholders
for scaling up the regional food system in the Chicago, Illinois,
and Milwaukee and Madison, Wisconsin, triangle
WKKF Contact Person: Ricardo Salvador

Chesapeake Bay Trust
Annapolis, Maryland   $600,000
engage a network of funders in serving as a catalyst to build
lasting collaborations within and among rural communities and
to undertake innovative solutions that create sustainable
farming systems and protect natural resources
WKKF Contact Person: Ricardo Salvador

Chicago Community Trust
Chicago, Illinois   $150,000
encourage diverse local agriculture and healthy eating in Chicago
and across Illinois by supporting a funders collaborative
WKKF Contact Person: Ricardo Salvador

Chicago State University Foundation
Chicago, Illinois   $400,000
strengthen capacity to improve options for urban communities
that lack access to local, healthy, and high quality food
WKKF Contact Person: Ricardo Salvador

Cornell University
Ithaca, New York   $150,000
develop a set of practical sustainability indicators and explore
the potential of a model "Local Agricultural Sustainability Index"
WKKF Contact Person: Ricardo Salvador

Ecotrust
Portland, Oregon   $90,000
develop distribution-oriented solutions that connect regional
sustainable agriculture producers more directly and profitably
to regional markets
WKKF Contact Person: Ricardo Salvador

Ellen Beekman and Company, Inc., d/b/a LightBox
Brooklyn, New York   $300,000
motivate communities to take action on food security; encourage
them to consume healthy, fresh, local food; and generate new
stories about the food we eat
WKKF Contact Person: Ali Webb
Greening of Detroit
Detroit, Michigan $260,448
provide resources and educational opportunities and foster key human connections necessary to create a more vibrant, thriving urban farming community
WKKF Contact Person: Ricardo Salvador

National Center for Appropriate Technology, Inc.
Butte, Montana $87,000
support community-based food systems as a centerpiece of Montana’s economic development policy
WKKF Contact Person: Ricardo Salvador

Northeast-Midwest Institute
Washington, D.C. $735,000
advance food and farm policy that enhances economic viability of farms, ranches, and rural communities; rewards environmental stewardship; and increases access to healthy food
WKKF Contact Person: Ricardo Salvador

Winrock International Institute for Agricultural Development
Little Rock, Arkansas $150,000
raise consciousness about local food system by collecting and disseminating functioning models for community ownership of food enterprises and assist those who are attempting to implement these types of models in their communities
WKKF Contact Person: Ricardo Salvador

WorldLink Foundation
San Francisco, California $250,000
integrate media, educational resources, and public outreach activities to open a national dialogue about the United States food system using a public television special, a companion website, and school curriculum
WKKF Contact Person: Ali Webb

RURAL DEVELOPMENT: MID SOUTH DELTA INITIATIVE (MSDI)
HEGA Rural Transportation Systems
Hollendale, Mississippi $300,000
expand coverage and sustain rural transportation services in Mississippi Delta counties and launch a coalition for public transit services in northwest Mississippi
WKKF Contact Person: Gloria Dickerson

Mississippi Action for Community Education, Inc.
Greenville, Mississippi $585,000
implement the Empowered Delta Communities Program which will build strong community organizations in Delta counties, organize adult and youth leaders, and train public officials who will work together to bring progressive change to the region
WKKF Contact Person: Gloria Dickerson

RURAL DEVELOPMENT: RURAL PEOPLE, RURAL POLICY
Action Communication and Education Reform, Inc.
Duck Hill, Mississippi $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Amigos Bravos, Inc.
Taos, New Mexico $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Arizona Board of Regents-University of Arizona
Tucson, Arizona $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Arkansas Public Policy Panel, Inc.
Little Rock, Arkansas $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Avera Health
Sioux Falls, South Dakota $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Carolina Alliance for Fair Employment
Greenville, South Carolina $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Catholic Community Services of Southern Arizona
Tucson, Arizona $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Center for Rural Policy and Development
Saint Peter, Minnesota $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Community Collaborative, Inc.
Charleston, West Virginia $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter

Creighton University
Omaha, Nebraska $100,000
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative
WKKF Contact Person: Caroline Carpenter
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Funding</th>
<th>Description</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience Works, Inc.</td>
<td>Arlington, Virginia</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>First Nations Development Institute</td>
<td>Longmont, Colorado</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Good News Mountaineer Garage</td>
<td>Charleston, West Virginia</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>La Union del Pueblo Entero (The Community Union)</td>
<td>Fresno, California</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Louisiana Public Health Institute</td>
<td>New Orleans, Louisiana</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Montana Human Rights Network</td>
<td>Helena, Montana</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>National Association of Community Health Centers, Inc.</td>
<td>Bethesda, Maryland</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>National Consumer Law Center, Inc.</td>
<td>Boston, Massachusetts</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Nebraska Housing Developers Association</td>
<td>Lincoln, Nebraska</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Neighborhood Reinvestment Corporation</td>
<td>Washington, D.C.</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>New Mexico Voices for Children</td>
<td>Albuquerque, New Mexico</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Nogales Community Development Corporation</td>
<td>Nogales, Arizona</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Ohio University</td>
<td>Athens, Ohio</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Rural Development Initiatives, Inc.</td>
<td>Eugene, Oregon</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Save the Children Federation, Inc.</td>
<td>Westport, Connecticut</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Sinte Gleska University</td>
<td>Mission, South Dakota</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Southeast Kentucky Community and Technical College</td>
<td>Cumberland, Kentucky</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>Southeastern Prison Education, Advocacy, and Reformation Project, Inc.</td>
<td>Greenville, Mississippi</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>St. James Council on Aging</td>
<td>Convent, Louisiana</td>
<td>$100,000</td>
<td>build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
<td>Caroline Carpenter</td>
</tr>
<tr>
<td>University of New Hampshire</td>
<td>Durham, New Hampshire</td>
<td>$1,000,000</td>
<td>build a strong, responsive policy institute focused on rural families and communities and contribute to cutting-edge thinking and planning for sustainable rural development for the 21st century</td>
<td>Caroline Carpenter</td>
</tr>
</tbody>
</table>
Virginia Rural Health Resource Center  
Blacksburg, Virginia  
$100,000  
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative  
WKKF Contact Person: Caroline Carpenter

West Tennessee Legal Services, Inc.  
Jackson, Tennessee  
$100,000  
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative  
WKKF Contact Person: Caroline Carpenter

Wisconsin Rural Partners, Inc.  
Oakdale, Wisconsin  
$100,000  
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative  
WKKF Contact Person: Caroline Carpenter

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

Berkshire Taconic Community Foundation, Inc.  
Great Barrington, Massachusetts  
$30,000  
provide educational support for practitioners of Oriental medicine as they develop the capacity to evaluate qualities of domestically grown medicinal herbs, communicate their requirements to growers, and help deepen their patients’ connections to nature and sources of nutrition  
WKKF Contact Person: Linda Jo Doctor

Grantmakers for Children, Youth and Families, Inc.  
Silver Spring, Maryland  
$4,000  
provide funds to sponsor a charitable event, the Grantmakers for Children, Youth and Families, Inc., annual conference  
WKKF Contact Person: Albert Yee

Sigma Theta Tau International, Honor Society of Nursing, Inc.  
Indianapolis, Indiana  
$10,000  
publish a book on the significant contributions the W.K. Kellogg Foundation has made for the nursing profession as well as the impact on the direction and course the profession has taken through the Foundation’s influence  
WKKF Contact Person: Terri Wright

Trustees of Columbia University in the City of New York  
New York City  
$30,000  
support a process by which the structural factors that affect the health of Latino men are analyzed, described, and disseminated  
WKKF Contact Person: Alice Warner

COMPREHENSIVE HEALTH CARE SYSTEMS

PolicyLink  
Oakland, California  
$11,211  
assess and document the program, policy impact, and lessons from the Community Voices Initiative and the transfer of the Initiative to the Morehouse School of Medicine  
WKKF Contact Person: Barbara Sabol

HEALTH CARE SAFETY NET

Boston University Trustees of Boston University  
Boston, Massachusetts  
$150,000  
promote normal child development into pediatric practice by supporting the Healthy Steps pediatric initiative  
WKKF Contact Person: Barbara Sabol

Morehouse School of Medicine  
Atlanta, Georgia  
$25,000  
provide support to demonstrate how to sustain safety net providers through partnerships with community and health and human services providers  
WKKF Contact Person: Barbara Sabol

Regents of the University of California-Berkeley  
Berkeley, California  
$25,000  
broaden the dissemination of information on the impacts of community-based participatory research on health-promoting public policy  
WKKF Contact Person: Barbara Sabol

HEALTH LEADERSHIP

Joint Center for Political and Economic Studies, Inc.  
Washington, D.C.  
$258,500  
develop and test a sustainable model to improve the first-time licensure pass rate of minority nurse students  
WKKF Contact Person: Barbara Sabol

Michigan State University  
East Lansing, Michigan  
$60,000  
support efforts to improve the policymaking process in Michigan by providing non-partisan, timely health policy information to decision makers  
WKKF Contact Person: Alice Warner

National Conference of State Legislatures  
Denver, Colorado  
$50,000  
develop policy options which promote healthy communities by examining cross-cutting health-related issues and health disparities for Native Americans and other communities of color  
WKKF Contact Person: Alice Warner

National Council of Negro Women, Inc.  
Washington, D.C.  
$275,000  
improve the health, well-being, and education of African American children through select National Council of Negro Women chapters  
WKKF Contact Person: Barbara Sabol

Prima Civitas Foundation  
Lansing, Michigan  
$50,000  
encourage youth to pursue careers in the health sector  
WKKF Contact Person: Barbara Sabol
### University of Iowa

Iowa City, Iowa  
$237,000

Examine select aspects of governance in a set of nonprofit, community-based health care systems and identify systems that could be improved and serve as models for other health care organizations  
WKKF Contact Person: Albert Yee

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### Quality Health and Health Care

#### Alaska Native Tribal Health Consortium

Anchorage, Alaska  
$2,793,209

Improve the oral health status of rural Alaska Natives  
WKKF Contact Person: Albert Yee

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#### American Academy of Nursing, Inc.

Milwaukee, Wisconsin  
$215,000

Assist communities in addressing health inequality and disparities by enhancing the nursing network and linking knowledge and networks of nurse leaders  
WKKF Contact Person: Barbara Sabol

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#### American Institute for Social Justice, Inc.

Washington, D.C.  
$375,000

Engage local hospitals to participate in cooperative community benefits programs to take on community health problems  
WKKF Contact Person: Albert Yee

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#### Arab Community Center for Economic and Social Services

Dearborn, Michigan  
$400,000

Reduce health risk factors affecting children and promote healthier lifestyles among low-income Arab American children and their parents  
WKKF Contact Person: Barbara Sabol

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#### Asian and Pacific Islander American Health Forum

San Francisco, California  
$1,500,000

Strengthen the capacity of Asian American Pacific Islander communities to improve the health of underserved immigrant and refugee families  
WKKF Contact Person: Albert Yee

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#### Asian and Pacific Islander American Health Forum

San Francisco, California  
$10,418,852

Improve the health of vulnerable Asian American and Pacific Islander families by strengthening community capacity and capitalizing on local assets to meet health needs  
WKKF Contact Person: Albert Yee

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#### Baby Steps, Inc.

Washington, D.C.  
$141,000

Improve community health in Okolona, Mississippi, by providing parent education, supporting health promotion and protection, and enhancing community involvement and investment in child and family success  
WKKF Contact Person: Barbara Sabol

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#### Black Veterans for Social Justice, Inc.

Brooklyn, New York  
$100,000

Develop strategies to address the mental health issues of children of black returning veterans  
WKKF Contact Person: Barbara Sabol

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#### Boston Medical Center Corporation

Boston, Massachusetts  
$125,000

Enable youth from ethnically, culturally, and socio-economically diverse communities to pursue solutions to shared public health problems related to community food security by supporting the youth development component in the Children's Sentinel Nutrition Assessment Project's "Real Cost of a Healthy Diet" research activities  
WKKF Contact Person: Albert Yee

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#### California School Health Centers Association

Oakland, California  
$208,332

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 Wright

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#### Center for Health Policy Development

Portland, Maine  
$130,211

Identify the role of state policy in supporting coordination and linkages between health and other services for young children by conducting a study  
WKKF Contact Person: Albert Yee

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#### Center for Health Policy Development

Portland, Maine  
$324,969

Build upon past work and capitalize on momentum in several states to provide health insurance for more children as identified through the Understanding Current State Efforts to Cover All Children scan project  
WKKF Contact Person: Albert Yee

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#### Children First for Oregon

Portland, Oregon  
$208,332

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: Albert Yee

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#### Children's Defense Fund

Washington, D.C.  
$2,750,000

Improve children's health and well-being by optimizing use of children's health insurance programs and other supports that contribute to healthy child development through information, support, and linkages of communities to state and national advocacy and policy initiatives  
WKKF Contact Person: Barbara Sabol

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#### Children's Trust Fund

Hartford, Connecticut  
$100,000

Strengthen a comprehensive, statewide, coordinated system of early identification and referral for children at risk of development or behavioral problems by enhancing the capacity of hard-to-reach children and families to access services  
WKKF Contact Person: Albert Yee

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#### Cluthe & William B. Oliver Foundation for Health and Aging

Houston, Texas  
$344,053

Promote healthy eating habits and physical activity by enhancing and implementing the Delta HOPE model, "Making Healthy Choices for Life," in the Fort Bend Independent School District  
WKKF Contact Person: Barbara Sabol
Community Catalyst, Inc.
Boston, Massachusetts    $20,075
stimulate discussion and inform future work on health reform by producing and disseminating the "Consumer Health Advocacy: A View from 16 States" report
WKKF Contact Person: Albert Yee

Community Catalyst, Inc.
Boston, Massachusetts    $200,000
develop state-based systems of consumer health advocacy
WKKF Contact Person: Albert Yee

CREATE Foundation, Inc.
Tupelo, Mississippi    $1,500,000
enhance and improve community capacity, conditions, and care that promote individual and community accountability and support healthy child development
WKKF Contact Person: Barbara Sabol

Deep South Center for Environmental Justice, Inc.
Baton Rouge, Louisiana    $400,000
address complex, systemic health disparities through community-centered efforts aimed at increasing awareness about ways to reduce unhealthy, toxic living conditions, both indoors and outdoors, and increase healthy living communities as New Orleans rebuilds
WKKF Contact Person: Terri Wright

Developing Families Center, Inc.
Washington, D.C.    $1,812,216
build on infant mortality results and enhance infant development by following up for three years (0-3) on all births in a distressed neighborhood
WKKF Contact Person: Barbara Sabol

Docs for Tots
Washington, D.C.    $270,000
enhance knowledge and skills of individual doctors, networks of doctors, advocates, and child care providers about the impact of maternal depression on young children and families
WKKF Contact Person: Barbara Sabol

Families USA Foundation, Inc.
Washington, D.C.    $100,000
secure support for expanded children's health coverage through a strategic public education effort
WKKF Contact Person: Albert Yee

George Washington University
Washington, D.C.    $5,157,364
improve health care delivery and finance to all Americans through a more informed and knowledgeable policymaking process
WKKF Contact Person: Alice Warner

Grantmakers in Health
Washington, D.C.    $900,000
strengthen the capacity of the health philanthropic field to stimulate shared learning across organizations and to design targeted strategies to support pursuit of a common agenda
WKKF Contact Person: Alice Warner

HIP of Spokane County
Spokane, Washington    $100,000
demonstrate how an entire community can strengthen community preventive health by piloting a collaborative, community-based project
WKKF Contact Person: Linda Jo Doctor

Ingham County Health Department
Lansing, Michigan    $583,075
sustain school-based health care by further developing and enhancing a centralized billing and reporting service on behalf of school-based/school-linked health centers within the state of Michigan
WKKF Contact Person: Terri Wright

Ingham County Health Department
Lansing, Michigan    $965,729
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 Wright

Ingham County Health Department
Lansing, Michigan    $1,500,370
improve local health department capacity to address health disparities
WKKF Contact Person: Barbara Sabol

Jackson Medical Mall Foundation
Jackson, Mississippi    $1,495,839
achieve health equity in Jackson, Mississippi by advocating for changes within the community institutions that influence people's everyday lives
WKKF Contact Person: Terri Wright

Joint Center for Political and Economic Studies, Inc.
Washington, D.C.    $200,000
support implementation of the executive leadership transition
WKKF Contact Person: Barbara Sabol

Joint Center for Political and Economic Studies, Inc.
Washington, D.C.    $250,000
help inform work in philanthropy and the health industry regarding recruitment, retention, and graduation of minority nurses by conducting a comprehensive survey of schools of nursing
WKKF Contact Person: Barbara Sabol

Maryland Assembly on School-Based Health Care
Baltimore, Maryland    $208,332
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 Wright
Massachusetts Coalition of School-Based Health Centers, Inc.
Boston, Massachusetts $208,332
promote health of children, adolescents, and their families
developing their capacity to mobilize and engage communities
eversecur the future of school-based health centers
WKKF Contact Person: Terri Wright

Medical Care Development, Inc.
Augusta, Maine $208,332
promote health of children, adolescents, and their families
developing their capacity to mobilize and engage communities
eversecur the future of school-based health centers
WKKF Contact Person: Terri Wright

Michigan Department of Community Health
Lansing, Michigan $94,000
develop and implement a set of strategies for the recruitment
tment of a diverse student nurse population by planning
series of summits for nursing faculty and leadership
throughout Michigan
WKKF Contact Person: Terri Wright

Michigan State University
East Lansing, Michigan $50,000
able the university to use its resources and activities to
promote community health and well-being by initiating
change by creating a new, enduring relationship between
the university and community
WKKF Contact Person: Barbara Sabol

Morehouse School of Medicine
Atlanta, Georgia $4,500,000
improve health and self-sufficiency outcomes for ex-offender
re-entrants and improve community health and well-being by
providing community-driven evidence and models to policy
and practice stakeholders
WKKF Contact Person: Barbara Sabol

Morgan State University Foundation, Inc.
Baltimore, Maryland $200,000
support partnerships that link academic scholars with
community-based organizations to address the complex issues
facing segments of the Baltimore community by sustaining
momentum and direction of the National Center for Health
Behavioral Change
WKKF Contact Person: Barbara Sabol

National Academy of Sciences
Washington, D.C. $150,000
crease the visibility of racial and ethnic health disparities
as a national problem, further the development of programs and
ategies to reduce disparities, and foster the emergence of
ership on this issue
WKKF Contact Person: Terri Wright

National Assembly on School-Based Health Care
Washington, D.C. $92,700
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 Wright

National Association of Counties Research Foundation
Washington, D.C. $200,000
mobilize elected county officials to take a leadership role to
improve quality and expand access to health care for vulnerable
dividuals by providing them and community partners with
formation, training, and technical assistance
WKKF Contact Person: Albert Yee

National Black Nurses Association, Inc.
Silver Spring, Maryland $50,000
leverage the community engagement tradition of nursing
mgrams at historically black colleges and universities to develop
framework and strategy to address health, environment, and
social factors that affect the health of poor children of color
WKKF Contact Person: Barbara Sabol

National Breast Cancer Coalition Fund
Washington, D.C. $50,000
incorporate the goal of comprehensive quality health care into
organization's strategic plan
WKKF Contact Person: Barbara Sabol

National Congress of American Indians
Washington, D.C. $203,290
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 Wright

National Health Law Program, Inc.
Los Angeles, California $170,000
improve and promote the health of children using legal analysis,
communication, and enforcement to assure effective use of public
and private health programs
WKKF Contact Person: Alice Warner

National Organization of Black County Officials, Inc.
Washington, D.C. $40,000
identify and disseminate developing county-based strategies to
reduce health disparities
WKKF Contact Person: Barbara Sabol

New Mexico Voices for Children
Albuquerque, New Mexico $208,332
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 Wright

Nurse Family Partnership
Denver, Colorado $2,100,000
improve the health and well-being of low-income, first-time
parents and their children by helping communities replicate
and sustain an evidence-based program of home visitation
by registered nurses
WKKF Contact Person: Barbara Sabol

Ounce of Prevention Fund
Chicago, Illinois $50,000
strength to expand linkages between primary health care
settings and community-based programs serving families with
children under age five at state and local levels
WKKF Contact Person: Albert Yee
Seattle-King County Department of Public Health
Seattle, Washington $148,800
enhance the Kids Get Care model linking medical practices with nearby community resources and expand community resources training activities through the Children’s Health Improvement Collaborative
WKKF Contact Person: Albert Yee

Second Harvest Food Bank of Greater New Orleans and Acadiana
New Orleans, Louisiana $150,000
improve access to nutritious foods as a preventive health measure through the implementation of a community kitchen in the post-Hurricanes Katrina and Rita Greater New Orleans area
WKKF Contact Person: Linda Jo Doctor

Tougaloo College
Tougaloo, Mississippi $102,000
strengthen and expand the capacity of community leaders, researchers who are primarily from Historically Black Colleges and Universities, and students to engage in genuine and effective community-based participatory research projects focused on health and health-related topics in the South
WKKF Contact Person: Terri Wright

Traditional Chinese Medicine World Foundation
New York City $125,000
promote and support interdisciplinary learning and collaboration of consumer-centered practice between traditional and complementary health care
WKKF Contact Person: Barbara Sabol

Veterans of Hope Project
Denver, Colorado $400,000
foster young people in civic responsibility and community involvement by deepening and expanding an intergenerational youth leadership institute
WKKF Contact Person: Christine Kwak

American Humanities, Inc.
Kansas City, Missouri $5,000,000
connect talented, skilled, and diverse young people to nonprofit sector careers by establishing a broad-based coalition of national organizations utilizing an integrated fellowship model
WKKF Contact Person: Alandra Washington

Americans for the Arts
Washington, D.C. $400,000
advance the understanding of and help make the case for the social and civic efficacy of arts-based civic engagement
WKKF Contact Person: Christine Kwak

America’s Promise the Alliance for Youth
Alexandria, Virginia $400,000
support the planning and execution of national action strategies for the most underserved young people in communities
WKKF Contact Person: Alandra Washington

Aspen Institute, Inc.
Washington, D.C. $22,500
enable mid-American foundation leaders to engage around issues of the sector such as governance, management, and policy by conducting a seminar
WKKF Contact Person: Alandra Washington

Brotherhood/Sister Sol, Inc.
New York City $300,000
strengthen the youth development field by increasing young people’s access to capable youth workers
WKKF Contact Person: Alandra Washington

Center for Community Economic Development
Manchester, New Hampshire $175,000
improve access to the capital markets for communities of color and low-income communities in the United States through the creation of a community development assurance organization
WKKF Contact Person: Thomas Reis
Cleveland Foundation
Cleveland, Ohio  $300,000
expand the reach, build new strategic organizational relationships, and deepen member services within the grassroots grantmakers network
WKKF Contact Person: Alandra Washington

Community Foundation for the National Capital Region
Washington, D.C.  $50,000
address social justice issues within the field of philanthropy by supporting a summit
WKKF Contact Person: Christine Kwak

CompassPoint Nonprofit Services
San Francisco, California  $500,000
assess the prevalence of coaching in the nonprofit sector and advance its application as a strategy for cultivating strong leadership and building effective nonprofit organizations
WKKF Contact Person: Christine Kwak

CompuMentor Project
San Francisco, California  $30,000
enhance the capacity of emerging leaders from organizations serving communities of color to utilize Web-based nonprofit innovations by providing scholarships to attend the TechSoup NetSquared Conference
WKKF Contact Person: Thomas Reis

ConnectMichigan Alliance
Lansing, Michigan  $300,000
develop a system to identify, benchmark, evaluate, and communicate information about the service and volunteer support infrastructure in Michigan
WKKF Contact Person: Christine Kwak

Demos: A Network for Ideas & Action, Ltd.
New York City  $25,000
advance opportunities for nonprofits to integrate social change and justice activities into their work
WKKF Contact Person: Alandra Washington

Demos: A Network for Ideas & Action, Ltd.
New York City  $390,000
support work and research to rebuild public support for the essential roles of government
WKKF Contact Person: Christine Kwak

Grantmakers for Effective Organizations
Washington, D.C.  $200,000
identify the most promising change opportunities, work to catalyze collaboration among grantmakers and grantees, and find ways to take lessons learned and spread those innovations
WKKF Contact Person: Alandra Washington

Harwood Institute for Public Innovation
Bethesda, Maryland  $150,000
provide leaders the opportunity to engage their peers in a safe space about the challenges facing public life and the enormous pressures on the public sector by supporting the Annual Public Innovators Summit
WKKF Contact Person: Christine Kwak

International Institute for Sustained Dialogue
Washington, D.C.  $300,000
realize the promise of diverse communities and help students become citizen leaders of democratic change by expanding the Sustained Dialogue Campus Network
WKKF Contact Person: Alandra Washington

Jackie Joyner-Kersee Foundation
East St. Louis, Illinois  $300,000
strengthen and enhance ongoing development activities and provide increased opportunities to build organizational capacity
WKKF Contact Person: Alandra Washington

Jamestown Project
New Haven, Connecticut  $300,000
equip residents with the knowledge and tools necessary to meaningfully participate in civil society and democracy, including generating the resources to support and sustain their vision of change
WKKF Contact Person: Alandra Washington

Kiva Microfunds
San Francisco, California  $345,000
enable microfinance institutions to access new sources of investment capital by providing capacity-building support for a person-to-person, online platform
WKKF Contact Person: Thomas Reis

LM Strategies Consulting
Olympia Fields, Illinois  $250,000
honor organizations that demonstrate innovative approaches to connecting resources of time, money, and know-how to the philanthropic work for communities of color by supporting the Leadership in Action Awards program
WKKF Contact Person: Alandra Washington

National Conference of State Legislatures
Denver, Colorado  $250,000
engage in authentic policy conversations regarding the rights of the Native Hawaiian community in preserving their culture and sovereignty
WKKF Contact Person: Christine Kwak

National Network of Grantmakers
Minneapolis, Minnesota  $20,000
promote cultural philanthropy by supporting a plenary session at the National Network of Grantmakers’ annual conference
WKKF Contact Person: Thomas Reis

Nonprofit Services Consortium
St. Louis, Missouri  $120,000
connect East St. Louis leaders in neighborhoods, communities, and nonprofit organizations to the education, training, and technical assistance needed to build a stable civil society and create a safe environment for all
WKKF Contact Person: Alandra Washington

Ohio State University
Columbus, Ohio  $300,000
support an effort to increase awareness of the power of philanthropy and grow endowed assets in a rural region suffering from philanthropic poverty
WKKF Contact Person: Christine Kwak
Paul J. Aicher Foundation  
Pomfret, Connecticut  
$275,000  
strengthen the capacity of diverse community coalitions to practice large-scale, inclusive civic engagement and link it to measurable, sustained change on issues of racism and racial inequities  
WKKF Contact Person: Christine Kwak

Peninsula Conflict Resolution Center  
San Mateo, California  
$100,000  
create grassroots support for solving a housing crisis by convening stakeholders to inform housing issues, connecting participants to opportunities with existing organizations, and changing the overall public environment in which housing decisions are made  
WKKF Contact Person: Christine Kwak

PGA Foundation, Inc.  
Palm Beach Gardens, Florida  
$50,000  
 improve long-term financial sustainability for programs targeting the underserved by strengthening organizational capacity  
WKKF Contact Person: Thomas Reis

Philanthropy for Active Civic Engagement  
Denver, Colorado  
$300,000  
provide useful information on new models of public engagement by drawing on existing research and the experience of philanthropy and other organizations  
WKKF Contact Person: Alandra Washington

Project Think Different, Inc.  
Boston, Massachusetts  
$200,000  
enable youth to use the media arts and pop culture as an entry point to civic dialogue, engagement, and action in disengaged communities  
WKKF Contact Person: Alandra Washington

Public Allies, Inc.  
Milwaukee, Wisconsin  
$204,180  
increase organizational impact through support for improved positioning, web-based communications, and earned income strategies  
WKKF Contact Person: Robert Long

Rockefeller Philanthropy Advisors, Inc.  
New York City  
$2,500,000  
honor tradition and promote innovative approaches to giving that originate from communities of color, share learning, and bring practices to light across and among the various races and cultures, as well as in the broader field of philanthropy  
WKKF Contact Person: Alandra Washington

San Francisco Foundation Community Initiative Funds  
San Francisco, California  
$100,000  
promote industry-wide efforts and leadership exchanges to increase diversity in organized philanthropy by supporting the Diversity in Philanthropy Project's core agenda as well as the organization, documentation, and national discussion of a Diversity Leadership Exchange  
WKKF Contact Person: Alandra Washington

University of Arkansas Foundation, Inc.  
Little Rock, Arkansas  
$300,000  
explore the concept of utilizing philanthropy as a vehicle of giving and sharing from within that is characteristic of positive change and long-lasting development in impoverished communities  
WKKF Contact Person: Alandra Washington

YouthNoise, Inc.  
San Francisco, California  
$373,866  
extend the MyCauses social networking/activism Internet program into a nationwide series of cause-based community youth summits  
WKKF Contact Person: Alandra Washington

YOUTH AND EDUCATION

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

Academy for Educational Development, Inc.  
Washington, D.C.  
$299,622  
expand Middle Start school improvement programs in Michigan, New York, and Washington, DC, by supporting marketing and outreach activities  
WKKF Contact Person: Ted Chen

Aspen Institute, Inc.  
Washington, D.C.  
$350,000  
built a brain trust of talent that would help catalyze policy linking private-sector delivery systems with the best work in child advocacy in Mississippi and New Jersey  
WKKF Contact Person: Jocelyn Sargent

Berea College  
Berea, Kentucky  
$25,000  
develop and disseminate new education models that integrate alternative work and service-learning practices into liberal arts curricula by supporting a national conference  
WKKF Contact Person: Ted Chen

Boundless Playgrounds, Inc.  
Bloomfield, Connecticut  
$398,350  
develop an action-oriented business plan that can assure long-term sustainability  
WKKF Contact Person: Miguel Satut

Center for Creative Play  
Pittsburgh, Pennsylvania  
$250,000  
enhance the visitor experience at children’s museums by improving universal access and opportunities for unstructured free play  
WKKF Contact Person: Miguel Satut
Children's Home Society of Florida  
Winter Park, Florida   $400,000  
promote school readiness for the diverse children in Florida's privatized dependency system by demonstrating and evaluating the effectiveness of innovative approaches  
WKKF Contact Person: Gail McClure

City Impact  
Lincoln, Nebraska   $150,000  
enhance youth engagement and leadership development outcomes in Omaha and Lincoln, Nebraska, by supporting a partnership with the Hope Center  
WKKF Contact Person: Gregory Taylor

City Impact  
Lincoln, Nebraska   $1,703,598  
empower urban youth with leadership skills to become agents for positive change in their community  
WKKF Contact Person: Jocelyn Sargent

Erikson Institute  
Chicago, Illinois   $25,000  
contribute to the Early Education and Social Justice Fund in recognition of the work done by Barbara Bowman, the founding president of Erikson Institute  
WKKF Contact Person: Gregory Taylor

Foreningen for Pedagogisk Utveckling (Foundation for Educational Development)  
Hagersten, Stockholm, Sweden   $75,000  
enhance the mental, emotional, and physical development of students through the practical application of Human Dynamics by developing an educational network for teachers  
WKKF Contact Person: Ted Chen

Fort Belknap College  
Harlem, Montana   $400,000  
provide Native American children, ages 3-11, with a holistic educational experience that integrates new ways of learning based on their tribal culture, language, and history  
WKKF Contact Person: Valorie Johnson

Foundation for Excellent Schools, Inc.  
Cornwall, Vermont   $150,000  
develop a sustainability plan that increases support from individuals and corporations  
WKKF Contact Person: Miguel Satut

Greater Kansas City Community Foundation  
Kansas City, Missouri   $50,000  
enable vulnerable youth, ages 14-24, to become productive and connected members of society through the Youth Transition Funders Group  
WKKF Contact Person: Ted Chen

Heartland Alliance for Human Needs & Human Rights  
Chicago, Illinois   $350,000  
ensure that all children in Illinois have the opportunity for lifelong learning and asset-building that will enhance their life experiences and contribute to the social and economic fabric of Illinois through a universal Children's Savings Account initiative  
WKKF Contact Person: Jocelyn Sargent

IMAGINE Fund  
Lansing, Michigan   $175,000  
improve access to higher education for vulnerable students through the establishment of a nonprofit donor-based fund  
WKKF Contact Person: Gregory Taylor

Indigenous Language Institute  
Santa Fe, New Mexico   $400,000  
convene educational leaders to share critical lessons learned and best practices in the endangered indigenous languages revitalization movement and establish a cohesive, strategic plan aimed at accelerating systems change in community-centered language programs and policies  
WKKF Contact Person: Valorie Johnson

Institute for Community Peace, Inc.  
Washington, D.C.   $241,934  
strengthen internal operating capacity to better meet the needs of a national network of communities committed to fostering a nationwide movement to end violence by promoting peace  
WKKF Contact Person: Jocelyn Sargent

Learning Matters, Inc.  
New York City   $10,000  
provide funds to sponsor a charitable event, the Peabody Awards Ceremony  
WKKF Contact Person: Ted Chen

Miami University  
Oxford, Ohio   $31,350  
enable school superintendents to develop and apply systems-thinking principles of Peter Senge's Fifth Discipline  
WKKF Contact Person: Jocelyn Sargent

Mississippi State University Foundation, Inc.  
Mississippi State, Mississippi   $1,000,000  
provide intensive one-on-one technical assistance to early childhood educators who are on the front line by continuing to use research-based methods and strategies  
WKKF Contact Person: Jocelyn Sargent

National Council for Community and Education Partnerships  
Washington, D.C.   $3,610,803  
enhance the sustainability of the ENLACE Initiative both locally and nationally  
WKKF Contact Person: Miguel Satut

National Endowment for the Arts  
Washington, D.C.   $400,000  
revitalize the role of literature in the nation's popular culture and bring the transformative power of literature into the lives of its citizens  
WKKF Contact Person: Gregory Taylor

New Mexico Community Foundation  
Santa Fe, New Mexico   $100,000  
improve staffing and leadership by strengthening the organization and board relationships  
WKKF Contact Person: Valorie Johnson
University of Notre Dame  
Notre Dame, Indiana  
$25,000  
Enhance parenting practices and school readiness in Latino families  
WKKF Contact Person: Jocelyn Sargent

Forge Partnerships between Education Institutions and Communities

Applied Information Management Institute  
Omaha, Nebraska  
$297,866  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Education Development Center, Inc.  
Newton, Massachusetts  
$325,000  
Strengthen the field of leaders and educators working in youth media by developing a Youth Media Learning Network  
WKKF Contact Person: Ted Chen

Initiative for a Competitive Inner City, Inc.  
Boston, Massachusetts  
$215,000  
Expand youth entrepreneurship programs to create new economic opportunities for inner-city youth  
WKKF Contact Person: Ted Chen

Learning Matters, Inc.  
New York City  
$397,800  
Develop new credentials for young people who gain skills through their achievements in community-based youth media organizations  
WKKF Contact Person: Ted Chen

Living Classrooms Foundation  
Baltimore, Maryland  
$296,648  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Manchester-Bidwell Corporation  
Pittsburgh, Pennsylvania  
$299,748  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Pima County Community Services  
Tucson, Arizona  
$299,958  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Regents of the University of Michigan  
Ann Arbor, Michigan  
$53,182  
Launch a dialogue on how immigration policies and practices affect educational access and civic participation and its potential impact on ENLACE partnerships  
WKKF Contact Person: Miguel Satut

Santa Ana College  
Santa Ana, California  
$25,000  
Assist California ENLACE's Phase III sustainability efforts by supporting costs of retaining a consultant  
WKKF Contact Person: Miguel Satut

Year Up, Inc.  
Boston, Massachusetts  
$299,900  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Youth Radio  
Oakland, California  
$299,875  
Create a national credential that is a valued, first-class alternative to the high school diploma and associate degree  
WKKF Contact Person: Ted Chen

Mobilize Youth, Families, and Communities

Delta Council  
Stoneville, Mississippi  
$75,000  
Strengthen the leadership capacity of existing and potential partnerships to advance Ready Schools using a collective leadership approach  
WKKF Contact Person: Jocelyn Sargent

Early Childhood Initiative, Inc.  
Miami, Florida  
$5,000,000  
Solve the non-academic barriers to learning that inhibit a child's ability to be successful in school by mobilizing parents, schools, universities, businesses, social service agencies, and child and health care providers in Miami-Dade County  
WKKF Contact Person: Valerie J ohnson

Foundation for the Mid South, Inc.  
Jackson, Mississippi  
$16,286,790  
Transform Mississippi's education system by engaging traditionally under-represented community stakeholders, leveraging goodwill generated in the region post Hurricane Katrina, and establishing early childhood education as a statewide priority  
WKKF Contact Person: Valerie J ohnson

ROI Partners Fund, Inc.  
Chicago, Illinois  
$200,000  
Enhance child-focused educational organizations seeking to scale innovative practices, tools and services through the application of business planning, prototype development, and rigorous assessment strategies  
WKKF Contact Person: Gregory Taylor

University of Florida Foundation, Inc.  
Gainesville, Florida  
$5,000,000  
Improve teachers' skills to nurture the learning and developmental needs of young children in strategic Miami-Dade County elementary schools by implementing the Job Embedded Master's Degree program  
WKKF Contact Person: Valerie J ohnson

University of Hawaii  
Honolulu, Hawaii  
$10,000,000  
Ensure that all of Hawaii's children are reading at grade level by third grade by creating synergy between communities and institutions to guide statewide change  
WKKF Contact Person: Valerie J ohnson
GREATER BATTLE CREEK

Washington Early Learning Fund
Seattle, Washington  $5,000,000
improve rates of school readiness in Washington state communities by enhancing parent education and leveraging market-based approaches to improve the quality of early learning
WKKF Contact Person: Valorie Johnson

GREATER BATTLE CREEK

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

GENERAL GRANTMAKING

Battle Creek Community Foundation
Battle Creek, Michigan  $49,818
develop a program of all-inclusive care for seniors in Calhoun County with chronic care needs as an alternative to nursing home placement
WKKF Contact Person: Robert Long

Battle Creek Community Foundation
Battle Creek, Michigan  $100,000
improve positive alternatives for youth in Battle Creek, especially those currently engaged in or at risk of being engaged in gang activity
WKKF Contact Person: Robert Long

Battle Creek Community Foundation
Battle Creek, Michigan  $225,000
facilitate the restructuring of leadership and development functions
WKKF Contact Person: Donna Lartigue

Battle Creek Health System
Battle Creek, Michigan  $200,000
monitor and assist Cancer Care Center patients and their families with medical, emotional, and social needs by supporting the Nurse Navigator Program
WKKF Contact Person: Robert Long

Burnham Brook Center
Battle Creek, Michigan  $350,000
help ensure quality programs and services for the community by improving organizational capacity and financial sustainability
WKKF Contact Person: Robert Long

Family and Children Services, Inc.
Kalamazoo, Michigan  $400,000
build the capacity of Family and Children Services, Inc., to use local and state resources more efficiently to meet local needs
WKKF Contact Person: Donna Lartigue

Family Health Center of Battle Creek
Battle Creek, Michigan  $200,000
provide obstetrical and gynecological services for underserved women of Calhoun County
WKKF Contact Person: Robert Long

Humane Society-Calhoun Area
Battle Creek, Michigan  $76,000
improve programs, services, and potentially the geographic service area for companion animals through a comprehensive self-analysis and planning process
WKKF Contact Person: Robert Long

Irving S. Gilmore International Keyboard Festival
Kalamazoo, Michigan  $60,000
provide general support of local activities and programs
WKKF Contact Person: Robert Long

Kellogg Community College
Battle Creek, Michigan  $1,284,621
improve the effectiveness and sustainability of local nonprofits, achieve greater social impact and address community needs by transitioning Nonprofit Alliance from Willard Public Library to Kellogg Community College and continuing capacity-building work
WKKF Contact Person: Donna Lartigue

Lakeview School District
Battle Creek, Michigan  $17,500
highlight issues of tolerance and diversity and promote collaboration and information literacy throughout the Battle Creek community by organizing a community reading program featuring Holocaust survivor and author Gerda Weissmann Klein
WKKF Contact Person: Robert Long

Lakeview School District
Battle Creek, Michigan  $30,000
engage youth in addressing and promoting healthy lifestyle choices by providing support for a statewide youth summit
WKKF Contact Person: Robert Long

Legacy Scholars
Battle Creek, Michigan  $254,200
engage Legacy Scholars and their families in academic, social, college, and career preparations by providing funds for operational efforts and programmatic assistance
WKKF Contact Person: Donna Lartigue

Masonic Temple Finance Corporation
Battle Creek, Michigan  $47,500
enhance handicap accessibility for members and community use through facility improvements
WKKF Contact Person: Robert Long

Michigan Nonprofit Association
Lansing, Michigan  $1,500,000
provide new organizational capacity-building services and support to nonprofits in Battle Creek and eventually throughout the state of Michigan by developing an Administrative Support Center through a collaboration between local and statewide management support organizations
WKKF Contact Person: Donna Lartigue

Music Center of South Central Michigan
Battle Creek, Michigan  $303,000
support capacity building in order to respond to regional needs with life-changing and cost-effective programming
WKKF Contact Person: Robert Long
S.A.F.E. Place
Battle Creek, Michigan   $30,000
assist victims of domestic violence by bringing the security of the shelter to a level that will best protect the residents
WKKF Contact Person: Robert Long

S.A.F.E. Place
Battle Creek, Michigan   $358,787
implement a strength-based, empowerment approach to treatment for victims of domestic violence
WKKF Contact Person: Robert Long

School District of the City of Battle Creek
Battle Creek, Michigan   $399,960
build critical capacities and economies of scale in the local educational community through a network of Community Freedom Schools that will serve the students of major school organizations with quality summer programming
WKKF Contact Person: Robert Long

School District of the City of Battle Creek
Battle Creek, Michigan   $702,981
improve the lives of children and young people in the greater Battle Creek area by developing internal capacity for the Battle Creek Area Math and Science Center and providing technical assistance for Battle Creek Public Schools
WKKF Contact Person: Donna Lartigue

Sherman Lake YMCA Outdoor Center
Augusta, Michigan   $225,000
create programming that provides guidance for education, training, and concept formulation enabling teachers and organizations to weave character development into their own strategies, focus, and relationships
WKKF Contact Person: Donna Lartigue

Southwestern Michigan Urban League
Battle Creek, Michigan   $91,200
empower the community, youth, and families in Battle Creek to improve their physical and spiritual well-being through a series of public forums and meetings with the Jackie Joyner-Kersee Foundation leadership, Olympian Jackie Joyner-Kersee, and Olympic Coach Bob Kersee
WKKF Contact Person: Reggie LaGrand

Southwestern Michigan Urban League
Battle Creek, Michigan   $175,000
implement programming to refocus and align minority youth in the community to achieve their maximum potential, rebuild the family structure, increase intellect, and reduce gang violence activity
WKKF Contact Person: Reggie LaGrand

St. Philip Catholic Church
Battle Creek, Michigan   $301,140
positively affect high-risk youth and decrease their reliance on maladaptive or criminal behaviors by implementing an Assessment, Intervention, and Review program
WKKF Contact Person: Reggie LaGrand

St. Thomas Episcopal Church
Battle Creek, Michigan   $33,920
build the community's capacity to carry out the Supporting Those Oppressed by Prostitution (STOP) vision to eliminate prostitution in Battle Creek
WKKF Contact Person: Donna Lartigue

Teen HEART
Kalamazoo, Michigan   $50,000
enhance peer leadership and education programs for young people
WKKF Contact Person: Robert Long

CORPORATE CITIZEN
Battle Creek Unlimited, Inc.
Battle Creek, Michigan   $2,750
provide funds to sponsor a charitable event, a tribute to Dr. John H. "Joe" Schwarz
WKKF Contact Person: Robert Long

Brass Band of Battle Creek
Battle Creek, Michigan   $10,000
provide funds to sponsor a charitable event to commission a special composition for the Brass Band of Battle Creek to honor Dr. Russell Mawby
WKKF Contact Person: Robert Long

Cereal City Hoopsters
Battle Creek, Michigan   $10,000
provide funds to sponsor a charitable event, the Cereal City Hoopsters' summer program, to provide positive youth development activities for at-risk youth in Battle Creek
WKKF Contact Person: Robert Long

Charitable Union
Battle Creek, Michigan   $500
provide funds to sponsor a charitable event to cover the cost for ten guests of the Charitable Union to attend their 120th Anniversary celebration
WKKF Contact Person: Robert Long

First Salem Church Ministries, Inc.
Battle Creek, Michigan   $10,000
provide funds to sponsor "Young Men in the Making" program educational modules
WKKF Contact Person: Robert Long

Foodbank of South Central Michigan, Inc.
Battle Creek, Michigan   $500
provide funds to sponsor a charitable event, the Kathy Mattea Global Warming Presentation
WKKF Contact Person: Robert Long

Junior Achievement of Southwest Michigan, Inc.
Battle Creek, Michigan   $20,050
enhance the teaching of economics in the free enterprise system by sponsoring Junior Achievement mentors to area students
WKKF Contact Person: Robert Long

Kellogg Community College
Battle Creek, Michigan   $500
provide funds to sponsor a charitable event, the Kellogg Community College Student Nurses' Association "Pinning" Ceremony and Reception
WKKF Contact Person: Robert Long
Kingman Museum, Inc.
Battle Creek, Michigan   $10,000
provide funds to sponsor a charitable event, the Hispanic Festival Battle Creek
WKKF Contact Person: Robert Long

National Association for the Advancement of Colored People
Battle Creek Branch
Battle Creek, Michigan   $3,500
provide funds to sponsor a charitable event, the annual Freedom Fund Dinner
WKKF Contact Person: Robert Long

Redemption Community Development Corporation
Battle Creek, Michigan   $20,000
provide funds to sponsor a charitable event, the Taste of the Heights, to provide information and resources to improve the quality of life for the residents and community of Battle Creek
WKKF Contact Person: Robert Long

United Way of Greater Battle Creek, Inc.
Battle Creek, Michigan   $600,000
support the local United Way communitywide fund drive by supporting a 100 percent guarantee which assures individual donors that every dollar of their contributions is used to support programming and not administration or fund-raising
WKKF Contact Person: Robert Long

Volunteer Center of Battle Creek, Inc.
Battle Creek, Michigan   $1,000
provide funds to sponsor youth scholarships and youth agency awards
WKKF Contact Person: Robert Long

EXPERT IN RESIDENCE
Battle Creek Health System
Battle Creek, Michigan   $13,384
support an Expert in Residence visit by Michael Hindmarsh to provide a framework for implementing the Chronic Care Model of chronic disease management in Calhoun County
WKKF Contact Person: Robert Long

Calhoun County Community Mental Health Authority d/b/a Summit Pointe
Battle Creek, Michigan   $27,000
support an Expert in Residence visit by John Carver to celebrate and strengthen policy governance practices by boards in Calhoun County and southwest Michigan
WKKF Contact Person: Donna Lartigue

Foster Adoptive Family Resource & Support Center
Battle Creek, Michigan   $25,690
support an Expert in Residence visit by Pat O'Brien to help the Battle Creek community build family relationships and an unconditional commitment to youth and develop a better understanding of how to shape the development of youth to prevent homelessness
WKKF Contact Person: Robert Long

School District of the City of Battle Creek
Battle Creek, Michigan   $23,000
support an Expert in Residence visit by LaVar Burton at a Carson Scholarship reception to address the importance of children's literacy
WKKF Contact Person: Donna Lartigue

Willard Library
Battle Creek, Michigan   $24,500
support an Expert in Residence visit by Leif Enger, author of "Peace Like a River," to build community and improve literacy in the Battle Creek area as a part of the Battle Creek Reads program
WKKF Contact Person: Donna Lartigue

NEIGHBORHOODS
Battle Creek Area Habitat for Humanity, Inc.
Battle Creek, Michigan   $350,000
provide administrative and capacity-building support to promote financial health, organizational reach, and comprehensive evaluation
WKKF Contact Person: Donna Lartigue

Battle Creek Community Foundation
Battle Creek, Michigan   $210,000
enhance the lives of women from all social and economic backgrounds by facilitating the implementation of the priorities outlined in the strategic plan of the Woman's Co-op
WKKF Contact Person: Donna Lartigue

Battle Creek Community Foundation
Battle Creek, Michigan   $325,000
establish a Neighborhood Venture Investment Program to maximize resident engagement by promoting resident-driven decision making, project design, management, and accountability for all aspects of grantmaking related to neighborhood-based work
WKKF Contact Person: Donna Lartigue

Battle Creek Community Foundation
Battle Creek, Michigan   $1,162,500
provide Battle Creek residents opportunities to develop resident leaders and build relationships between neighbors, organizations, and associations through a neighborhood grantmaking program
WKKF Contact Person: Donna Lartigue

Boys and Girls Club of Battle Creek
Battle Creek, Michigan   $100,000
improve the lives of Battle Creek youth through programs that focus on education, character and leadership, the environment, health, the arts, careers, alcohol/drug and pregnancy prevention, gang prevention, leadership development, and athletics
WKKF Contact Person: Reggie LaGrand

Calhoun County Guardian d/b/a Guardian Finance and Advocacy Services
Battle Creek, Michigan   $245,523
improve the potential of low-income individuals and families to achieve economic self-sufficiency by supporting start-up costs for a community development credit union that will offer financial services and access to fair lending
WKKF Contact Person: Donna Lartigue

Gracious Homes
Battle Creek, Michigan   $240,000
enable women recovering from addictive behaviors to transition from homelessness to independent living in permanent housing by expanding and enhancing the capacity of program and support services
WKKF Contact Person: Robert Long
Kellogg Community College  
Battle Creek, Michigan  
$159,150  
increase the capacity of community organizations to engage residents in their work by enabling the NonProfit Alliance to host the Spring 2007 Yes we can networking meeting and carry out related activities  
WKKF Contact Person: Donna Lartigue  

Legal Services of South Central Michigan  
Ann Arbor, Michigan  
$359,342  
enhance the ability to provide low-income and senior citizen residents of south central Michigan with effective legal representation and the equal protection to which they are entitled by supporting program delivery, capacity building, and fund development activities  
WKKF Contact Person: Donna Lartigue  

Neighborhoods, Inc. of Battle Creek  
Battle Creek, Michigan  
$1,000,000  
enhance Neighborhoods, Inc. of Battle Creek’s ability to strengthen neighborhoods by providing housing options and promoting resident participation and financial literacy education  
WKKF Contact Person: Donna Lartigue  

Southwestern Michigan Urban League  
Battle Creek, Michigan  
$400,000  
increase the academic achievement of minority youth through the Family Focus project and strengthen the Urban League’s organizational capacity  
WKKF Contact Person: Reggie LaGrand  

Trinity Lutheran Church  
Battle Creek, Michigan  
$300,000  
sustain the work of Creating Change in Battle Creek Neighborhoods to ensure that the organization has in place the structure, collaborative partnerships, and fundraising supports necessary for future success  
WKKF Contact Person: Donna Lartigue  

Volunteer Center of Battle Creek, Inc.  
Battle Creek, Michigan  
$300,000  
provide general support to expand the capacity of the Volunteer Center of Battle Creek to engage adult volunteers  
WKKF Contact Person: Donna Lartigue  

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

ANIMAL BORNE DISEASES  
American Public Health Association, Inc.  
Washington, D.C.  
$5,947,060  
build the capacity of the nation’s state and regional public health associations and the American Public Health Association/Affiliate grassroots policy network and improve ability to respond to new and emerging public health threats  
WKKF Contact Person: Barbara Sabol  

University of South Carolina Research Foundation  
Columbia, South Carolina  
$1,191,865  
support public health improvements that increase detection of and enhance response to new and emerging health threats  
WKKF Contact Person: Barbara Sabol  

BENTON HARBOR INITIATIVE  
Citizens for Progressive Change, Inc.  
Benton Harbor, Michigan  
$2,000,000  
address community issues such as literacy, economic development, civic engagement, and systemic change through a Community Engagement Fund  
WKKF Contact Person: Alandra Washington  

COMMUNITY FOUNDATIONS LEADING FOR CHILDREN  
Dade Community Foundation, Inc.  
Miami, Florida  
$2,800,000  
meet the comprehensive needs of children and their families by activating, expanding, and continuing to develop a network of diverse, emerging, and ethical leaders working collectively to address the challenges that Miami faces  
WKKF Contact Person: Valerie Johnson  

Hawaii Community Foundation  
Honolulu, Hawaii  
$5,000,000  
improve the lives of vulnerable children and youth by developing collaborative community leadership that can work across boundaries of race, class, and culture in diverse communities  
WKKF Contact Person: Valerie Johnson  

New Mexico Community Foundation  
Santa Fe, New Mexico  
$5,000,000  
improve the lives of vulnerable children and youth in New Mexico by developing collaborative community leadership that can work across boundaries of race, class, and culture in diverse communities  
WKKF Contact Person: Valerie Johnson  

FOOD AND FITNESS INITIATIVE  
Alameda County Community Food Bank, Inc.  
Oakland, California  
$495,200  
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Oakland Food and Fitness Community Collaborative  
WKKF Contact Person: Linda Jo Doctor  

American Public Health Association, Inc.  
Washington, D.C.  
$98,266  
commission a coalition of public health and environmental health organizations around public health and common farm and food policies  
WKKF Contact Person: Linda Jo Doctor  

Boston Public Health Commission  
Boston, Massachusetts  
$500,000  
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Boston Collaborative  
WKKF Contact Person: Linda Jo Doctor
<table>
<thead>
<tr>
<th>Organization Name</th>
<th>State/Location</th>
<th>Amount</th>
<th>Description</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Ecoliteracy</td>
<td>Berkeley, California</td>
<td>$191,561</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity</td>
<td>Gail Imig</td>
</tr>
<tr>
<td>City Connect Detroit</td>
<td>Detroit, Michigan</td>
<td>$500,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>FoodChange, Inc.</td>
<td>New York City</td>
<td>$499,765</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Partnership for Increasing Access to Healthy Food and Physical Activity for Children and Families in New York City</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Health Promotion Council of Southeastern Pennsylvania, Inc.</td>
<td>Philadelphia, Pennsylvania</td>
<td>$500,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Philadelphia Food and Fitness Alliance</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Holyoke Health Center, Inc.</td>
<td>Holyoke, Massachusetts</td>
<td>$499,760</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Holyoke Collaborative</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Michigan Physical Fitness Health and Sports Foundation</td>
<td>Lansing, Michigan</td>
<td>$1,370,000</td>
<td>strengthen efforts to enable and encourage children to safely walk and bike to school by supporting a national conference for Safe Routes to Schools leaders, volunteers, and partners who work at the local, state, and national levels</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>East Lansing, Michigan</td>
<td>$1,370,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>National Foundation for the Centers for Disease Control and Prevention, Inc.</td>
<td>Atlanta, Georgia</td>
<td>$100,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Prevention Institute</td>
<td>Oakland, California</td>
<td>$110,475</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods, space, and structure for physical activity</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Regents of the University of Michigan</td>
<td>Ann Arbor, Michigan</td>
<td>$2,595,245</td>
<td>create community environments that support healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity and play</td>
<td>Gail Imig</td>
</tr>
<tr>
<td>Resource Conservation and Development for Northeast Iowa, Inc.</td>
<td>Postville, Iowa</td>
<td>$500,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Northeast Iowa Food and Fitness Initiative</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Seattle-King County Department of Public Health</td>
<td>Seattle, Washington</td>
<td>$500,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the King County Food and Fitness Initiative</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Tides Foundation</td>
<td>San Francisco, California</td>
<td>$400,000</td>
<td>promote healthy people in healthy places, with an emphasis on policy and environmental change</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>Tohono O’odham Community Action</td>
<td>Sells, Arizona</td>
<td>$500,000</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Tohono O’odham Food, Fitness, and Wellness Initiative</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>Minneapolis, Minnesota</td>
<td>$35,000</td>
<td>analyze the potential impact of food and agriculture policy on the prevalence of childhood obesity among U.S. children by convening a multi-disciplinary gathering of leading experts</td>
<td>Linda Jo Doctor</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>Chapel Hill, North Carolina</td>
<td>$660,352</td>
<td>create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity</td>
<td>Linda Jo Doctor</td>
</tr>
</tbody>
</table>
INDIVIDUAL GRANTS

Children’s Defense Fund
Washington, D.C.  $3,577,572
ensure that vulnerable New Orleans children are ready for school and schools are ready for the children by building partnerships between the schools, related agencies, community leaders, and families
WKKF Contact Person: Jocelyn Sargent

Eastern Market Advancement Coalition
Detroit, Michigan  $2,500,000
establish a community-based food system to link food growers and providers to the community; encourage community participation in the growing, selling, and use of food; and foster community education related to healthy choices for food use and consumption
WKKF Contact Person: Ricardo Salvador

Innovation Network for Communities
Beaver Island, Michigan  $1,500,000
accelerate the development of community-based innovations and generate a national network of civic entrepreneurs who have expertise and experience in developing, capitalizing, commercializing, and scaling community-based innovations
WKKF Contact Person: Ted Chen

National Association for Equal Opportunity in Higher Education
Washington, D.C.  $50,000
increase awareness of the capabilities and strengths of Historically Black Colleges and Universities through research and publication of "The State of America’s Black Colleges"
WKKF Contact Person: Gail McClure

National Conference of State Legislatures
Denver, Colorado  $150,000
identify policy options designed to promote healthy tribal communities by examining racial disparities within the criminal justice system and strategies for state-tribal cooperation
WKKF Contact Person: Alice Warner

National Congress of American Indians
Washington, D.C.  $300,000
depthic understanding of how culture can be harnessed to improve governance in Native communities
WKKF Contact Person: Alice Warner

National League of Cities Institute
Washington, D.C.  $1,015,330
reduce poverty by increasing responsive, effective actions on the part of municipal governments
WKKF Contact Person: Christine Kwak

KELLOGG LEADERSHIP FOR COMMUNITY CHANGE

Tides Center
San Francisco, California  $75,000
strengthen capacity to develop collective and collaborative leadership by connecting the learning, practice, and resources of stakeholders through a Creating Space VIII national meeting
WKKF Contact Person: Christine Kwak

LEADERSHIP CCT *

Tides Center
San Francisco, California  $195,000
explore how leadership development programs, practitioners, and scholars can utilize international themes and analysis to strengthen and support emerging forms of leadership, civic engagement, and citizen and social movement activism; and identify strategies that advance the capacity of leadership development programs to promote global citizenship at the community level
WKKF Contact Person: William Buster

* Leadership CCT is one of the Kellogg Foundation’s Learning Opportunity cross-cutting themes (CCT)

PRESIDENT’S OFFICE

Douglass Community Association
Kalamazoo, Michigan  $70,000
enhance the quality of life of the northside and greater Kalamazoo community residents by increasing organizational capacity
WKKF Contact Person: Robert Long

RURAL PHILANTHROPY

Columbus Foundation
Columbus, Ohio  $70,000
develop a comprehensive model of long-term rural community sustainability focusing on developing leadership, energizing entrepreneurs, engaging youth, and philanthropy
WKKF Contact Person: William Buster

Legacy, a Regional Community Foundation
Winfred, Kansas  $80,000
renew vitality and prosperity throughout Kansas by enabling rural communities to mobilize local leaders, energize entrepreneurs, capture wealth transfer, and retain and attract young families
WKKF Contact Person: William Buster

Midwest Community Foundations Ventures
Grand Haven, Michigan  $250,000
conduct a county-by-county wealth transfer analysis in the states of Ohio, Illinois, and Michigan while providing tools for community foundations to use the data in contributing to long-term asset development
WKKF Contact Person: William Buster

Nebraska Community Foundation
Lincoln, Nebraska  $30,000
provide a means for learning and idea sharing regarding capturing the transfer of wealth within a broad-based national group of rural community foundation staff and volunteers through support of a Rural Philanthropy Conference
WKKF Contact Person: Richard Foster

Nebraska Community Foundation
Lincoln, Nebraska  $2,000,000
build more and stronger community foundation-affiliated funds through an administrative endowment
WKKF Contact Person: William Buster
STATE FISCAL ANALYSIS INITIATIVE
Arkansas Advocates for Children and Families
Little Rock, Arkansas  $750,000
promote the economic well-being of low- and middle-income children and families by strengthening and expanding programs to provide timely and credible fiscal analysis to policymakers, the media, and the public
WKKF Contact Person: Sheri Brady

Center on Budget and Policy Priorities
Washington, D.C.  $750,000
provide high-level, timely analysis of budget and tax issues affecting low-income families by coordinating and providing technical assistance to the State Fiscal Analysis Initiative network
WKKF Contact Person: Sheri Brady

Florida Center for Fiscal & Economic Policy, Inc.
Tallahassee, Florida  $300,000
promote economic well-being by strengthening the research and analytical capacity of the Florida Center for Fiscal and Economic Policy to provide timely and credible fiscal analysis to policymakers, the media, and the public
WKKF Contact Person: Sheri Brady

Louisiana Association of Nonprofit Organizations, Inc.
Baton Rouge, Louisiana  $750,000
fill the gaps in Louisiana’s economic and budget policy debate by developing a State Fiscal Analysis Initiative organization
WKKF Contact Person: Sheri Brady

Michigan League for Human Services
Lansing, Michigan  $750,000
strengthen the Michigan League for Human Services’ analytical, informational, and agenda-setting role in improving fiscal policy in Michigan, especially as it relates to low- and moderate-income families, by supporting core State Fiscal Analysis Initiative activities
WKKF Contact Person: Sheri Brady

New Mexico Voices for Children
Albuquerque, New Mexico  $750,000
strengthen research and analytical capability and provide more community education about the importance of budget and tax policy issues by supporting the core work of the State Fiscal Analysis Initiative and Fiscal Policy Project
WKKF Contact Person: Sheri Brady

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  $323,450
provide funds for general support and to sponsor community-wide charitable events
WKKF Contact Person: Mary Carole Cotter

MATCHING GRANTS PROGRAM

Matching Grants Program
Battle Creek, Michigan  $3,515,618
provide incentives for increased giving by matching gifts of employees, retirees, and Trustees to qualified charities
WKKF Contact Person: Paul J. Lawler
Program Initiatives Fund

Program Initiatives Fund
Battle Creek, Michigan $5,581,981
provide a special fund for programming staff to make small, one-time grants to promising ideas

Trustee Mini-Grants

Trustee Mini-Grants
Battle Creek, Michigan $1,795,000
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.

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

Nebraska Community Foundation
Lincoln, Nebraska $300,000
deepen the HomeTown Competitiveness collaborative to support sustainable thriving communities and entrepreneurs in rural regions
WKKF Contact Person: Caroline Carpenter

Children’s Defense Fund

Children’s Defense Fund
Washington, D.C. $227,500
link economically displaced citizens from the Gulf Coast areas to apprenticeship opportunities in the construction trades in Mississippi and Louisiana
WKKF Contact Person: William Buster

Children’s Defense Fund

Children’s Defense Fund
Washington, D.C. $2,150,100
help improve the quality of services needed by families and children affected by Hurricane Katrina by creating a regional Katrina Citizen’s Leadership Corps
WKKF Contact Person: William Buster

Enterprise Corporation of the Delta

Enterprise Corporation of the Delta
Jackson, Mississippi $1,000,000
reinforce organizational capacity to provide affordable financing and related technical assistance to low- and moderate-income residents recovering from Hurricane Katrina and in distressed communities throughout the Mid South
WKKF Contact Person: William Buster

Greater New Orleans Foundation

Greater New Orleans Foundation
New Orleans, Louisiana $2,500,000
craft a strategic response to one of the region’s long-standing challenges presented by Hurricane Katrina through affordable housing and community development
WKKF Contact Person: William Buster

National Center on Family Homelessness

Newton Centre, Massachusetts United States $1,099,998
provide support to people affected by the devastation of Hurricane Katrina by offering expanded training and companion materials to a wider audience of providers who work with children and their families
WKKF Contact Person: Terri Wright

Rutgers University Foundation

New Brunswick, New Jersey $20,000
help organize and support a convening of a diverse group of philanthropic organizations supporting post-Katrina work in the Gulf region in order to identify what has been done, recognize the gaps, and promote new collaboration, engagement, and creative partnering
WKKF Contact Person: Alandra Washington

Southern Mutual Help Association, Inc.

New Iberia, Louisiana $485,000
provide in-the-field housing and business recovery in rural communities across South Louisiana, particularly in the western sector parishes of Iberia, Vermilion, Cameron, and Calcasieu, by continuing the Rural Recovery Response program
WKKF Contact Person: Caroline Carpenter

African American Civil War Memorial Freedom Foundation

Washington, D.C. $100,000
promote sustainability of program components of the African-American Civil War Monument and Museum through enhanced relationships with the Department of Interior, National Park Service, and the District of Columbia
WKKF Contact Person: Barbara Sabol

Cal Poly Pomona Foundation, Inc.

Pomona, California $5,000,000
protect the W.K. Kellogg Arabian horse collection and increase its accessibility to the public
WKKF Contact Person: Gregory Lyman

Community Foundation for Southeast Michigan

Detroit, Michigan $25,000,000
promote economic growth and speed the transition of southeast Michigan to the new knowledge-based economy and ensure that all residents who are willing are able to participate
WKKF Contact Person: Miguel Satut

Council of Michigan Foundations, Inc.

Grand Haven, Michigan $22,000
promote the role and impact of Michigan foundations and corporations by advancing the Council of Michigan Foundations’ understanding and application of marketing and communications
WKKF Contact Person: Karen Whalen

Drug Treatment Court Foundation of Kalamazoo County

Kalamazoo, Michigan $2,000,000
help nonviolent offenders dealing with substance abuse break the cycle of drugs and move toward a healthy, productive lifestyle by providing initial bridge funding to supplement the federal, state, and county grant funding as well as ensuring long-term sustainability through an endowment for current and emerging best practices
WKKF Contact Person: Valorie Johnson
**SPECIAL OPPORTUNITIES**

**Grand Valley State University**  
Allendale, Michigan  
$30,000  
Investigate the feasibility and develop a pro forma business plan for a potential new journal for the field of philanthropy  
WKKF Contact Person: James McHale

**Institute for Global Ethics**  
Camden, Maine  
$50,000  
Engage experts in the field of evaluation across the country to help articulate the parameters of a sound evaluation framework and determine testing methodologies  
WKKF Contact Person: James McHale

**Institute of American Indian and Alaska Native Culture and Arts Development**  
Santa Fe, New Mexico  
$1,302,720  
Establish an education and conference center that will serve indigenous peoples and others in multi-dimensional and intergenerational ways  
WKKF Contact Person: Gail McClure

**Joint Center for Political and Economic Studies, Inc.**  
Washington, D.C.  
$200,000  
Improve policy and programs in communities of color by supporting development of the joint center leadership vision for organizational realignment and expansion  
WKKF Contact Person: Barbara Sabol

**Kalamazoo County Parks and Recreation Development Foundation**  
Kalamazoo, Michigan  
$2,000,000  
Create and foster the care of a multi-use, non-motorized trailway/greenway for transportation and recreation from Battle Creek to Kalamazoo  
WKKF Contact Person: Barbara Sabol

**Michigan Community Service Commission**  
Lansing, Michigan  
$360,000  
Recruit and match men as mentors and increase not only the number of male mentors, but also the number of corporate commitments to mentoring programs  
WKKF Contact Person: Caroline Carpenter

**Michigan Department of Community Health**  
Lansing, Michigan  
$5,000,000  
Enable Michigan middle school students to be healthy, physically fit, and tobacco free by empowering students in underserved communities to lead policy, environmental, and youth behavior change in schools  
WKKF Contact Person: Terri Wright

**Michigan Future, Inc.**  
Ann Arbor, Michigan  
$125,000  
Help Michigan transition from the old industrial economy to a new knowledge economy by supporting the communications phase of the New Agenda for the New Michigan Initiative  
WKKF Contact Person: Caroline Carpenter

**Michigan Historical Center Foundation, Inc.**  
Lansing, Michigan  
$165,000  
Enhance the sustainability of cultural heritage tourism and education programs by supporting the transition to a new development model for the Michigan Historical Center Foundation  
WKKF Contact Person: Gail McClure

**Minnesota Public Radio d/b/a American Public Media**  
St. Paul, Minnesota  
$150,000  
Provide general support to help build a partnership with the public through radio, related technology, and services  
WKKF Contact Person: Karen Whalen

**Mission of Our Lady of Mercy**  
Chicago, Illinois  
$100,000  
Provide vulnerable youth with educational opportunities not otherwise available to them that are critical to help them create a successful future  
WKKF Contact Person: James McHale

**National Organization on Disability**  
Washington, D.C.  
$400,000  
Assist severely injured soldiers in their transition from the military to their communities  
WKKF Contact Person: Christine Kwak

**Organization of Black Airline Pilots, Inc.**  
Silver Spring, Maryland  
$360,000  
Provide at-risk and minority youth with opportunities to improve their quality of life through career education and mentoring in aviation, aerospace, and related fields by building the capacity of the Organization of Black Airline Pilots  
WKKF Contact Person: Gregory Lyman

**Princeton University**  
Princeton, New Jersey  
$200,000  
Improve anti-poverty policies through the production, dissemination, and outreach activities for an upcoming journal issue  
WKKF Contact Person: Gail McClure

**Rural Dynamics d/b/a CCCS of Montana**  
Great Falls, Montana  
$2,145,071  
Build and strengthen the quality of relationship networks of interdependent collaborative partners to develop and begin implementation of strategies to achieve the region’s vision for the future  
WKKF Contact Person: Alice Warner

**Trinity College**  
Hartford, Connecticut  
$200,000  
Support faculty development by establishing an endowment  
WKKF Contact Person: James McHale

**INTERNATIONAL OTHER**

**Escuela de Agricultura de la Region Tropical Humeda (Agricultural School of the Humid Tropical Region)**  
San Jose, Costa Rica  
$10,000,000  
Eliminate poverty by creating effective leaders through a unique educational engagement model  
WKKF Contact Person: Richard Foster

**Independent Sector**  
Washington, D.C.  
$50,000  
Strengthen, expand, and increase the effectiveness of international grantmaking and charitable activity through support of the International Program  
WKKF Contact Person: James McHale
SOUTHERN AFRICA PROGRAMMING

The Kellogg Foundation’s commitment to development in southern Africa began in the mid-1990s. 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**
  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 Rural 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 rural communities to be healthy, viable, and sustainable in offering solutions to community problems, particularly the problem of rural poverty as it affects family life, women, and youth.

  **General Grantmaking**

  **Cruzeiro do Sul**
  **(Southern Cross)**
  Maputo, Mozambique
  $220,000
  build and strengthen the capacity of local communities to be active participants in natural resources management by supporting the establishment of the Youth Development and Environment group as a legal and strategic institution
  WKKF Contact Person: Fernanda Farinha

  **Fundação para o Desenvolvimento da Comunidade**
  **(Community Foundation Development Trust)**
  Maputo, Mozambique
  $200,000
  support reflections on Mozambique’s 20-year quest for and contribution to national and regional peace and democratic processes in southern Africa, and especially the leadership role and place of first president Samora Machel
  WKKF Contact Person: Malusi Mumpiana

  **National Society of Black Physicists**
  Arlington, Virginia
  $355,430
  enable African American physicists to act as teachers and mentors for the newly formed and diversified National Astrophysics and Space Science Programme at the University of Cape Town in South Africa
  WKKF Contact Person: Gail McClure

  **University of Cape Town**
  Cape Town, South Africa
  $278,052
  emphasize mentorship between generations and the connection between countries and cultures through the production of a documentary film on a South African World War II hero entitled, “For Which I Am Prepared To Die”
  WKKF Contact Person: Mandivamba Rukuni

  **African Investment Climate Research**
  Cape Town, South Africa
  $400,000
  support growth, research, and training within the small, micro, and medium enterprises sector by developing a database to provide growth trend analysis and identify successful practices
  WKKF Contact Person: Fadel Ndiame

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WKKF Contact Person: Fadel Ndiame
Boost Fellowship
Harare, Zimbabwe $400,000
assist young men and women to discover their potential for leadership and realize it by adopting a possibility-oriented approach to life.
WKKF Contact Person: Gloria Somolekae

Co-ordinating Assembly of Non-Governmental Organisations
Mbabane, Swaziland $399,600
strengthen the capacity of civil society organizations to engage with government and the private sector on their commitment to manage and monitor processes that would lead to poverty reduction, economic empowerment, and resource allocation to and for the poor in Swaziland.
WKKF Contact Person: Mimie Sesoko

International Senior Lawyers Corporation
New York City $221,000
promote the full participation of black and other historically disadvantaged lawyers in South Africa and Botswana in the economic and civic life of their country and encourage pro bono service by experienced commercial lawyers.
WKKF Contact Person: Gail McClure

Ministry of Health and Social Welfare - Lesotho
Maseru, Lesotho $3,200,000
transform district hospitals in Lesotho into relevant and well-utilized institutions through improving management and clinical practices and capacities in a replicable and sustainable way.
WKKF Contact Person: Fernanda Farinha

Partners In Development, Inc.
Alexandria, Virginia $250,000
mobilize African Americans to undertake philanthropic activities benefiting Africa and support donors and leaders of color in the United States to better address philanthropic efforts targeting Africa by providing relevant information through the Internet.
WKKF Contact Person: Fernanda Farinha

POWER International
High Wycombe, United Kingdom $375,000
reduce levels of poverty and social exclusion of people with disabilities in Mozambique.
WKKF Contact Person: Fernanda Farinha

Small, Micro and Medium Enterprises (SMME) Network - Lesotho
Maseru, Lesotho $380,000
strengthen the capacity of small, micro, and medium enterprises in Lesotho to develop sustainable programs in local and rural communities.
WKKF Contact Person: Fernanda Farinha

Trustees of Columbia University in the City of New York
New York City $200,000
conduct a feasibility study and lay the initial groundwork for a scholarly exchange program between Columbia University’s Institute of African Studies and one or more universities in southern Africa.
WKKF Contact Person: Gail McClure

University of Botswana
Gaborone, Botswana $400,000
enhance the teaching, research, and outreach capacity of business schools in Botswana, Mozambique, Zimbabwe, Malawi, Lesotho, Swaziland, and South Africa.
WKKF Contact Person: Gloria Somolekae

University of Cape Town
Cape Town, South Africa $200,000
strengthen the emerging leaders program and ensure its sustainability to develop a cadre of value-driven leaders as they cope with moral challenges in disadvantaged communities.
WKKF Contact Person: Mandivamba Rukuni

University of Stellenbosch
Matieland, South Africa $150,000
develop new business opportunities and enduring benefits to the poor and rural citizens by adapting, extending, and applying the Base of the Pyramid Learning Lab approach and protocol to the southern African context.
WKKF Contact Person: Fadel Ndiame

Vukani-Ubuntu Community Development Projects
Pretoria, South Africa $193,794
contribute to sustainable community development through teaching jewelry-making and entrepreneurship skills to young people from historically disadvantaged communities.
WKKF Contact Person: Fadel Ndiame

STRENGTHEN CAPACITY OF RURAL COMMUNITIES

Aid to Artisans, Inc.
Hartford, Connecticut $1,000,000
facilitate the growth and sustainability of cultural industries through market and product development, training, and entrepreneurship building in southern Africa.
WKKF Contact Person: Fadel Ndiame

Associação Crianca Familia e Desenvolvimento (Association for Family and Child Development)
Maputo, Mozambique $395,000
strengthen rural communities' structures and mechanism for improved protection and implementation of children’s rights and well-being, with a particular focus on the most vulnerable groups.
WKKF Contact Person: Fernanda Farinha

Associação Wona Sanana (Association for Our Children)
Maputo, Mozambique $400,000
develop the capacities of rural communities, families, and groups to provide emotional, psychological, and social support to orphaned and vulnerable children in the provinces of Maputo, Gaza, and Inhambane in southern Mozambique.
WKKF Contact Person: Fernanda Farinha

Boston Medical Center Corporation
Boston, Massachusetts $400,000
transform and improve district health services in Lesotho by enabling Boston Medical Center Corporation to assist with preliminary essential and complementary activities.
WKKF Contact Person: Fernanda Farinha
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campfire Association</td>
<td>Harare, Zimbabwe</td>
<td>$350,000</td>
<td>Enhance the capacity of rural communities to optimize entrepreneurial opportunities and preserve the rich natural heritage of Zimbabwe by promoting the sustainable utilization and management of natural resources. WKKF Contact Person: Gloria Somolekae</td>
</tr>
<tr>
<td>Chimanimani Business Trust</td>
<td>Chimanimani, Zimbabwe</td>
<td>$350,000</td>
<td>Improve livelihoods of the marginalized economically active poor in the Chimanimani District of Zimbabwe, including people affected and infected with HIV/AIDS, by establishing village banks and community cereal banks. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Chimanimani Rural District Council</td>
<td>Chimanimani, Zimbabwe</td>
<td>$950,000</td>
<td>Strengthen the capacity of Chimanimani Rural District Council and other district and provincial institutions to support rural development efforts and manage the vertical and horizontal expansion of the Mhakwe community development project. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Eastern Cape Emergent Red Meat Producers Organisation</td>
<td>Bhisho, South Africa</td>
<td>$600,000</td>
<td>Establish a holding farm in the Eastern Cape which will serve as a prototype for breeding and commercial farming. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Human Sciences Research Council</td>
<td>Pretoria, South Africa</td>
<td>$320,176</td>
<td>Promote the growth of small and medium enterprises through procurement by large firms and identify innovative measures of delivering quality services to poorly resourced children. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Humana People to People in South Africa</td>
<td>Johannesburg, South Africa</td>
<td>$400,000</td>
<td>Enable KwaZulu-Natal communities to enhance their economic and social development by providing transformational leadership and capacity training to development facilitators. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>ILIM ALETHU Development Association</td>
<td>Pretoria, South Africa</td>
<td>$340,000</td>
<td>Address the issue of orphans and vulnerable children in a way that places the community at the center of children's access to essential services. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Instituto Superior Politécnico de Manica (Higher Polytechnic Institute of Manica)</td>
<td>Chimoio, Mozambique</td>
<td>$2,500,000</td>
<td>Increase the access and relevance of technological higher education in the Manica province in Mozambique. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Machobane Agricultural Development Foundation</td>
<td>Maseru, Lesotho</td>
<td>$250,000</td>
<td>Improve food security, nutrition, and knowledge of farming techniques among households and youth in rural areas by assisting in the revitalization of the Machobane Agricultural Development Foundation. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Mangaung Local Municipality</td>
<td>Bloemfontein, South Africa</td>
<td>$371,060</td>
<td>Set up a small and medium enterprise service center for the coordination of business development and service provision. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Mangaung University of the Free State Community Partnership Programme</td>
<td>Bloemfontein, South Africa</td>
<td>$700,000</td>
<td>Promote the sustainability of the Mangaung community partnership through the adaptation of and application of the base of the Pyramid Enterprise Development prototype to create mutually beneficial and self-sustaining businesses, and the development of an educational and youth awareness program targeted at the HIV/AIDS epidemic. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Maputaland Development and Information Centre</td>
<td>Kwangwanase, South Africa</td>
<td>$500,000</td>
<td>Enhance socio-economic development and transformation in Ward Eight of the Umhlabuyalingana Local Municipality of KwaZulu-Natal by supporting the development of community decision making systems and processes for self drive. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>National University of Lesotho</td>
<td>Maseru, Lesotho</td>
<td>$398,000</td>
<td>Improve the quality of life of orphaned and vulnerable children in Roma Valley, Lesotho, by strengthening communities' capacity and establishing support structures. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Serumula Development Association</td>
<td>Maseru, Lesotho</td>
<td>$1,700,000</td>
<td>Improve economic and social well-being of families and communities in rural Lesotho by consolidating and strengthening interventions and models. WKKF Contact Person: Fernanda Farinha</td>
</tr>
<tr>
<td>Society for Organizational Learning, Inc.</td>
<td>Cambridge, Massachusetts</td>
<td>$400,000</td>
<td>Support student well-being and improve learning and teaching in schools in the United States and South Africa by developing school-community partnerships. WKKF Contact Person: Fadel Ndiame</td>
</tr>
<tr>
<td>Tjinyunyi Babili Trust</td>
<td>Plumtree, Zimbabwe</td>
<td>$600,000</td>
<td>Promote an effective and sustainable community-driven facilitating agency for local level development. WKKF Contact Person: Gloria Somolekae</td>
</tr>
</tbody>
</table>
**Zero Regional Environment Organisation**
Harare, Zimbabwe $600,000
aid the eradication of poverty and enhance the quality of life of rural communities by introducing and implementing solar and wind power energy and water systems
WKKF Contact Person: Fernanda Farinha

**Organizational and Institutional Development and Transformation**

**Africa University**
Mutare, Zimbabwe $50,000
support the training and development of district-based education leader teams in the Manicaland province of Zimbabwe
WKKF Contact Person: Mandivamba Rukuni

**Agência de Desenvolvimento Económico da Provincia de Manica (Local Economic Development Agency for Manica)**
Chimoio, Mozambique $2,350,000
consolidate and develop innovative interventions and models that strengthen the rural economy of Manica Province in Mozambique by building increased institutional and leadership capacities in small and medium businesses, community organizations, and local government departments
WKKF Contact Person: Fernanda Farinha

**Agricultural Research Council**
Harare, Zimbabwe $1,200,000
improve livelihoods and socio-economic development of poor communities by organizing smallholder farmers into producers and processors of soya beans and other horticultural products
WKKF Contact Person: Gloria Somolekae

**Aid to Artisans, Inc.**
Hartford, Connecticut $197,720
strengthen and enhance organizational governance and the quality of a strategic plan through more thorough vetting with constituents and professional facilitation; diversify funding and increase the effectiveness of the development department through increased grant-writing capacity and special events organization; upgrade communications materials to accurately reflect work; and enhance the website to be an effective fundraising tool, publicity instrument, and training channel
WKKF Contact Person: Gail McClure

**Aid to Artisans, Inc.**
Hartford, Connecticut $355,000
incubate an indigenous handcraft service provider organization and continue to expand market links and craft entrepreneurship for the craft sector in Mozambique
WKKF Contact Person: Fernanda Farinha

**Aid to Artisans, Inc.**
Hartford, Connecticut $2,000,000
help redefine and reorganize Aid to Artisans as it moves from technical assistance provider to an effective artisan business development organization in southern Africa
WKKF Contact Person: Gail McClure

**Associação de Promoção de Agricultura Comercial (Association for the Promotion of Commercial Agriculture)**
Zambézia, Mozambique $390,000
reduce poverty in central Mozambique by establishing cooperative enterprises that will maintain, in rural communities, the added value of agricultural commodities
WKKF Contact Person: Fernanda Farinha

**Centre for Advanced Studies of African Society**
Cape Town, South Africa $1,200,000
empower local communities to facilitate self-appreciation of their culture and a self-drive mindset through the promotion of African languages and the development of mother-tongue literacy programs
WKKF Contact Person: Fadel Ndiame

**Community Technology and Development Trust**
Harare, Zimbabwe $400,000
increase food security and provide new business opportunities by organizing smallholder farmers into producers and distributors of indigenous seeds
WKKF Contact Person: Gloria Somolekae

**Fundação para o Desenvolvimento da Comunidade (Community Foundation Development Trust)**
Maputo, Mozambique $3,350,000
improve and broaden the capacity and response of civil society in Mozambique to the socio-economic development challenges, for better service provision and improved democratic governance and culture
WKKF Contact Person: Fernanda Farinha

**International Institute of Tropical Agriculture**
Ibadan, Nigeria $599,800
enhance sustainable economic growth, food security, and poverty reduction in southern Africa by promoting the commercialization of cassava
WKKF Contact Person: Fadel Ndiame

**Museum of New Mexico Foundation**
Santa Fe, New Mexico $990,000
strengthen the International Folk Art Market to sustain its work and create capacity and leadership in southern Africa for new folk art markets
WKKF Contact Person: Gail McClure

**Pamberi Trust**
Harare, Zimbabwe $300,000
strengthen and empower literary and visual artists to develop and sustain their work, celebrate the cultural diversity of Zimbabwe, promote tolerance and understanding across the ethnic divide, and attain maximum economic benefits
WKKF Contact Person: Gloria Somolekae

**Sociedade de Promoção de Pequenos Investimentos (Company for Promotion of Small-Scale Investments, Ltd.)**
Maputo, Mozambique $1,490,000
develop a model for financing rural development through a system of local finance retailers in Manica, Mozambique
WKKF Contact Person: Fernanda Farinha
Swazi Indigenous Products
Mphaka, Swaziland $390,000
empower rural communities, in particular women’s groups, by increasing income through the establishment of an innovative, viable rural enterprise using marula and other natural products
WKKF Contact Person: Mimie Sesoko

Swaziland Breast Cancer Network
Mbabane, Swaziland $395,000
continue to be an efficient provider of information, education, communication, guidance, support, and counseling on breast cancer in all regions of the country by building and strengthening institutional systems and capacities
WKKF Contact Person: Mimie Sesoko

Total Transformation Agribusiness, Ltd.
Sandton, South Africa $1,999,976
enhance the socioeconomic conditions of smallholder and emerging commercial farmers in rural communities through promotion of organized and efficient commercial farming, appropriate ownership structures, and effective management of agribusiness using a market-driven model
WKKF Contact Person: Fadel Ndiame

University of Zimbabwe
Harare, Zimbabwe $2,133,000
support the knowledge management and capacity-building agenda of the Centre for Rural Development at the local, provisional, and national levels
WKKF Contact Person: Gloria Somolekae

Zimbabwe Progress Fund
Harare, Zimbabwe $1,800,000
introduce the soya bean into the mainstream diet of Zimbabweans
WKKF Contact Person: Gloria Somolekae
LATIN AMERICA AND THE CARIBBEAN PROGRAMMING

In Latin America and the Caribbean, the Foundation takes an integrated approach to addressing its key programming interests. Here are the strategies that describe those interests:

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.

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.

LATIN AMERICA AND THE CARIBBEAN

GOAL: 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

Academia Mexicana de Derechos Humanos, A.C. (Mexican Academy on Human Rights, Civil Association)
Mexico City, Mexico $396,000
enhance the existing methods and practices to improve the performance of cultural policies involving indigenous people in Mexico and Guatemala by assessing lessons learned and incorporating operatively both the tangible and intangible aspects of cultural rights
WKKF Contact Person: Blas Santos

Albergue Jesus el Buen Pastor del Pobre y el Migrante, A.C. (Jesus the Good Shepherd Shelter of the Poor and Migrant, Civil Association)
Tapachula, Mexico $200,000
provide physical and psychological support to Central American migrants for their social reinsertion
WKKF Contact Person: Blas Santos

Asociación Civil Pro Nino Intimo (Pro Childhood, Civil Association)
Lima, Peru $54,350
strengthen efforts in relating sports and arts to social development in Lima, Peru, through the implementation of an institutional building program
WKKF Contact Person: Francisco Tancredi

Asociación de Desarrollo Socio-Economico Indigena (Indigenous Socio Economic Development Association)
La Ceiba, Honduras $180,000
spur rural development in underserved regions of Honduras through alternative youth high school education and family involvement
WKKF Contact Person: Blas Santos

Aspen Institute, Inc.
Washington, D.C. $200,000
provide lawmakers with a deeper understanding and background on United States policy toward Latin America by supporting the Aspen Congressional Program
WKKF Contact Person: Francisco Tancredi

Centro de Estudos Socioambientais (Center of Socio-Environmental Studies)
Salvador, Brazil $100,000
facilitate the insertion of Afro-Brazilian low-income youth in the labor market by consolidating two micro-enterprise and cooperative incubators in Salvador, Bahia
WKKF Contact Person: Andres Thompson

Centro para el Desarrollo Agropecuario y Forestal, Inc. (Agricultural and Forestry Development Center, Inc.)
Santo Domingo, Dominican Republic $97,500
train a cadre of high school students to become leaders in improving and preserving the natural environment and social well-being in the Dominican Republic
WKKF Contact Person: Blas Santos
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guarabira, Brazil</strong></td>
<td></td>
<td>$29,000</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Rio de Janeiro, Brazil</strong></td>
<td></td>
<td>$149,600</td>
<td>Support community-based projects designed to promote food security through the printing and distribution of a book analyzing successful Latin American and Caribbean food security projects supported through the Human Nutrition initiative.</td>
</tr>
<tr>
<td><strong>Hopelchen, Mexico</strong></td>
<td></td>
<td>$135,000</td>
<td>Improve the capacity of select agritech centers in Latin America and the Caribbean to transfer technology from the large research centers to poor-resource rural families.</td>
</tr>
<tr>
<td><strong>México City, Mexico</strong></td>
<td></td>
<td>$218,000</td>
<td>Support community-based projects designed to promote food security through the printing and distribution of a book analyzing successful Latin American and Caribbean food security projects supported through the Human Nutrition initiative.</td>
</tr>
<tr>
<td><strong>San Salvador, El Salvador</strong></td>
<td></td>
<td>$201,148</td>
<td>Enable youth to strengthen civic participation and develop a sense of citizenship through citizenship training at schools and by monitoring public programs in the provinces of the Ayacucho region of Peru.</td>
</tr>
<tr>
<td><strong>Arica, Chile</strong></td>
<td></td>
<td>$85,000</td>
<td>Enable youth to strengthen civic participation and develop a sense of citizenship through citizenship training at schools and by monitoring public programs in the provinces of the Ayacucho region of Peru.</td>
</tr>
<tr>
<td><strong>Monterrey, Mexico</strong></td>
<td></td>
<td>$317,400</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Mexico City, Mexico</strong></td>
<td></td>
<td>$295,284</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Santiago, Dominican Republic</strong></td>
<td></td>
<td>$87,996</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Mexico City, Mexico</strong></td>
<td></td>
<td>$258,362</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>México City, Mexico</strong></td>
<td></td>
<td>$295,284</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Vitória da Conquista, Bahia, Brazil</strong></td>
<td></td>
<td>$108,679</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Instituto de Investigaciones Doctor José Maria Luis Mora</strong></td>
<td>Mexico City, Mexico</td>
<td>$258,362</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Santiago Institute of Technology</strong></td>
<td>Santiago, Dominican Republic</td>
<td>$87,996</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Instituto Politécnico Industrial de Santiago</strong></td>
<td>Santiago, Dominican Republic</td>
<td>$295,284</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Instituto Tecnológico Autónomo de México</strong></td>
<td>Mexico City, Mexico</td>
<td>$325,000</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
<tr>
<td><strong>Instituto Tecnológico y de Estudios Superiores de Monterrey</strong></td>
<td>Monterrey, Mexico</td>
<td>$317,400</td>
<td>Enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the top organizations awarded with the Social Innovation Award.</td>
</tr>
</tbody>
</table>

**Instituto Aliança com o Adolescente (Alliance With Adolescents Institute)**

Salvador, Brazil $108,679

Enhance the personal and professional development of economically disadvantaged Latin American students with high academic capacity by providing scholarships.
<table>
<thead>
<tr>
<th>Location</th>
<th>Organization</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lima, Perú</td>
<td>Asociación Germinal (Germinal Association)</td>
<td>$75,000</td>
<td>Improve the quality of education for teenagers and youth in Lomas de Carabayllo, Lima, Perú, through the strengthening of learning skills, curricular diversification, and the promotion of local participation in education planning processes.</td>
</tr>
<tr>
<td>Lima, Perú</td>
<td>Asociación MEDICA SALVADERENA PARA LA RESPONSABILIDAD SOCIAL (Salvadoran Physicians Association for Social Responsibility)</td>
<td>$198,050</td>
<td>Improve quality of life and enhance sustainability in El Balsamo, San Salvador, by enabling people and communities to take charge of their health systems and by strengthening formal and non-formal education.</td>
</tr>
<tr>
<td>Rio de Janeiro, Brazil</td>
<td>Rede de Informações para o Terceiro Setor (Information Network for the Third Sector)</td>
<td>$29,288</td>
<td>Create income-generation opportunities in Chuquisaca, Bolivia, through strengthening the work of the Alternative Education Center.</td>
</tr>
<tr>
<td>Icapui, Brazil</td>
<td>Associação Aratu de Proteção aos Ecossistemas Costeiros (Aratu Association for the Protection of the Coastal Ecosystems)</td>
<td>$55,072</td>
<td>Improve the economic, political, social, and cultural situation of youth in the area of the eastern shoreline of Ceará by strengthening an articulated set of development projects, focused on sustainable tourism and environmental protection.</td>
</tr>
<tr>
<td>Sao Paulo, Brazil</td>
<td>Associação Projeto Bagagem (Project Backpack Association)</td>
<td>$154,274</td>
<td>Improve the quality of life of communities in northeast Brazil through partnerships to implement community-based tourism.</td>
</tr>
<tr>
<td>Guarabira, Brazil</td>
<td>Associação SEDUP Serviço de Educação Popular (SEDUP Popular Education Service Association)</td>
<td>$593,445</td>
<td>Improve the economic, political, social, and cultural situation of youth in the Brejo Paraibano region of the state of Paraíba in northeast Brazil, through an articulated set of development projects in the area of sugar cane production.</td>
</tr>
<tr>
<td>Aracati, Brazil</td>
<td>Associação Tenda da Cultura (Tenda da Cultura Association)</td>
<td>$55,158</td>
<td>Improve the quality of life of communities in northeast Brazil through partnerships to implement community-based tourism.</td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>Johns Hopkins University</td>
<td>$190,000</td>
<td>Enhance the academic success of students in several states of the Republic of Mexico by introducing the Engaging Latino Communities for Education Initiative.</td>
</tr>
<tr>
<td>São Paulo, Brazil</td>
<td>Universidade Federal da Bahia (Federal University of Bahia)</td>
<td>$298,550</td>
<td>Deploy a methodology for developing integral strategies for economic, cultural, and community development in creative industries in Salvador, Bahia, in northeast Brazil.</td>
</tr>
<tr>
<td>Aracati, Brazil</td>
<td>Sociedad Mexicana Pro Derechos de la Mujer, A.C. (Mexican Society for Women’s Rights, C.A.)</td>
<td>$140,000</td>
<td>Assess the women’s labor and human rights situation in Mexico by identifying lessons learned, best practices, strategic partnerships, and niches of intervention.</td>
</tr>
<tr>
<td>São Paulo, Brazil</td>
<td>Asociación Médica Salvadoreña para la Responsabilidad Social (Salvadoran Physicians Association for Social Responsibility)</td>
<td>$346,490</td>
<td>Improve the quality of education and income-generation opportunities in Chuquisaca, Bolivia, through strengthening the work of the Alternative Education Center.</td>
</tr>
<tr>
<td>Sucre, Bolivia</td>
<td>Asociación Promotores Agropecuarios (Association of Agricultural Promoters)</td>
<td>$392,000</td>
<td>Improve the quality of education and income-generation opportunities in Chuquisaca, Bolivia, through strengthening the work of the Alternative Education Center.</td>
</tr>
<tr>
<td>San Salvador, El Salvador</td>
<td>Asociación Aratu de Protección aos Ecossistemas Costeiros (Aratu Association for the Protection of the Coastal Ecosystems)</td>
<td>$55,072</td>
<td>Promote regional development, with a focus on improving the social work with youth and families, through the implementation of a comprehensive cluster of projects in the region of Medio J aguaripe, state of Ceará, northeast Brazil.</td>
</tr>
<tr>
<td>Los Angeles, California</td>
<td>International Society for Third Sector Research</td>
<td>$392,000</td>
<td>Demonstrate ways to break the cycle of poverty by promoting healthy youth development and participation in socially and economically vibrant communities in northeast Brazil.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>WKKF Contact Person: Francisco Tancredi</td>
<td></td>
<td>Improve water quality and reduce diarrhea illness in a community in Honduras as a testing for further dissemination.</td>
</tr>
<tr>
<td>Miami, Florida</td>
<td>WKKF Contact Person: Andres Thompson</td>
<td></td>
<td>Improve the quality of life and enhance sustainability in El Balsamo, San Salvador, by enabling people and communities to take charge of their health systems and by strengthening formal and non-formal education.</td>
</tr>
<tr>
<td>Aracati, Brazil</td>
<td>WKKF Contact Person: Miguel Satut</td>
<td></td>
<td>Improve the economic, political, social, and cultural situation of youth in the area of the eastern shoreline of Ceará by strengthening an articulated set of development projects, focused on sustainable tourism and environmental protection.</td>
</tr>
<tr>
<td>Miami, Florida</td>
<td>WKKF Contact Person: Andres Thompson</td>
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<td>Improve the quality of education and income-generation opportunities in Chuquisaca, Bolivia, through strengthening the work of the Alternative Education Center.</td>
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<td>Miami, Florida</td>
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<td>WKKF Contact Person: Andres Thompson</td>
<td></td>
<td>Improve the quality of education and income-generation opportunities in Chuquisaca, Bolivia, through strengthening the work of the Alternative Education Center.</td>
</tr>
</tbody>
</table>
Canto Jovem (Youth Corner)
Natal, Brazil
$130,493
support the participation of youth in public policies in the city of Natal, northeast Brazil, through political education and institutional partnerships
WKKF Contact Person: Andres Thompson

Centro das Mulheres da Vitória de Santo Antão (Women’s Center of the City of Vitória de Santo Antão)
Vitória de Santo Antão, Brazil
$38,500
improve the economic, political, social, and cultural situation of youth in the area of “Bacia do Goitá,” in Pernambuco, Brazil, by strengthening an articulated set of development projects focused on women’s health
WKKF Contact Person: Andres Thompson

Centro das Mulheres de Pombos (Women’s Center of Pombos)
Pombos, Brazil
$120,000
improve the economic, political, social, and cultural situation of youth in the area of the Goitá River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects focused on the civil rights of young people
WKKF Contact Person: Andres Thompson

Centro de Estudios y Promoción del Desarrollo (Center for the Study of Promotion of Development)
Lima, Perú
$100,000
promote and support innovative socio-economic youth initiatives in the micro-regions where the Comprehensive Clusters of Projects are implemented in Bolivia and Perú
WKKF Contact Person: Francisco Tancredi

Centro de Estudios y Promoción del Desarrollo (Center for the Study of Promotion of Development)
Lima, Perú
$217,633
improve the capabilities of developing and using evaluation strategies and methodologies in the institutions and communities engaged in comprehensive clusters in the Andean region by developing a special formative program on evaluation
WKKF Contact Person: Francisco Tancredi

Centro de Estudios de Políticas Públicas (Center for the Studies of Public Policies)
Ipanema, Brazil
$68,131
strengthen the arts and culture component of development strategies in micro-regions of northeast Brazil
WKKF Contact Person: Andres Thompson

Centro de Investigación y Promoción Educativa (Center for Research and Education Promotion)
Uncía, Bolivia
$193,340
improve the living conditions of rural families in municipalities of the Mancomunidad Azanake in Oruro, Bolivia, through the promotion of local economic development, strengthening of productive chains, institution building, and incentives to family micro-enterprises
WKKF Contact Person: Francisco Tancredi

Centro de Referência Integral de Adolescentes (Integral Center of Reference for Adolescents)
Salvador, Brazil
$300,000
strengthen community-based organizations by using arts and culture as tools to enhance educational processes in Salvador and other cities in the state of Bahia, in the northeast region of Brazil
WKKF Contact Person: Andres Thompson

Centro Ecumenico de Promoción y Acción Social Norte (Ecumenical Center for the Promotion and Social Action North)
Trujillo, Perú
$310,000
foster a process of sustainable local development in the Santa Catalina valley, northern Perú, through the consolidation of a youth-centered initiative aimed at improving education and income-generation opportunities, and the strengthening of local institutions
WKKF Contact Person: Francisco Tancredi

Cooperative for Educational Development
Cincinnati, Ohio
$283,107
create a comprehensive educational development plan for the San Juan Chamelco region of Guatemala through telecommunication centers
WKKF Contact Person: Bias Santos

Coordinadora de Organizaciones e Instituciones Juveniles de Santa Cruz (Santa Cruz Youth Organizations and Institutions Coordination)
Santa Cruz de la Sierra, Bolivia
$82,776
increase employability and promote labor insertion of poor youth in Santa Cruz, Bolivia, through utilization of information and communications technology and the development of citizenship
WKKF Contact Person: Francisco Tancredi

Escola de Formação Quilombo dos Palmares (Quilombo dos Palmares Training School)
Recife, Brazil
$8,000
strengthen civil society and youth leadership in the Brazilian state of Pernambuco by organizing the participation of civil society in the Brazilian Northeastern Social Forum, to be held in Salvador, Bahia
WKKF Contact Person: Andres Thompson

Fondo Ecuatoriano Populorum Progressio Regional Riobamba (Ecuatorian Fund Populorum Progressio - Regional Riobamba)
Riobamba, Ecuador
$165,022
promote local development in Guano, province of Chimborazo, Ecuador, through professional training for youth, literacy programs, and institutional building activities with the local government
WKKF Contact Person: Francisco Tancredi

Formação - Centro de Apoio a Educação Basica (Formation Center of Support to Basic Education)
São Luís, Maranhão, Brazil
$763,935
improve the economic, political, social, and cultural situation of youth and poor families in the area of “Baixada Ocidental” of Maranhão, northeast Brazil, through an articulated set of development projects
WKKF Contact Person: Andres Thompson
Formação - Centro de Apoio a Educação Básica (Formation Center of Support to Basic Education)  
São Luís, Maranhão, Brazil  
$1,584,507  
improve the economic, political, social, and cultural situation of youth and poor families in the area of “Baixada Ocidental” of Maranhão, northeast Brazil, through an articulated set of development projects  
WKKF Contact Person: Andres Thompson  

Fundação de Desenvolvimento da Pesquisa (Foundation for Research Development)  
Belo Horizonte, Brazil  
$840,000  
leverage impact of Comprehensive Clusters of Projects by supporting learning exchanges, local learning community meetings, consultancy services, and the development of evaluation plans in micro regions in the northeast region of Brazil  
WKKF Contact Person: Andres Thompson  

Fundación Comunidad de Productores en Artes (Community of Art Producers Foundation)  
El Alto, Bolivia  
$200,976  
promote artistic education and social participation of youth in El Alto, Bolivia, by creating a Culture House and a Cultural Street, training youth in staged performances, and organizing youth volunteering  
WKKF Contact Person: Francisco Tancredi  

Fundación Defensores del Chaco (Chaco’s Defenders Foundation)  
Buenos Aires, Argentina  
$249,600  
foster youth participation and citizenship through the development of a Latin American league of street soccer  
WKKF Contact Person: Andres Thompson  

Fundación Salvadoreña de Apoyo Integral (Salvadorian Foundation of Integral Support)  
San Salvador, El Salvador  
$685,500  
develop comprehensive models for breaking the vicious cycle of poverty by facilitating networking meetings, evaluation, and technical assistance to the comprehensive clusters in southern Mexico, Central America, and the Caribbean  
WKKF Contact Person: Andres Thompson  

Fundación Yupana (Yupana Foundation)  
Quito, Ecuador  
$300,508  
promote social mobilization and public awareness around children and adolescents’ rights and the development of a journalistic culture that informs, educates, and motivates population by strengthening the work being carried out by the Communication Agency  
WKKF Contact Person: Francisco Tancredi  

Geração Futuro (Future Generation)  
Pombos, Brazil  
$103,123  
improve the economic, political, social, and cultural situation of youth in the area of the Goitá River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects focused on arts and culture  
WKKF Contact Person: Andres Thompson  

Grupo de Mujeres del Alto das Pombas (Alto das Pombas Women’s Group)  
Salvador, Brazil  
$68,302  
address racial discrimination in Brazil by developing an educational process and income-generating opportunities for the black community of Alto das Pombas, Bahia, northeast Brazil  
WKKF Contact Person: Andres Thompson  

 Hermanas Dominicas Nuestra Señora del Rosario de Monteils (Dominica Sisters of Our Lady of the Monteils Rosary)  
Santo Domingo, Dominican Republic  
$229,800  
improve the living conditions and income of rural families in Jorgillo, Vallejuelo, Dominican Republic, by helping the communities to build a potable water and irrigation system  
WKKF Contact Person: Blas Santos  

Institut National pour le Développement et la Promotion de la Couture (National Institute for the Development and the Promotion of Sewing Sector)  
Port-au-Prince, Haiti  
$150,000  
enhance regional development in Cerca-Carvajal, Haiti, by consolidating key activities of the Comprehensive Cluster  
WKKF Contact Person: Blas Santos  

Instituto de los Hermanos de las Escuelas Cristianas/Instituto Politécnico La Salle (Christian School Brothers Institute/La Salle Politechnical Institute)  
León, Nicaragua  
$227,820  
reduce school-dropout rates and strengthen students’ entrepreneurial abilities by providing young, low-income students an opportunity to receive a technical, industrial, and human education  
WKKF Contact Person: Blas Santos  

Instituto Elo Amigo (Link Friend Institute)  
Iguatu, Brazil  
$130,051  
promote regional development through the implementation of a comprehensive cluster of projects in the region of Medio Jaqueiribe, state of Ceará, northeast Brazil, with a focus on creating an inter-institutional management system  
WKKF Contact Person: Andres Thompson  

Instituto Girassol de Desenvolvimento Social (Girassol Institute for the Social Development)  
Boca da Mata, Brazil  
$473,484  
improve the economic, political, social, and cultural situation of youth in the area of Boca da Mata, in the state of Alagoas in northeast Brazil, through an articulated set of development projects  
WKKF Contact Person: Andres Thompson  

Movimiento Laicos para America Latina (Latin America Lay Movement)  
Managua, Nicaragua  
$231,484  
contribute to poverty reduction and improve living conditions by strengthening local capacities and resources of select communities in the Salinas Grandes micro region  
WKKF Contact Person: Blas Santos
Sistema de Asesoría y Capacitación para el Desarrollo Local (Training and Advisory System for Local Development)
San Salvador, El Salvador $355,000
break the intergenerational reproduction of family poverty by developing productive alternatives for youth to use traditional cultural activities as sources of employment and income generation
WKKF Contact Person: Blas Santos

APPLICATION OF KNOWLEDGE AND BEST PRACTICES (PROGRAMMATIC APPROACHES)

European Foundation Centre
Brussels, Belgium $50,000
foster grantmaking and philanthropy in Latin America and the Caribbean through the participation of grantmakers associations in the Worldwide Initiatives For Grantmaker Support Forum
WKKF Contact Person: Andres Thompson

Facultad Latinoamericana de Ciencias Sociales - Sede Costa Rica (The Latin American Faculty of Social Sciences)
San José, Costa Rica $599,985
empower youth in Latin America and the Caribbean through the creation of a Latin American Collective of Youth Promoters
WKKF Contact Person: Andres Thompson

Fondo Centroamericano de Mujeres (Central American Women’s Fund)
Managua, Nicaragua $280,000
construct a culture of philanthropy and volunteerism for women's and girls' human rights in Central America through leadership development with groups of young women
WKKF Contact Person: Blas Santos

Fundación Comisión Asesora en Alta Tecnología (High Technology Advisory Committee Foundation)
San José, Costa Rica $398,247
enable Central American small and medium-sized enterprises to participate more effectively and profitably in commercial activities by providing a sustainable training program in the use of information and communications technologies
WKKF Contact Person: Blas Santos

Fundación DA (Attention Deficit Foundation)
San José, Costa Rica $199,630
develop an integral preventive program to avoid educational desertion of youth
WKKF Contact Person: Blas Santos

Fundación Prohumana (Prohumana Foundation)
Santiago, Chile $200,000
improve the quality of life of Chileans through the promotion of a culture of business and citizen social responsibility
WKKF Contact Person: Andres Thompson

Instituto Comunitário Grande Florianópolis (Community Institute Great Florianópolis)
Florianópolis, Brazil $140,486
foster social development in the city of Florianópolis, Brazil, through the creation and development of a community foundation
WKKF Contact Person: Andres Thompson

Instituto de Responsabilidade e Investimento Social (Social Responsibility and Investment Institute)
Salvador, Brazil $110,486
promote the practice of social responsibility and social investment in the private and public sectors in the state of Bahia, northeast Brazil
WKKF Contact Person: Andres Thompson

LASPAU: Academic and Professional Programs for the Americas
Cambridge, Massachusetts $2,667,248
increase opportunities for social development in Latin American and the Caribbean by improving the capacity of leading professionals at the local and regional levels to lead development actions at higher levels by training them in graduate schools and providing new leadership skills
WKKF Contact Person: Blas Santos

Universidad Nacional Autónoma de México (National Autonomous University of Mexico)
México City, Mexico $220,000
implement a linking strategy between university and municipality in order to bring students closer to social realities and provide the community with professionals at no cost
WKKF Contact Person: Blas Santos
## 2007 Grants Listing

### Grantee Index

| A | Academia Mexicana de Derechos Humanos, A.C. | 72 |
| A | Academic and Professional Programs for the Americas (LASPAU) | 77 |
| A | Academy for Educational Development, Inc. | 55, 67 |
| A | Action Communication and Education Reform, Inc. | 47 |
| A | Africa University | 70 |
| A | African American Civil War Memorial Freedom Foundation | 65 |
| A | African Investment Climate Research | 67 |
| A | Agência de Desenvolvimento Econômico da Província de Manica | 70 |
| A | Agricultural and Forestry Development Center, Inc. | 72 |
| A | Agricultural Research Council | 70 |
| A | Agricultural School of the Humid Tropical Region | 66 |
| A | Aid to Artsans, Inc. | 68, 70(3) |
| A | Alameda County Community Food Bank, Inc. | 61 |
| A | Alaska Native Tribal Health Consortium | 50 |
| A | Albergue Jesús el Buen Pastor del Pobre y el Migrante, A.C. | 72 |
| A | Alliance With Adolescents Institute | 73 |
| A | Alto das Pombas Women's Group | 76 |
| A | America Speaks, Inc. | 44, 64 |
| A | American Academy of Nursing, Inc. | 50 |
| A | American Corn Growers Foundation | 44 |
| A | American Humanities, Inc. | 53 |
| A | American Institute for Social Justice, Inc. | 50 |
| A | American Public Health Association, Inc. | 61 |
| A | American Public Media | 66 |
| A | Americans for the Arts | 53 |
| A | America's Promise the Alliance for Youth | 53 |
| A | Amigos Bravos, Inc. | 47 |
| A | Applied Information Management Institute | 57 |
| A | Arab Community Center for Economic and Social Service | 50 |
| A | Aratu Association for the Protection of the Coastal Ecosystems | 74 |
| A | Arizona Board of Regents – University of Arizona | 47 |
| A | Arkansas Advocates for Children and Families | 64 |
| A | Arkansas Public Policy Panel, Inc. | 47 |
| A | Asian and Pacific Islander American Health Forum | 50(2) |
| A | Asociación Aurora Vivar | 74 |
| A | Asociación Civil Pro Nino Intimo | 72 |
| A | Asociación de Desarrollo Socio-Economico Indigena | 72 |
| A | Asociación Germinal | 74 |
| A | Asociación Médica Salvadoreña para la Responsabilidad Social | 74 |
| A | Asociación Promotores Agropecuarios | 74 |
| A | Aspen Institute, Inc. | 53, 55, 72 |
| A | Associação Aratu de Proteção aos Ecossistemas Costeiros | 74 |
| A | Associação Criança Familia e Desenvolvimento | 68 |
| A | Associação de Pais e Amigos dos Exceptionais de Iguatu | 74 |
| A | Associação de Promoção de Agricultura Comercial | 70 |
| A | Associação Projeto Bagagem | 74 |
| A | Associação SEDUP Servico de Educação Popular | 74 |
| A | Associação Tenda da Cultura | 74 |
| A | Associação Wona Sanana | 68 |
| A | Association for Family and Child Development | 68 |
| A | Association for Our Children | 68 |
| A | Association for the Promotion of Commercial Agriculture | 70 |
| A | Association of Agricultural Promoters | 74 |
| A | Association of Parents and Friends of Disabled Individuals of Iguatu | 74 |
| A | Attention Deficit Foundation | 77 |
| A | Aurora Viva Association | 74 |
| A | Autonomous Technological Institute of Mexico | 73 |
| A | Ava Health | 47 |

### B

| B | B. B. King Museum and Delta Interpretive Center | 44 |
| B | Baby Steps, Inc. | 50 |
| B | Battle Creek Area Habitat for Humanity, Inc. | 60 |
| B | Battle Creek Community Foundation | 58(3), 60(3) |
| B | Battle Creek Health System | 58, 60 |
| B | Battle Creek Unlimited, Inc. | 59 |
| B | Berea College | 55 |
| B | Berkshire Taconic Community Foundation, Inc. | 49 |
| B | Big Sky Institute for the Advancement of Nonprofits | 44 |
| B | Black Veterans for Social Justice, Inc. | 50 |
| B | Blue Planet Partners, Inc. | 46 |
| B | BoardSource | 53 |
| B | Boost Fellowship | 68 |
| B | Boston Medical Center Corporation | 50, 68 |
| B | Boston Public Health Commission | 61 |
| B | Boston University Trustees | 49 |
| B | Boundless Playgrounds, Inc. | 55 |
| B | Boys and Girls Club of Battle Creek | 60 |
| B | Brass Band of Battle Creek | 59 |
| B | Brotherhood/Sister Sol, Inc. | 53 |
| B | Burnham Brook Center | 58 |
C

Cal Poly Pomona Foundation, Inc. .............................................. 65
Calhoun Conservation District .............................................. 64
Calhoun County Community Mental Health Authority ............... 60
Calhoun County Guardian ...................................................... 60
California School Health Centers Association ....................... 50
Campfire Association .......................................................... 69
Canto Joven ........................................................................ 75
Carolina Alliance for Fair Employment ..................................... 47
Catholic Community Services of Southern Arizona .................. 47
CCCS of Montana ................................................................. 46, 66
Center for Community Economic Development ...................... 53
Center for Creative Play ........................................................ 55
Center for Ecoliteracy ............................................................ 62
Center for Health Policy Development .................................... 50(2)
Center for Research and Education Promotion ....................... 75
Center for Rural Affairs .......................................................... 44
Center for Rural Policy and Development ............................... 47
Center for Rural Strategies, Inc. .............................................. 44
Center for the Studies of Public Policies ................................... 75
Center for the Study of Promotion of Development ................... 75(2)
Center for the Study of the Americas ...................................... 44
Center of Socio-Environmental Studies ................................... 72
Center on Budget and Policy Priorities .................................... 64
Central American Women’s Fund .......................................... 77
Centre for Advanced Studies of African Society ...................... 70
Centro das Mulheres da Vitória de Santo Antão ....................... 75
Centro das Mulheres de Pombos ............................................ 75
Centro de Estudios y Promoción del Desarrollo ....................... 75(2)
Centro de Estudios de Políticas Públicas .................................. 75
Centro de Estudios Socioambientales ...................................... 72
Centro de Investigación y Promoción Educativa ....................... 75
Centro de Referencia Integral de Adolescentes ......................... 75
Centro Ecuménico de Promoción y Acción Social Norte .......... 75
Centro para el Desarrollo Agropecuario y Forestal, Inc. .......... 72
Cereal City Hoopsters ............................................................. 59
Chaco’s Defenders Foundation ................................................. 76
Charitable Union ................................................................. 59
Chesapeake Bay Trust ........................................................... 46
Chicago Community Trust ...................................................... 46
Chicago State University Foundation ..................................... 46
Children First for Oregon ....................................................... 50
Children’s Defense Fund ........................................................ 50
Children’s Home Society of Florida ........................................ 56
Children’s Trust Fund ............................................................ 50
Chimanimani Business Trust .................................................. 69
Chimanimani Rural District Council ......................................... 69
Christian School Brothers Institute ......................................... 76

Citizens for Progressive Change, Inc. ...................................... 61
City Connect Detroit ............................................................. 62
City Impact ........................................................................... 56(2)
Cleveland Foundation ............................................................ 54
Cluthe & William B. Oliver Foundation for Health and Aging .... 50
Co-ordinating Assembly of Non-Governmental Organisations .... 68
Colegio de Postgraduados ...................................................... 73
College of Postgraduates ....................................................... 73
Columbia University in the City of New York, Trustees of ........ 49, 68
Columbus Foundation ........................................................... 63
Community Catalyst, Inc. ......................................................... 51(2)
Community Collaborative, Inc. .............................................. 47
Community Foundation Development Trust ......................... 67, 70
Community Foundation for Southeast Michigan .................... 65
Community Foundation for the National Capital Region .......... 54
Community Institute Great Florianopolis .................................. 77
Community of Art Producers Foundation ................................ 76
Community Technology and Development Trust .................... 70
Community Union, The .......................................................... 48
Company for Promotion of Small-Scale Investments, Ltd. ....... 70
CompassPoint Nonprofit Services ........................................... 54
Compumentor Project ............................................................. 54
ConnectMichigan Alliance ..................................................... 54
Consorcio Nacional para la Ética Pública - PROETICA ............ 73
Cooperative for Educational Development ............................. 75
Coordinadora de Organizaciones e Instituciones de J uveniles de Santa Cruz ......................................................... 75
Cornell University ................................................................. 44, 46
Corporación de Estudios y Desarrollo “Norte Grande” ............ 73
Corporación de la Pasión ........................................................ 73
Corporate Giving ................................................................... 64
Council of Michigan Foundations, Inc. ................................. 65
CREATE Foundation, Inc. ....................................................... 51
Creighton University ............................................................. 47
Cruzeiro do Sul ..................................................................... 67

D

Dade Community Foundation, Inc. ........................................ 61
Deep South Center for Environmental Justice, Inc. .................. 51
Delta Council ........................................................................ 57
Democracia Familiar y Social, A.C. .......................................... 73
Demos: A Network for Ideas & Action, Ltd. ......................... 54(2)
Developing Families Center, Inc. ............................................ 51
Docs for Tots ......................................................................... 51
Doctor J osé Maria Luis M ora Research Institute .................... 73
Dom Pixote Cultural Place ....................................................... 73
<table>
<thead>
<tr>
<th>GRANTEE INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominica Sisters of Our Lady of the Montelei Rosary</td>
</tr>
<tr>
<td>Douglass Community Association</td>
</tr>
<tr>
<td>Drug Treatment Court Foundation of Kalamazoo County</td>
</tr>
<tr>
<td>E</td>
</tr>
<tr>
<td>Early Childhood Initiative, Inc.</td>
</tr>
<tr>
<td>Eastern Cape Emergency Red Meat Producers Organisation</td>
</tr>
<tr>
<td>Eastern Market Advancement Coalition</td>
</tr>
<tr>
<td>Ecotrust</td>
</tr>
<tr>
<td>Ecuatorian Fund Populorum Progressio - Regional Riobamba</td>
</tr>
<tr>
<td>Ecumenical Center for the Promotion and Social Action North</td>
</tr>
<tr>
<td>Educación, Cultura y Ecología, A.C.</td>
</tr>
<tr>
<td>Education, Culture and Ecology, C.A.</td>
</tr>
<tr>
<td>Education Development Center, Inc.</td>
</tr>
<tr>
<td>Ellen Beckerman and Company, Inc.</td>
</tr>
<tr>
<td>Enterprise Corporation of the Delta</td>
</tr>
<tr>
<td>Erikson Institute</td>
</tr>
<tr>
<td>Escola de Formação Quilombo dos Palmares</td>
</tr>
<tr>
<td>Escuela de Agricultura de la Región Tropical Humeda</td>
</tr>
<tr>
<td>Espacio Cultural Dom Pioxe</td>
</tr>
<tr>
<td>European Foundation Centre</td>
</tr>
<tr>
<td>Experience Works, Inc.</td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>Facultad Latinoamericana de Ciencias Sociales – Sede Costa Rica</td>
</tr>
<tr>
<td>Families USA Foundation, Inc.</td>
</tr>
<tr>
<td>Family and Children Services, Inc.</td>
</tr>
<tr>
<td>Family Health Center of Battle Creek</td>
</tr>
<tr>
<td>Federal University of Bahia</td>
</tr>
<tr>
<td>Federation of Southern Cooperatives/Land Assistance Fund</td>
</tr>
<tr>
<td>First Nations Development Institute</td>
</tr>
<tr>
<td>First Salem Church Ministries, Inc.</td>
</tr>
<tr>
<td>Florida Center for Fiscal &amp; Economic Policy, Inc.</td>
</tr>
<tr>
<td>Fondo Centroamericano de Mujeres</td>
</tr>
<tr>
<td>Fondo Ecuatoriano Populorum Progressio Regional Riobamba</td>
</tr>
<tr>
<td>Food Bank Council of Michigan, Inc.</td>
</tr>
<tr>
<td>Foodbank of South Central Michigan, Inc.</td>
</tr>
<tr>
<td>FoodChange, Inc.</td>
</tr>
<tr>
<td>Foreningen for Pedagogisk Utveckling</td>
</tr>
<tr>
<td>Forgotten Harvest, Inc.</td>
</tr>
<tr>
<td>Formação - Centro de Apoio à Educação Basica</td>
</tr>
<tr>
<td>Foundation Center of Support to Basic Education</td>
</tr>
<tr>
<td>Fort Belknap College</td>
</tr>
<tr>
<td>Foster Adoptive Family Resource &amp; Support Center</td>
</tr>
<tr>
<td>Foundation for Educational Development</td>
</tr>
<tr>
<td>Foundation for Excellent Schools, Inc.</td>
</tr>
<tr>
<td>Foundation for Research Development</td>
</tr>
<tr>
<td>Foundation for the Mid South, Inc.</td>
</tr>
<tr>
<td>Fresno County Economic Opportunities Commission</td>
</tr>
<tr>
<td>Fundação Cultural Ilê Àyé D’Oyá</td>
</tr>
<tr>
<td>Fundação de Desenvolvimento da Pesquisa</td>
</tr>
<tr>
<td>Fundação para o Desenvolvimento da Comunidade</td>
</tr>
<tr>
<td>Fundación Comisión Asesora en Alta Tecnología</td>
</tr>
<tr>
<td>Fundación Comunidad de Productores en Artes</td>
</tr>
<tr>
<td>Fundación DÁ</td>
</tr>
<tr>
<td>Fundación Defensores del Chaco</td>
</tr>
<tr>
<td>Fundación Prohumana</td>
</tr>
<tr>
<td>Fundación Salvadoreña de Apoyo Integral</td>
</tr>
<tr>
<td>Fundación Yupana</td>
</tr>
<tr>
<td>Future Generation</td>
</tr>
<tr>
<td>G</td>
</tr>
<tr>
<td>George Washington University</td>
</tr>
<tr>
<td>Geração Futuro</td>
</tr>
<tr>
<td>Germinal Association</td>
</tr>
<tr>
<td>Girassol Institute for the Social Development</td>
</tr>
<tr>
<td>Good News Mountaineer Garage</td>
</tr>
<tr>
<td>Gracious Homes</td>
</tr>
<tr>
<td>Grand Traverse Regional Land Conservancy</td>
</tr>
<tr>
<td>Grand Valley State University</td>
</tr>
<tr>
<td>Grantmakers for Children, Youth and Families, Inc.</td>
</tr>
<tr>
<td>Grantmakers for Effective Organizations</td>
</tr>
<tr>
<td>Grantmakers in Health</td>
</tr>
<tr>
<td>Greater Kansas City Community Foundation</td>
</tr>
<tr>
<td>Greater New Orleans Foundation</td>
</tr>
<tr>
<td>Greening of Detroit</td>
</tr>
<tr>
<td>Grupo de Múlheres do Alto das Pombas</td>
</tr>
<tr>
<td>Guardian Finance and Advocacy Services</td>
</tr>
<tr>
<td>H</td>
</tr>
<tr>
<td>Harwood Institute for Public Innovation</td>
</tr>
<tr>
<td>Hawaii Community Foundation</td>
</tr>
<tr>
<td>Health Promotion Council of Southeastern Pennsylvania, Inc.</td>
</tr>
<tr>
<td>Healthy Schools Campaign</td>
</tr>
<tr>
<td>Heartland Alliance for Human Needs &amp; Human Rights</td>
</tr>
<tr>
<td>HEGA Rural Transportation Systems</td>
</tr>
<tr>
<td>Hermanas Dominicas Nuestra Señora del Rosario de Monteils</td>
</tr>
<tr>
<td>High Technology Advisory Committee Foundation</td>
</tr>
<tr>
<td>Higher Polytechnic Institute of Manica</td>
</tr>
<tr>
<td>HIP of Spokane County</td>
</tr>
<tr>
<td>Holyoke Health Center, Inc.</td>
</tr>
<tr>
<td>Honor Society of Nursing, Inc.</td>
</tr>
<tr>
<td>Human Sciences Research Council</td>
</tr>
<tr>
<td>Human Rights to People in South Africa</td>
</tr>
<tr>
<td>Humane Society - Calhoun Area</td>
</tr>
</tbody>
</table>
Ilé Axé D’Oyá Cultural Foundation ........................................... 73
IIIM ALETHU Development Association ........................................... 69
IMAGINE Fund ............................................................................. 56
Independent Sector ......................................................................... 66
Indigenous Language Institute ........................................................... 56
Indigenous Socio Economic Development Association ......................... 72
Information Network for the Third Sector ................................................ 74
Ingham County Health Department ....................................................... 51(3)
Initiative for a Competitive Inner City, Inc. ............................................. 57
Innovation Network for Communities ..................................................... 63
Institut National pour le Developpement et la Promotion de la Couture .............................. 76
Institute for Community Peace, Inc. ....................................................... 56
Institute for Global Ethics ................................................................... 66
Institute of American Indian and Alaska Native Culture and Arts Development .............................................................. 66
Institute of Technology and Higher Education of Monterrey ................................................ 73
Instituto Aliança com o Adolescente ....................................................... 73
Instituto Comunitario Grande Florianópolis ........................................... 77
Instituto Cultural Beneficente Steve Biko ............................................... 73
Instituto de Investigaciones Doctor José María Luis Mora ........................................... 73
Instituto de los Hermanos de las Escuelas Cristianas ................................ 76
Instituto de Responsabilidad e Inversimiento Social .................................... 77
Instituto Elo Amigo ........................................................................... 76
Instituto Girassol de Desenvolvimento Social ............................................ 76
Instituto Mexicano de Investigación de Familia y Población, A.C. ...................... 73
Instituto Politécnico Industrial de Santiago .............................................. 73
Instituto Politécnico La Salle ................................................................ 76
Instituto Superior Politécnico de Manica ................................................ 69
Instituto Tecnológico Autónomo de México ............................................ 73
Instituto Tecnológico y de Estudios Superiores de Monterrey ......................... 73
Integral Center of Reference for Adolescents ............................................... 75
International Aid, Inc. ....................................................................... 74
International Institute for Sustained Dialogue .......................................... 54
International Institute of Tropical Agriculture .......................................... 70
International Senior Lawyers Corporation ............................................. 68
Iowa State University ...................................................................... 45
Irving S. Gilmore International Keyboard Festival ........................................ 58

J

Jackie Joyner-Kersee Foundation ........................................................... 54
Jackson Medical Mall Foundation ........................................................ 51
Jamestown Project ........................................................................... 54
Jesse the Good Shepherd Shelter of the Poor and Migrant, Civil Association .............................................................. 72
Johns Hopkins University ................................................................... 74
Joint Center for Political and Economic Studies, Inc. 49, 51(2), 66
Junior Achievement of Southwest Michigan, Inc. ....................................... 59

K

Kalamazoo County Parks and Recreation Development Foundation .......... 66
Kellogg Community College ................................................................. 58, 59, 61
Kingman Museum, Inc. ..................................................................... 60
Kiva Microfunds ............................................................................... 54

L

La Salle Politechnical Institute .................................................................. 76
La Union del Pueblo Entero .................................................................. 48
Lakeview School District ....................................................................... 58(2)
Land Trust Alliance, Inc. ..................................................................... 45
LASPAU: Academic and Professional Programs for the Americas .................... 77
Latin America Lay Movement ................................................................ 76
Latin American Faculty of Social Sciences, The ....................................... 77
Learning Matters, Inc. ........................................................................ 56, 57
Legacy, a Regional Community Foundation .............................................. 63
Legacy Scholars ............................................................................... 58
Legal Services of South Central Michigan ............................................... 61
LightBox ........................................................................................... 46
Link Friend Institute ........................................................................... 76
Living Classrooms Foundation ............................................................... 57
LM Strategies Consulting .................................................................... 54
Local Economic Development Agency for Manica .................................... 70
Local Government Commission ............................................................... 45
Local Initiatives Support Corporation ....................................................... 45
Louisiana Association of Nonprofit Organizations, Inc. ............................. 64
Louisiana Public Health Institute ........................................................... 48
Loyola University New Orleans ............................................................. 45

M

Machobane Agricultural Development Foundation ......................................... 69
Manchester-Bidwell Corporation ................................................................ 57
Mangla Local Municipality .................................................................. 69
Mangla University of the Free State Community Partnership Programme .............................................................. 69
Maputaland Development and Information Centre .................................... 69
Maryland Assembly on School-Based Health Care ..................................... 51
Masonic Temple Finance Corporation ...................................................... 58
Massachusetts Coalition of School-Based Health Centers, Inc. ..................... 52
Matching Grants Program .................................................................... 64
Medical Care Development, Inc. ........................................................... 52
Mexican Academy on Human Rights, Civil Association ................................. 72
Mexican Institute of Family and Population Research, Civil Association .......... 73
Mexican Society for Women’s Rights, C.A. ................................................ 74
Miami University .............................................................................. 56
Michigan Community Service Commission ............................................ 53, 66
Michigan Department of Community Health .............................................. 52, 66

NOTE: A parenthetical number immediately following a page number denotes how often the grantee is listed on that page.
GRANTEE INDEX

Michigan Future, Inc. ........................................... 66
Michigan Historical Center Foundation, Inc. ............. 66
Michigan League for Human Services ....................... 64
Michigan Nonprofit Association .............................. 58
Michigan Physical Fitness Health and Sports Foundation . 62
Michigan State University ................................. 45(5), 49, 52, 62
Midwest Community Foundations Ventures ................ 63
Migration Dialogue ........................................... 45
Ministry of Health and Social Welfare – Lesotho ......... 68
Minnesota Public Radio ....................................... 66
Mission of Our Lady of Mercy ................................ 66
Mississippi Action for Community Education, Inc. ....... 47
Mississippi State University Foundation, Inc. ............. 56
Montana Human Rights Network ................................ 48
Morehouse School of Medicine ............................. 49, 52
Morgan State University Foundation, Inc. .................. 52
Movimiento Laicos para America Latina .................... 76
Ms. Foundation for Women, Inc. ............................ 53
Museum of New Mexico Foundation .......................... 58
Music Center of South Central Michigan ..................... 58

N
NAACP: See National Association for the Advancement of Colored People
National Academy of Sciences ................................. 52
National Assembly on School-Based Health Care .......... 52
National Association for Equal Opportunity in Higher Education ........ 63
National Association for the Advancement of Colored People –
Battle Creek Branch ........................................... 60
National Association of Community Health Centers, Inc. ... 48
National Association of Counties Research Foundation .... 52
National Association of State Universities and Land-Grant Colleges . 45(2)
National Autonomous University of Mexico ................ 77
National Black Nurses Association, Inc. ..................... 52
National Breast Cancer Coalition Fund ....................... 52
National Center for Appropriate Technology, Inc. ......... 47
National Center on Family Homelessness ..................... 65
National Conference of State Legislatures .................... 49, 54, 63
National Congress of American Indians ..................... 52, 63
National Consumer Law Center, Inc. ......................... 48
National Council for Community and Education Partnerships .. 56, 74
National Council of Negro Women, Inc. ..................... 49
National Endowment for the Arts ............................. 56
National Foundation for the Centers for Disease Control and
Prevention, Inc. .............................................. 62
National Health Law Program, Inc. ........................... 52
National Institute for the Development and
the Promotion of Sewing Sector ................................ 76
National League of Cities Institute ............................ 63
National Network of Grantmakers ............................ 54
National Organization of Black County Officials, Inc. ...... 52
National Organization on Disability ......................... 66
National Society of Black Physicists ......................... 67
National University of Lesotho ................................ 69
Nebraska Community Foundation ............................ 63(2), 65
Nebraska Housing Developers Association ................. 48
Neighborhood Reinvestment Corporation .................... 48
Neighborhoods, Inc. of Battle Creek ......................... 61
New Mexico Community Foundation ....................... 56, 61
New Mexico Voices for Children ............................ 48, 52, 64
Nogales Community Development Corporation ............. 48
Nonprofit Services Consortium ................................ 54
* Norte Grande * Corporation of Studies and Development .. 73
North Carolina Agricultural Foundation, Inc. ................ 45
Northeast-Midwest Institute .................................. 47
Nurse Family Partnership ..................................... 52

O
Occidental College ............................................ 45
Ohio State University .......................................... 54
Ohio University ................................................. 48
Olivet College .................................................. 53
Organization of Black Airline Pilots, Inc. .................... 66
Ounce of Prevention Fund ...................................... 52

P
Pamberi Trust .................................................... 70
Partners in Development, Inc. ................................ 68
Passion Corporation ............................................. 73
Paul J. Aicher Foundation .................................... 55
Peninsula Conflict Resolution Center ......................... 55
PGA Foundation, Inc. ......................................... 55
Philanthropy for Active Civic Engagement .................... 55
Pima County Community Services ............................ 57
PolicyLink ....................................................... 49
POWER International .......................................... 68
Prevention Institute ............................................. 62
Prima Civitas Foundation ..................................... 49
Princeton University ........................................... 66
Pro Child Health, Civil Association .......................... 72
PROETICA - National Council for Public Ethics ........... 73
Program Initiatives Fund ...................................... 65
Prohumana Foundation ........................................ 77
Project Backpack Association ................................ 74
Project Think Different, Inc. ................................ 55
Public Agenda Foundation, Inc. .............................. 64(2)
Public Allies, Inc. ............................................. 55
<table>
<thead>
<tr>
<th>Grantee Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A parenthetical number immediately following a page number</td>
<td></td>
</tr>
<tr>
<td>denotes how often the grantee is listed on that page.</td>
<td></td>
</tr>
<tr>
<td>Q</td>
<td></td>
</tr>
<tr>
<td>Quitombo dos Palmares Training School</td>
<td>75</td>
</tr>
<tr>
<td>Quitman County Development Organization, Inc.</td>
<td>46(2)</td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>RAND Corporation</td>
<td>64</td>
</tr>
<tr>
<td>Rede de Informações para o Terceiro Setor</td>
<td>74</td>
</tr>
<tr>
<td>Redemption Community Development Corporation</td>
<td>60</td>
</tr>
<tr>
<td>Regents of the University of California-Berkeley</td>
<td>49</td>
</tr>
<tr>
<td>Regents of the University of Michigan</td>
<td>57, 62</td>
</tr>
<tr>
<td>Resource Conservation and Development for Northeast Iowa, Inc.</td>
<td>62</td>
</tr>
<tr>
<td>Restaurant Opportunities Center of New York, Inc.</td>
<td>53</td>
</tr>
<tr>
<td>Rockefeller Philanthropy Advisors, Inc.</td>
<td>55</td>
</tr>
<tr>
<td>ROI Partners Fund, Inc.</td>
<td>57</td>
</tr>
<tr>
<td>Rotary Camps and Service of Traverse City</td>
<td>46</td>
</tr>
<tr>
<td>Rural Development Initiatives, Inc.</td>
<td>48</td>
</tr>
<tr>
<td>Rural Development Leadership Network, Inc.</td>
<td>46</td>
</tr>
<tr>
<td>Rural Dynamics</td>
<td>46, 66</td>
</tr>
<tr>
<td>Rural School and Community Trust</td>
<td>46</td>
</tr>
<tr>
<td>Rutgers University Foundation</td>
<td>65</td>
</tr>
<tr>
<td>S</td>
<td></td>
</tr>
<tr>
<td>S.A.F.E. Place</td>
<td>59(2)</td>
</tr>
<tr>
<td>Saint, as first word of grantee name. See St.</td>
<td></td>
</tr>
<tr>
<td>Salvadoran Physicians Association for Social Responsibility</td>
<td>74</td>
</tr>
<tr>
<td>Salvadoran Foundation of Integral Support</td>
<td>76</td>
</tr>
<tr>
<td>San Francisco Foundation Community Initiative Funds</td>
<td>55</td>
</tr>
<tr>
<td>Santa Ana College</td>
<td>57</td>
</tr>
<tr>
<td>Santa Cruz Youth Organizations and Institutions Coordination</td>
<td>75</td>
</tr>
<tr>
<td>Santiago Institute of Technology</td>
<td>73</td>
</tr>
<tr>
<td>Save the Children Federation, Inc.</td>
<td>48</td>
</tr>
<tr>
<td>School District of the City of Battle Creek</td>
<td>59(2), 60</td>
</tr>
<tr>
<td>Seattle-King County Department of Public Health</td>
<td>53, 62</td>
</tr>
<tr>
<td>Second Harvest Food Bank of Greater New Orleans and Acadiana</td>
<td>53</td>
</tr>
<tr>
<td>SEDUP Popular Education Service Association</td>
<td>74</td>
</tr>
<tr>
<td>Serumula Development Association</td>
<td>69</td>
</tr>
<tr>
<td>Sherman Lake YMCA Outdoor Center</td>
<td>59</td>
</tr>
<tr>
<td>Sigma Theta Tau International, Honor Society of Nursing, Inc.</td>
<td>49</td>
</tr>
<tr>
<td>Sinte Gleska University</td>
<td>48</td>
</tr>
<tr>
<td>Sistema de Asesoría y Capacitación para el Desarrollo Local</td>
<td>77</td>
</tr>
<tr>
<td>Small, Mico and Medium Enterprises (SMM E) Network - Lesotho</td>
<td>68</td>
</tr>
<tr>
<td>SMM E Network - Lesotho</td>
<td>68</td>
</tr>
<tr>
<td>Social and Family Democracy, Civil Association</td>
<td>68</td>
</tr>
<tr>
<td>Social Responsibility and Investment Institute</td>
<td>77</td>
</tr>
<tr>
<td>Sociedad Mexicana Pro Derechos de la Mujer, A.C.</td>
<td>74</td>
</tr>
<tr>
<td>Socieda de Promocão de Pequenos Investimentos</td>
<td>70</td>
</tr>
<tr>
<td>Society for Organizational Learning, Inc.</td>
<td>69</td>
</tr>
<tr>
<td>Southeast Kentucky Community and Technical College</td>
<td>48</td>
</tr>
<tr>
<td>Southeastern Prison Education, Advocacy, and Reformation Project, Inc.</td>
<td>48</td>
</tr>
<tr>
<td>Southern Cross</td>
<td>67</td>
</tr>
<tr>
<td>Southern Mutual Help Association, Inc.</td>
<td>65</td>
</tr>
<tr>
<td>Southern Rural Development Initiative, Inc.</td>
<td>46</td>
</tr>
<tr>
<td>Southwestern Michigan Urban League</td>
<td>59(2), 61</td>
</tr>
<tr>
<td>St. James Council on Aging</td>
<td>48</td>
</tr>
<tr>
<td>St. Philip Catholic Church</td>
<td>59</td>
</tr>
<tr>
<td>St. Thomas Episcopal Church</td>
<td>60</td>
</tr>
<tr>
<td>Steve Biko Cultural and Benefit Institute</td>
<td>73</td>
</tr>
<tr>
<td>Summit Pointe</td>
<td>60</td>
</tr>
<tr>
<td>Sunny Crest Youth Ranch, Inc.</td>
<td>46</td>
</tr>
<tr>
<td>Swazi Indigenous Products</td>
<td>71</td>
</tr>
<tr>
<td>Swaziland Breast Cancer Network</td>
<td>71</td>
</tr>
<tr>
<td>T</td>
<td></td>
</tr>
<tr>
<td>Teen HEART</td>
<td>59</td>
</tr>
<tr>
<td>Tenda da Cultura Association</td>
<td>74</td>
</tr>
<tr>
<td>Thomas Jefferson Agricultural Institute</td>
<td>46</td>
</tr>
<tr>
<td>Tides Center</td>
<td>63(2)</td>
</tr>
<tr>
<td>Tides Foundation</td>
<td>62</td>
</tr>
<tr>
<td>Tljyuyu Babii Trust</td>
<td>69</td>
</tr>
<tr>
<td>Tohono O'odham Community Action</td>
<td>62</td>
</tr>
<tr>
<td>Total Transformation Agribusiness, Ltd.</td>
<td>71</td>
</tr>
<tr>
<td>Tougaloo College</td>
<td>53</td>
</tr>
<tr>
<td>Traditional Chinese Medicine World Foundation</td>
<td>53</td>
</tr>
<tr>
<td>Training and Advisory System for Local Development</td>
<td>77</td>
</tr>
<tr>
<td>Trinity College</td>
<td>66</td>
</tr>
<tr>
<td>Trinity Lutheran Church</td>
<td>61</td>
</tr>
<tr>
<td>Trustee Mini-Grants</td>
<td>65</td>
</tr>
<tr>
<td>Trustees of Columbia University in the City of New York</td>
<td>49, 68</td>
</tr>
<tr>
<td>U</td>
<td></td>
</tr>
<tr>
<td>United Way of Greater Battle Creek, Inc.</td>
<td>60</td>
</tr>
<tr>
<td>Universidad Nacional Autónoma de México</td>
<td>77</td>
</tr>
<tr>
<td>Universidade Federal da Bahia</td>
<td>74</td>
</tr>
<tr>
<td>University of Arizona - Arizona Board of Regents</td>
<td>47</td>
</tr>
<tr>
<td>University of Arkansas Foundation, Inc.</td>
<td>55</td>
</tr>
<tr>
<td>University of Botswana</td>
<td>68</td>
</tr>
<tr>
<td>University of California-Berkeley, Regents of the</td>
<td>49</td>
</tr>
<tr>
<td>University of Cape Town</td>
<td>67, 68</td>
</tr>
<tr>
<td>University of Florida Foundation, Inc.</td>
<td>57</td>
</tr>
<tr>
<td>University of Hawaii</td>
<td>57</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>50</td>
</tr>
<tr>
<td>University of Michigan, Regents of the</td>
<td>57, 62</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>62</td>
</tr>
<tr>
<td>University of New Hampshire</td>
<td>48</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>62</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>57</td>
</tr>
<tr>
<td>University of South Carolina Research Foundation</td>
<td>61</td>
</tr>
<tr>
<td>University of Stellenbosch</td>
<td>68</td>
</tr>
<tr>
<td>University of Texas Health Science Center at Houston</td>
<td>64</td>
</tr>
<tr>
<td>University of Zimbabwe</td>
<td>71</td>
</tr>
</tbody>
</table>
| V
| Veterans of Hope Project                                    | 53 |
| Viewpoint Learning, Inc.                                    | 64 |
| Virginia Rural Health Resource Center                        | 49 |
| Volunteer Center of Battle Creek, Inc.                      | 60, 61 |
| Vukani-Ubuntu Community Development Projects                | 68 |
| W
| West Tennessee Legal Services, Inc.                         | 49 |
| Willard Library                                             | 60 |
| Winrock International Institute for Agricultural Development | 47 |
| Wisconsin Rural Partners, Inc.                              | 49 |
| Women's Center of Pombos                                     | 75 |
| Women's Center of the City of Vitoria de Santo Antao        | 75 |
| World Agricultural Forum St. Louis                          | 46 |
| WorldLink Foundation                                        | 47 |
| Worldwatch Institute                                        | 46 |
| Y
| Year Up, Inc.                                                | 57 |
| Youth Corner                                                 | 75 |
| Youth Radio                                                  | 57 |
| YouthNoise, Inc.                                             | 55 |
| Yupana Foundation                                            | 76 |
| Z
| Zero Regional Environment Organisation                       | 70 |
| Zimbabwe Progress Fund                                       | 71 |
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