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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>A MESSAGE FROM RAMÓN MURGUÍA, BOARD CHAIR</td>
<td>2-3</td>
</tr>
<tr>
<td>A MESSAGE FROM LA JUNE MONTGOMERY TABRON, PRESIDENT AND CEO</td>
<td>4-5</td>
</tr>
<tr>
<td>OUR PRIORITIES</td>
<td>6-9</td>
</tr>
<tr>
<td>CHAMPIONS OF CHANGE</td>
<td>10</td>
</tr>
<tr>
<td>Northwest Portland Area Indian Health Board Region</td>
<td>11</td>
</tr>
<tr>
<td>Hopelchén, Mexico</td>
<td>12</td>
</tr>
<tr>
<td>Mississippi</td>
<td>13</td>
</tr>
<tr>
<td>Battle Creek, Michigan</td>
<td>14</td>
</tr>
<tr>
<td>Akayè, Haiti</td>
<td>15</td>
</tr>
<tr>
<td>Truth, Racial Healing &amp; Transformation (TRHT) Network</td>
<td>16-17</td>
</tr>
<tr>
<td>2017 BY THE NUMBERS</td>
<td>18</td>
</tr>
<tr>
<td>WHO WE ARE</td>
<td>19-20</td>
</tr>
</tbody>
</table>
A LEGACY GROUNDED IN COMMUNITY

A Message from Ramón Murguía, Board Chair

As a trustee of the W.K. Kellogg Foundation, an important part of my job is to hold our work true to Mr. Kellogg’s intent. Fortunately, our founder was a man who said what he meant – in particular when it came to the role of community. As he wrote in the foreword of The First Eleven Years (1941):

“The first ten years of our effort to develop plans and formulate programs designed to help people help themselves have taught all of us associated with the Foundation’s activities that the basic principles of democracy are fundamental to successful cooperative community enterprises...It is only through cooperative planning, intelligent study and group action – activities on the part of the entire community – that lasting results can be achieved.”

Mr. Kellogg’s words resonate with me and confirm aspects of my own experience working on behalf of community in my hometown of Kansas City, Kansas. I grew up understanding my parents’ ganas (desire) for a better life for their children.

Too often, communities with significant challenges are seen as places where problems exist rather than a source of local knowledge or the gateway to a network of strong relationships. When community is sidelined in problem solving, valuable societal resources are overlooked. And family love and loyalty, the precious human capabilities that make it possible to surmount great hurdles, remain untapped as well.

But Mr. Kellogg directed his philanthropy to pursue a different course – to “help people help themselves.” That single phrase gave people in our communities a pivotal place in the foundation’s work. Kellogg Foundation programs would provide people with the chance to think and to act on behalf of their children; in effect, a very real possibility for shaping their own futures.

In the midst of the Great Depression, Mr. Kellogg’s words expressed confidence when people felt at their most powerless. No matter how dire the circumstances, his actions conveyed: if the community came together in “cooperative planning,” they could determine a way forward.

It was an optimistic, deeply democratic idea at a time when pessimism and scarcity were the norm. Our founder’s willingness to put his trust in people left an imprint on the Kellogg Foundation that has shaped our values as an organization and solidified our commitment to community engagement.
We understand that our role is not to tell communities what to do, but to help them figure out – in their particular circumstances and culture, with their particular resources and challenges – what is going to help their children.

Engaging community on this level is far more difficult than conceptualizing strategies and applying the same cookie-cutter solutions everywhere. **We work alongside community.** We recognize that when community priorities are the focus of programs, it not only changes the relationship between funders and grantees, it improves the viability and relevance of approaches we support. **We believe these kinds of solutions are also the most sustainable.**

As Kellogg Foundation trustees, we appreciate the potential difficulties of this kind of work. Some programs may not produce results; others may take too long or require greater resources to accomplish than a community can realistically attract.

But those are risks we understand and accept. We know that if a community’s trust is earned, an early disappointment may lead to a breakthrough – the model, strategy, partnership or idea that will alter children’s lives for the better.

Those possibilities make community engagement transformative and humbling for those of us who witness it. **When you see people doing their best for children, you recognize the love that spurs them to action.**

In our work on behalf of the foundation, we tend to think in terms of outcomes and sustainable solutions – measurable changes we can track in health statistics, student achievement and income generation. As trustees, that is our responsibility. At the same time, we never lose sight of the fact that children are our primary purpose. Like Mr. Kellogg, we want to see them healthier, more hopeful, ready to “face the future more confidently,” as he wrote. Those are the “lasting results” all of us are focused on. ■
Children are at the heart of everything we do at the Kellogg Foundation, and that clarity of purpose has guided us from the beginning. Mr. Kellogg endowed this foundation to connect society’s abundance with children and challenged its leaders to rally adults in that service.

Over 87 years, the breadth and scope of work has grown even beyond what Mr. Kellogg might have imagined possible. And the technologies we use to reach grantees and support programs on behalf of children would probably appear otherworldly to a man born in the 19th century. But many aspects of programming would be immediately recognizable to our founder – especially our determined efforts to reach across communities and draw people into dialogue by asking: What do our children need to grow up healthy and hopeful? What do they need to thrive?

Our shorthand for this is “community engagement” and from Mr. Kellogg’s time until now it has been an essential part of all we undertake.

Within the Kellogg Foundation, and among grantees and partners, the words signify a respectful approach, a steady presence. We realize that no organization has credibility in a community solely because of its reputation or resources. Relationships formed on that basis are shallow and changes they foster short-lived.

**Our goal for children is lasting change, so we enter any community with great care. With time and trust an invitation may come, offering the opportunity to listen closely and be open to what we hear.**

That was the case in Chiapas, Mexico, in our early community conversations centered on children. We were ready to focus on education, health care and jobs – the obstacles families in many places face. But the people in Chiapas trusted us with the truth. “If you can’t provide potable water in this community,” they told us, “there is no work to be done.” Their honesty challenged our thinking and ultimately shifted our work.

Authentic community engagement requires our willingness to be taught and the courage to respond to what we learn. Together we commit to asking questions, sharing knowledge, searching out new information, exploring resources – the in-depth, intelligent study that leads to solutions.
When that happens, grantees continue to show us communities can be fearless and tireless – the champions of change their children need.

Communities ask the hard questions. A two-year visioning process in our hometown of Battle Creek, Michigan, laid the groundwork for a long-term collaboration to transform Battle Creek Public Schools. Today, the clear focus is career and college readiness for Battle Creek children – a broad understanding that the community cannot rise without all of its children thriving in school. But that clarity came from an unprecedented level of outreach by community action teams. Their willingness to go deep chipped away at mistrust and skepticism, and pointed the way for other communities. In Detroit, Hope Starts Here leaders built an outreach plan with Battle Creek’s experience in mind. The early childhood Community Framework that resulted is the product of Detroiter’s insights and aspirations for the city’s children.

Communities conceptualize new models. Alaska Native tribes took the lead in developing the Dental Health Aide Therapist (DHAT) model to address their people’s oral health crisis. Along the way, with the Kellogg Foundation’s support, they helped to engender an innovative degree program, create a career option for American Indian and Alaska Native students and open a pathway back into community for their young leaders after graduation. Tribes from across the Northwest are sending students through the DHAT program, widening the reach of the model and inspiring other communities to action.

Communities attract allies and partners. In 2014, the people of Akayè, Haiti, envisioned the community center they needed – a place to gather and to learn, space to continue their conversations about how to nurture and strengthen their home. The vision was so clear and so compelling that long after the conversations ended, emerging civic leaders held fast to the idea, shared it with others and looked for ways to enact it. Today, the commune of Akayè is partnering with the State University of New York (SUNY) and the learning, growing village that people described is the focus of collaborative work joining an array of organizational participants.

Only the people who love a community have the fervor and stamina to champion real change. Our role is to join them – to listen closely, to learn and, as an organization, to adapt.

From that perspective, community engagement continues to mold the Kellogg Foundation from the inside out. In recent years, adaptations include:

- The decision to commit significant resources to specific places for at least a generation. Our long-term engagement in Michigan, Mississippi, New Mexico, New Orleans, Mexico and Haiti acknowledges how long it takes to forge the kind of trusting relationships that will lead to significant change for children.

- The move to establish offices in named places and hire local people to guide efforts on the ground. Program officers who are from a place bring a depth of community knowledge that deepens relationships and strengthens networks. When our teams reflect the diversity and life experiences of the communities we serve, our programs become more effective and relevant.

Greater focus on three interrelated priorities – Thriving Children, Working Families, Equitable Communities. In dedicated community conversations, grantees told us that to dramatically change children’s futures, programming needed to mirror the dynamics of community life. In response, we continue to align all of our efforts and concentrate resources.

The Kellogg Foundation approach to community engagement emboldens parents, teachers, elders and civic leaders.

They gather in the places they call home or virtually across wide geographic regions. Together, they envision and create new models, cross-sector partnerships, broad networks and game-changing resources – the tools that society needs to break down barriers for children.

Their determination inspires ours and makes us hopeful. Our ongoing challenge – and our privilege – is to stand with them, to remain open and continue to learn.
OUR PRIORITIES

Our founder, Will Keith Kellogg, envisioned limitless opportunities for children, families and communities. But he also recognized the need for disciplined choices and the careful use of resources to achieve significant change. Since our goal is lasting and transformational change so that all children will thrive, we are continually adapting grantmaking to become more intentional and focused.
Our three program strategies – Thriving Children, Working Families, Equitable Communities – express broad areas of focused work that are interconnected and interdependent.

The dynamic interplay mirrors the overlap and fluidity of community life and reflects what grantees tell us: Children live in families, and families live in communities.

Achieving strong outcomes for children happens by connecting what children, families and communities need – at home, at early childcare centers, at school, in their communities. As a result, our programs work in tandem across a wide range of venues to make measurable improvements in children’s lives.
To ensure children thrive, we focus on improving access to high quality early childhood education and education systems, where families are engaged in schools and practices are rooted in a community's culture and language. To support families in giving their children a healthy start, we focus on models that have been proven to promote healthy birth outcomes and a child's early development; that increase rates of breastfeeding, especially in communities of color; that promote oral health equity with a new oral health care provider; and that increase a child's access to fresh, local healthy food at home, in early child education settings and across communities. To promote greater health equity, we leverage community engagement, strategic partnerships and policy and systems changes to give families and their civic leaders an active role in making children's health and well-being central to community decision making.

To support working families, we help grantees create wider pathways to good jobs and more equitable employment opportunities. We support new models of business enterprise and efforts to inform policies and systems that will create greater economic stability for families and communities. Program strategies that support working families are forged in partnership with communities. In Mexico and Haiti, for instance, agriculture offers the strongest opportunity to earn a sustainable income, whether through product development, value chains or the development of microenterprises. In those communities, preserving the cultures of indigenous communities in the regions is critical to support a community's economic well-being. In other communities, working families may need short-term assistance and other supports to move from poverty to financial stability.

COMMUNITIES IN ACTION IN THE NORTHWEST
Read how the 43 Tribes of Northwest Portland Area Indian Health Board champion change for children.

COMMUNITIES IN ACTION IN MEXICO AND MISSISSIPPI
Read how communities in Mexico's Yucatán Peninsula and Mississippi champion change for children.

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To build equitable communities, we establish deep, long-term relationships with grantees in our places, where we are committed to work for a generation. We prioritize grantmaking in a number of select geographic places, including Michigan, Mississippi, New Mexico and New Orleans in the United States, as well as Chiapas and the Yucatán Peninsula in Mexico, and Central and South Haiti, internationally. We also support innovative models and programs throughout the United States and with sovereign tribes.

We support community-based efforts to heal the historical wounds from racism and to uproot conscious and unconscious biases that can limit equal access to quality education, fulfilling employment, safe neighborhoods, equal housing opportunities and quality health care. All are essential to creating equitable communities where children and their families can succeed. Fourteen places across the U.S. are championing transformative change using the foundation’s Truth, Racial Healing & Transformation framework to heal from racial injustice and move forward toward creating a brighter future for their children.

Embedded in and woven throughout all of our work is a commitment to advancing racial equity and healing, to strengthening the voice and capacity of local leaders and to engaging communities in solving their own problems. We provide tools, resources, knowledge and supports that undergird the interconnectedness of these priorities, as communities change outcomes for children and families.

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CHAMPIONS OF CHANGE

Explore how communities in the United States, Mexico and Haiti are coming together to improve children’s lives.

WATCH how the 43 Tribes of the Northwest Portland Area Indian Health Board Region champion change for children at 2017annualreport.wkkf.org/NPAIHB.
In the Northwest Portland Area Indian Health Board Region

Innovative models of community-led change help champion a national movement and create stronger outcomes for children and families.

Naomi Petrie spent the past two years in Anchorage and Bethel, Alaska, away from her friends and family of the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians in southwest Oregon. But with her tribal community’s love, support and sponsorship, she recently graduated from the Alaska Native Tribal Health Consortium’s two-year educational program to become the first dental therapist sponsored by a tribe in the lower 48 to graduate from the Alaska Dental Therapy Educational Program and return home.

“What she is going to be able to do for the citizens in our village and the community is enormous,” said David Petrie, her proud father. For her part, Naomi is ready to give back to the people who believed in her. “I’m hoping to be a leader and a role model for the youth in our tribe,” she said.

Ben Steward, a citizen of the Cow Creek Band of Umpqua in Southern Oregon, has joined the Native American Rehabilitation Association dental team to be the first Dental Health Aide Therapist (DHAT) in the country working in an urban location.

This year, 10 students from the Northwest Portland Area Indian Health Board’s (NPAIHB) 43 federally-recognized tribes are studying in Alaska, and are eager, like Naomi and Ben, to serve their people. Additionally, tribes in Washington are collaborating with a local community college and NPAIHB to build a DHAT training program in Washington so students can study closer to home.

Tribal leaders explored a number of different ideas before adapting the dental therapy model for their communities. Oral health was the primary impetus at first. American Indian and Alaska Native children suffer from tooth decay at rates more than three times higher than the national average. Tribal communities have embraced this challenge by leading the movement for a new model to address the pressing dental needs in Indian Country. In addition to providing much needed dental care, this model is especially attractive for communities looking to increase jobs and career pathways while growing the local economy. Today, more than 45,000 Alaska Natives receive regular dental care where they live. Tomorrow, more people in communities across the Northwest will have stronger health outcomes as Naomi, Ben and their peers offer more regular dental care where they live across the NPAIHB region.
In Hopelchén, Mexico

A shared vision plus critical capacity-building tools empower new leaders to challenge existing power structures and champion change for their communities.

Hopelchén is one of the largest communities in the Mexican state of Campeche but invisible to the tourists who flock to Cancun and other resorts. Like many indigenous communities in Mexico, the people of Hopelchén strive to maintain their traditions and sustain their health and economic viability. But in their small community, the ability to do so depends on their capacity to defend their land and its wealth of natural resources from invasion by multinational corporations.

Through a year-long process of strategic planning, gathering data and inviting community discussion, the people of Hopelchén worked to define their priorities for the future. When commercial developers came into the community with plans, Hopelchén leaders were ready with their own and prepared to defend it.

For communities like Hopelchén, programs that build civic engagement and leadership prepare them to challenge competing visions from groups outside the community. Centro Mexicano de Derecho Ambiental, A.C., a Mexican environmental law center, is building the capacity of community leaders to understand how to advocate for their rights and facilitate access to the justice system. They engage the community in decisions of public interest and prepare them to participate in policy development at the local level. As needed, they also educate community leaders on steps to take within the legal system.

At the same time, the Due Process of Law Foundation connects a transnational group of professionals with a network of indigenous lawyers, training them to defend the fundamental human rights of their communities and increase access to the justice system. The linkage increases community capacity and helps to fulfill government compliance with international human rights obligations. For Hopelchén, this web of support was instrumental in winning two court cases in defense of their community’s vision.

In addition to increasing the capacity of communities to advocate for their livelihood and land, communities across the Yucatán Peninsula are taking concrete action on behalf of children, including increasing access to clean water. Over a three-year period, local leaders have partnered to build: one water tank, 198 rainwater collection systems in 17 communities and 3 municipalities, 381 secure water systems and 12 water kiosks. As a result, 2,120 families in the region have access to clean water for drinking and a water source to nourish their crops.

In Hopelchén, Mexico a shared vision plus critical capacity-building tools empower new leaders to challenge existing power structures and champion change for their communities.
In Mississippi

Deeper engagement within housing communities fortifies families and offers lessons for addressing other communities' challenges.

Car repairs or medical bills can destabilize any family budget. But for working families teetering on the brink of poverty, unexpected expenses can shatter the fragile arrangements that keep food on the table and a roof over children's heads. That's why residents in seven affordable-housing communities in Mississippi are being offered much more than stable housing for their children and families. Springboard to Opportunities supports affordable-housing residents with strategic, resident-engaged services that provide a platform for low-income families to advance in life, school and work.

The Springboard to Opportunities model strives to be "radically resident-driven" and recognizes that the best way to serve families is to include them in the planning process. Through focus groups and planning sessions, Springboard community specialists listen to what services and programs are most needed by residents. The respectful exchanges inspire and support community residents, and the resulting community blueprints lay out programming for the following year to help residents set career goals, create a plan and realize their hopes and dreams. They offer two-generational programs – to support both children and parents in everything from afterschool programs to school and career readiness programs. Some residents want to line up a new job; others envision an entrepreneurial venture. Whatever the journey toward economic stability, Springboard shares their challenges and successes in policy briefs and contributes to wider discussions about human-centered policy design and fostering positive narratives around low-income families and communities.

Springboard operates within seven communities throughout Mississippi and works with more than 40 community partners to offer holistic programming benefiting thousands of affordable-housing residents. In 2017, more than 1,000 residents actively engaged in community building events with plans to build even stronger communities in the years to come.

Springboard operates within 7 communities throughout Mississippi

40 Community Groups as partners offering safety net services

1,000 Residents actively engaging in community building events
In Battle Creek, Michigan

Deeper engagement through active community outreach reshapes conversations and reorients civic priorities.

Canvassing neighborhoods sounds like what candidates do during campaign season. But Battle Creek’s BCVision canvassing had nothing to do with elections. Its purpose was to listen to residents, hear new perspectives and engage non-traditional leaders in a planning process to make their city a great place to live, work and play.

Initiated by the Kellogg Foundation and the Kellogg Company in 2014, BCVision began as a community-wide effort to build a more vibrant city and ended up setting a new standard for broad civic engagement. Canvassers knocked on 30,000 doors and talked with 8,200 residents. They reached out through social media, online surveys and in face-to-face sessions where they connected with people across the city in the Burmese community center, in the local Latino organization’s office and other locations. Action teams were developed to address the priority areas of BCVision that significantly impact the community, and those teams processed resident perspectives and quantitative data in their community conversations.

The ultimate goal was the creation of the BCVision plan. But another outcome of the process was building trust and finding the clarity essential to addressing longstanding obstacles.

When BCVision’s College and Career Readiness Action Team commissioned researchers at New York University to study Battle Creek educational systems and achievement gaps, findings pointed to structural inequality and segregation as consistent barriers for students in Battle Creek Public Schools. Their findings echoed community concerns about academic success in the city’s highest-need and most under-resourced district. In a matter of months, BCVision’s clear priorities for the city set in motion a new and historic effort to transform Battle Creek Public Schools, including an unprecedented $51 million five-year grant from the Kellogg Foundation.

Today, the ongoing BCVision work and Battle Creek Public School district are making steady progress toward improving educational opportunities for more than 4,000 local students and families. The community focus is already showing measurable gains. Battle Creek children who received both comprehensive early literacy and family support services have a 29 percent increase in school readiness. The rapid improvement points to the value of a concerted community effort to prepare every child for school success.

WATCH how the community in Battle Creek, Michigan champions change for children at 2017annualreport.wkkf.org/BattleCreek.
In Akayè, Haiti

A community’s clarity of vision attracts partners, resources and support for long-term change.

In the early 19th century, a newly independent Haiti inspired the movement to abolish slavery across the Americas. But the hopeful vision exacted a high price. Countries dependent on the slave trade refused to recognize the young nation and cut off commercial and diplomatic ties. The goal was to cripple the fledgling democracy, and the strategy’s weakening effect still lingers. Even today Haiti is the poorest country in the western hemisphere. Earthquakes and tropical storms only compound the burdens people shoulder.

Truly remarkable, then, how Haitians are willing to dream and to plan – to create a vision for their community and to hold to it against considerable odds. Which is exactly what the people of Akayè did.

In 2013, a design team from the University of Miami Center for Urban and Community Design facilitated a community visioning process in Akayè. Led by a steering committee of experts and civic leaders, they hosted local workshops and focus groups, and gathered new data as part of the visioning process. What emerged after 18 months was a comprehensive community development plan centered on creating a local community center. The people envisioned it as a place with plenty of space to gather, to plan and to host health, education and job development programs for youth, adults and families.

As Akayè’s new mayor took office in 2016, she remained committed to the pursuit of a community center. At the same time, the State University of New York (SUNY) had committed to begin working in Haiti through a new initiative called Learning Through Development – a development paradigm. New York State is home to a large Caribbean community, and with a mission of accessibility, inclusion and equity, working in Akayè is an extension of the reach SUNY has in fulfilling this mission. Through mutual networks, the ideas from Akayè and SUNY came together.

The initial idea to create a community center has grown into a dual-purpose plan for a sustainable village that promotes the health, education and economic well-being of the people of Akayè, and draws university students from across SUNY’s 64 campuses into a new learning space. This expanded and shared vision offers an opportunity for more partners to lend support for a stronger, more sustainable future.

Community engagement and the partnerships that result are already changing conditions for children. In remote regions of Haiti, cross-sector and community collaboration has created a stronger healthcare infrastructure for pregnant women and their newborns. In 2016, birthing wards in local hospitals saw a 22 percent increase in maternal and infant services. The same kind of collaboration around community priorities is improving income generation for small farmers. Crop yields per hectare for peanut farmers have almost doubled ($155 from $82) – significantly improving earnings in a country where per capita income is around $400.

$82–$155

Crop yields per hectare for peanut farmers in Haiti have almost doubled

This significantly improved earnings in a country where per capita income is around $400.

22%

Increase in maternal and infant services
How do you help your community walk through its history? At a grantee networking meeting in Chicago in mid-2017, representatives from 14 TRHT places across the U.S. considered that question in one form or another.

The Rev. Robert Turner of the Black Belt Community Foundation in Selma, Alabama, thought the TRHT work in Richmond, Virginia, might hold some answers—and he expressed interest in taking a closer look. Selma was in the early stages of implementing the TRHT framework. Richmond had been at the forefront of the racial healing movement. As often happens at networking meetings, his interest sparked a series of connections. Within a few months, the desire to learn from another community led to a 24-hour visit as seven leaders from Selma’s TRHT advisory group traveled to Richmond.

The first evening, talk quickly turned from meet-and-greet to the knotty challenges of community engagement and how to sustain it in healing work. As one observer put it, “The conversation got ‘real’ real fast.” Participants spoke the same language and were eager to learn from one another. The next morning, the Selma delegation walked a portion of the city’s “trail of enslaved Africans” as Richmond’s Rev. Sylvester “Tee” Turner, director of reconciliation across the Truth, Racial Healing & Transformation (TRHT) Network

Connections between TRHT grantees uplift community champions and strengthen capacity to lead racial healing journeys.
programs for **Initiatives of Change**, wove together the histories of Native Americans, early settlers, African slaves and Confederate soldiers and their families. **Every step of the way, he showed how to find common ground by honoring all stories — acknowledging the truth of each group’s lives and losses.** Later the same day, Richmond community stakeholders talked with the Selma group about building relationships with media, law enforcement and government to sustain healing partnerships. In the back and forth, examples of respect, trust and courage inspired participants from both communities.

TRHT is a national effort and resource for creating equitable communities where children can thrive.

In 14 places, grantees at different stages of a racial healing journey are using the TRHT framework as a tool to grapple with histories long buried and craft a shared story that can build a more equitable future. No two communities are the same, so every pathway is a singular one. But grantees are not solo travelers. As part of the TRHT learning community, they take turns leading and following on a journey together – driving the changes needed to create vibrant futures for children.

Throughout the country, TRHT is sharing information and tools to support emerging and ongoing racial healing efforts. To date, more than 8,000 TRHT Implementation Guidebooks have been distributed. As a result, more than 150 organizations with a reach of 289 million people are engaged in TRHT nationally, with 130 organizations participating in the first annual National Day of Racial Healing in January 2017. Eighteen formal proclamations were made by cities, counties and states as part of the celebration. The second annual National Day of Racial Healing (Jan. 16, 2018) is building on these connections and widening the circle of participants.

To learn more about the TRHT framework and places, visit heilourcommunities.org.
2017 By the Numbers

$8.2 BILLION TOTAL ASSETS

$396,763,867 NEW GRANTS

1,436 GRANTEES

638 NEW GRANT COMMITMENTS

2,231 ACTIVE PROJECTS

To view the financial statements, visit 2017annualreport.wkkf.org/financials

PRIORITY PLACES

Michigan
Mississippi
New Mexico
New Orleans
Central and South Haiti
Chiapas and the Yucatán Peninsula in Mexico

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Chiapas and the Yucatán Peninsula in Mexico
WHO WE ARE

The W.K. Kellogg Foundation (WKKF), founded in 1930 as an independent, private foundation by breakfast cereal pioneer Will Keith Kellogg, is among the largest philanthropic foundations in the United States. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work and life. Visit wkkf.org for more information.

Pictured from left to right

Ramón Murguía
Kansas City, Kansas

Celeste A. Clark
Battle Creek, Michigan

Richard M. Tsoumas
Battle Creek, Michigan

La June Montgomery Tabron
Battle Creek, Michigan

Cathann Kress
Columbus, Ohio

Roderick D. Gillum
Bloomfield Hills, Michigan

Cynthia H. Milligan
Omaha, Nebraska

Khan Nedd
Grand Rapids, Michigan
Executive Council

Pictured from left to right

Joseph Scantlebury
Vice President for Program Strategy

Ross Comstock
Vice President for Information Systems and Technology

Dianna Langenburg
Vice President for Talent and Human Resources

Cindy Smith
Vice President for Integrated Services

Alandra Washington
Vice President for Quality and Organizational Effectiveness

La June Montgomery Tabron
President and Chief Executive Officer

Joel R. Wittenberg
Vice President and Chief Investment Officer

Donald G. Williamson
Vice President for Finance and Treasurer

Carla D. Thompson Payton
Vice President for Program Strategy

Kathryn A. Krecke
General Counsel and Corporate Secretary

Executive Council

Joel R. Wittenberg
Vice President and Chief Investment Officer

Donald G. Williamson
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Vice President for Program Strategy

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Vice President for Program Strategy

Kathryn A. Krecke
General Counsel and Corporate Secretary
About the W.K. Kellogg Foundation

"Use the money as you please so long as it promotes the health, happiness and well-being of children," said our founder, Will Keith Kellogg. This continues to be our guide, with equity as our measure. Together, we’re working to support thriving children, working families and equitable communities.

VISION We envision a nation that marshals its resources to assure that all children have an equitable and promising future – a nation in which all children thrive.

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.
### Back Cover

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