What is the best lesson we learned in the past year?

What were some of the unintended consequences of our work?

Where did we find help and support from unusual sources?
Like any successful organization, a foundation must evolve: experimenting, learning, growing to become more effective within a changing context. That is the significance of the “Dispatches” theme of this year’s annual report, and of the three questions on the cover. The dispatches themselves constitute a real-time, real-world snapshot of our work, and the work of our grantees. The opportunities and challenges they describe reflect the kinds of issues with which we deal.

And to the extent that they offer answers, albeit personal ones, to the questions posed on the cover, the dispatches also characterize an evolutionary process that has been on-going at the W.K. Kellogg Foundation for several years now.

Our mission, of course, remains closely aligned with W.K. Kellogg’s mandate. We are committed to supporting “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.”
In last year’s annual report, I wrote of the progress we had made to that end in a number of areas. That work continues, and is particularly timely and relevant, given conclusions drawn by the Aspen Roundtable on Community Change, and noted in their 2010 publication, “Voices from the Field.”

As they report, 20 years ago, the field’s guiding assumption was that a comprehensive approach to community change would prove more durable and effective than narrower, more specific interventions.

But results since then have shown that, in fact, “community building” does not necessarily emerge directly from a one-time community planning process or even a multi-year initiative.

Our own experience bears this out. It suggests that enduring change on behalf of vulnerable children can only come if people in contiguous geographies—neighborhoods, communities, cities, states—recognize that their fates are connected, articulate their shared values, and identify the aspirations and goals that they are prepared to work collaboratively to achieve.

Put differently, we believe that “helping communities help themselves” must be central to our change-making strategies on behalf of vulnerable children.

Much of the Foundation’s evolution over the past year speaks directly to such conclusions, and their implications for our work.

At the heart of this evolution is recognition that the families of vulnerable children live in a complex ecosystem in which the conditions creating their vulnerability frequently become self-reinforcing and perpetuating, constituting a kind of “deflationary spiral” from which it becomes nearly impossible for the families to extricate themselves.

We also recognize that there is no single programmatic “fix” that will provide sustainable conditions of success for these children.

Our refined strategic framework addresses this ecology directly, converting our previous fields of interest into a new integrated approach that seeks to build the conditions for what we might call “success by half-time”: continua and pathways to success, especially across the first nine years of life—or halfway to high school graduation.

As you read the profiles and dispatches in this report, you’ll see that strategy applied in New Mexico Voices for Children, in the Mahalia Jackson Family Learning Center in New Orleans, and in the Early Learning Neighborhood Collaborative and Lighthouse Communities in Grand Rapids, Mich.

To facilitate our planning, we’ve implemented a more unified process in our place-based work. Based on our experience, we are providing guidelines for translating the broad, integrated strategies of the framework into the tactical, on-the-ground considerations that guide execution and sequencing of projects in specific areas.

2010 also saw us dig more deeply into community engagement, both as a discipline in its own right and as a core approach to working with communities to create the conditions under which vulnerable children can succeed.

The practical value and application of community engagement was clearly visible in a number of foundation-funded initiatives in 2010, including the first independent evaluation of its scale to assess care provided by dental therapists serving remote Native Alaska villages, and in food and fitness collaboratives in Boston; Detroit; Holyoke, Mass.; Northeast Iowa; New York City; Oakland, Calif.; Philadelphia; Seattle/King County, Wash.; and the Tohono O’odham Nation in south central Arizona.

Internally, our 2010 retreat focused closely on community engagement, conveying a clear picture of the various types of community engagement the foundation will be exploring and supporting. We believe that doing so will help staff and trustees track the impact of community engagement strategies in order to learn which tools and approaches, in which circumstances, and in what sequence, yield the best results for positive social change.

Beyond these specifics, the Foundation continued to evolve in other ways as well. From our historic, five-year, $75 million initiative to confront the challenge of structural racism, and to bring racial healing to children, families and communities—to our pioneering and expanding work to enhance our efforts through mission-driven investing—we have, and will continue to seek and find new ways to increase our effectiveness in a changing world.

Our children—their future—and ours—demand it.

Sterling K. Speirn
December 2010
Albuquerque 10.01.10
Grand Rapids 10.08.10
Mexico City 10.13.10
New Orleans 10.14.10
Introducing participants of four programs drawn from the W.K. Kellogg Foundation’s 2010 portfolio. Each distinct voice expresses a unique perspective on some of the most important work of the Foundation and its grantees, their successes, challenges and lessons learned.

New Mexico Voices for Children

Eric Griego, executive director of New Mexico Voices for Children (NMVC), state senator, journalist and former Albuquerque city councilman, brings passion, data and insight to caring for the state’s most vulnerable children. Among a wide range of activities and approaches related to healthy whole-child development, under his leadership NMVC applies a racial equity lens to child-related issues in New Mexico, analyzing policies that perpetuate the racial divide, collecting data on disparities, and working to educate the community about structural racism and its effects on minority youth.

Believe 2 Become

As collaborators on the Believe 2 Become (B2B) initiative in Grand Rapids, Mich., Darel Ross, co-director of Lighthouse Communities, and Dr. Nkechy Ezeh, director and lead facilitator for the Early Learning Neighborhood Collaborative, are intimately familiar with the challenges and opportunities facing children and families in four southeast neighborhoods. Darel, a Grand Rapids native and successful local business owner, brings personal commitment to and distinct perspective on the early childhood issues B2B seeks to address. Nkechí, a more than 20-year area resident and director of early childhood education for Aquinas College, brings the necessary expertise to help the community mobilize its resources so neighborhood children are successful in school and life.

Mahalia Jackson Family Learning Center

As CEO of the Early Childhood and Family Learning Foundation of New Orleans, Dr. Pat Cooper has an educator’s perspective based on 39 years of public education experience, including 10 years as superintendent of the McComb (Mississippi) School District. He is a vocal advocate of school wellness in general, and, in particular, of the coordinated school health model, which makes child wellness the joint responsibility of families, schools and communities.

New Ventures Mexico

With a background in investment banking and in private equity, Erik Wallsten is well-suited technically to exploring the potential for venture capital and technical assistance to growing small companies in Mexico and Latin America. With his personal interest in environmental and social issues, and his belief in doing well by doing good, he also brings valuable insight to the work of Mexico’s most successful green business accelerator.
A Foundation Perspective

New Mexico Voices for Children is one grantee in a cluster of grants collectively called the State Fiscal Analysis Initiative (SFAI). The goal of the cluster is, in 31 designated states, to influence and improve state tax and budget policies affecting low-income families’ economic security and the health and education of vulnerable children. Specifically, SFAI organizations in those states analyze data and provide credible, actionable information to local community-based groups facing state tax and revenue actions that threaten the availability of resources to vulnerable children and their families. The SFAI network is coordinated by the Center on Budget and Policy Priorities.

In New Mexico, for example, New Mexico Voices for Children works with a statewide network of community-based groups, like Cuidando Los Niños, to improve early childhood education, build issue- and policy-specific coalitions, and support immigration reform strategies that protect and nurture the children of immigrant workers.
A conversation with Eric

When:
October 1, 2010 and November 5, 2010

Where:
Albuquerque, New Mexico

Who:
Eric Griego, Executive Director, New Mexico Voices for Children

What I See

We’re all about policy and research, and one of our Kellogg Foundation grants is about analyzing budget and related factors in order to educate policymakers on a whole range of fiscal, policy and racial equity issues affecting the well-being of our children, especially during those critical first five years. So it’s ironic that one of the things I’ve learned is that even solid data doesn’t drive policy. To get the attention of legislators, you need to show them how their decisions affect the people in their districts. That’s why we spend so much time building coalitions.

For example, last year the big debate here was about where to cut spending. But we also needed to increase spending in areas like early education. That meant generating revenue, which no one was talking about.

We built a coalition of about 40 like-minded grassroots groups. And we developed a mantra—a call for “a balanced approach”—that put revenue increases explicitly on the table.

We knew we’d made an impact when the governor and the speaker of the house, who had focused mostly on cuts, both started using our “balance” language.

But the real success was about $200 million in new revenues, and minimized cuts to education.

We also have to deal sometimes with unintended consequences. For example, some of our allies got the New Mexico Senate Finance Committee to pass a tobacco tax with an earmark for early education, which would have produced a net increase in a budget that would otherwise have seen a loss.

But funding to balance the budget also included increasing a highly regressive food tax that would have hurt the very families we’re trying to help. We swallowed hard on the food tax in order to get the tobacco tax revenue and reduce harmful cuts to education. In the end, the governor was pressured to veto the food tax. To make up the cuts, he zeroed out the increase for early education and cut some funds to a number of other programs we supported.

It felt like defeat snatched from the jaws of victory. And, it just proves how far we have to go. But you keep soldiering on. In the end, I think we’re making a difference.

About New Mexico Voices for Children

New Mexico Voices for Children is a nonpartisan, statewide advocacy organization working to eliminate child poverty and improve the health and well-being of New Mexico’s children, families and communities. It is the only nonprofit child advocacy organization in the state examining tax and budget policy issues specific to the needs of the poor, and it counts among its core strategies both grassroots and governmental level work to educate and inform policymakers, the news media and the public about the products and implications of its research.
Believe 2 Become (B2B) is one initiative in a weave of W.K. Kellogg Foundation strategies and programs in Grand Rapids designed to support whole child development and activities aimed at preparing children ages 0-8 for success in school and life.

The initiative, led by the Doug and Maria DeVos Foundation, Grand Rapids Public Schools and Grand Rapids Student Advancement Foundation, is a collaboration of funders and more than 40 partner organizations, including Lighthouse Communities and the Early Learning Neighborhood Collaborative (ELNC).

In Grand Rapids where currently fewer than half of high school age children graduate, B2B is ultimately focused on engaging parents and community residents as a step in helping them shape educational outcomes in their community. With ELNC providing quality childcare, neighborhood parents have the opportunity to become more fully engaged in shaping those outcomes. Lighthouse Communities, working in partnership with the National Community Development Institute, has begun generating that kind of engagement in four Grand Rapids neighborhoods.
Established in 2000, Lighthouse Communities is a community revitalization agency serving Southtown, an area of southeast Grand Rapids with a population of nearly 20,000. Working with more than a dozen community groups, financial institutions, and government agencies, Lighthouse offers housing and home renovation programs and neighborhood services aimed at building vibrant communities. The ELNC launched in March 2010 as a result of a Kellogg Foundation grant to develop strategies for delivering high quality early child care and education programs within targeted Grand Rapids neighborhoods. ELNC recently completed Phase 1 of its program, collecting key stakeholder input in targeted neighborhoods. In Phase 2, they will define an organizational structure and their role within existing community early care and education initiatives.

What We See

Nkechy: I’ve walked this neighborhood trying to get a feel for what life is like for a three-year-old. I’ve seen three- and four-year-old children playing outside, on the curb, with no adult supervision. My passion is early education in a neighborhood that doesn’t have the resources or capacity to provide it. That’s the goal of the Early Learning Neighborhood Collaborative.

Darel: I’m from the Grand Rapids neighborhood where Believe 2 Become got started, so doing the community engagement work here where I grew up is especially meaningful to me. The Kellogg Foundation’s support is helping us generate parental involvement aimed at creating a neighborhood-based system of early childcare, with the intended goal of boosting high school graduation rates. It’s a complex effort...a collaboration of funders and partners, including the Early Learning Neighborhood Collaborative.

Nkechy: Kellogg Foundation staff helped my organization connect with Lighthouse Communities. We’re working in the same neighborhoods, doing complementary work consistent with the Foundation’s interests, and they didn’t want any of us working in isolation. They are encouraging us to find ways to work together.

Darel: The unique thing about Believe 2 Become is that it’s not about outside organizations parachuting in to fix things. We want to equip the community to fix things, and to build a pipeline of leadership.

Nkechy: Our first step was a series of three community forums, at which parents helped identify obstacles to early child care. This was the first time at the table for a lot of people, and there was some concern about how much involvement we could expect.

Darel: And so we incentivized attendance. And we got some push-back that we were paying people to care about their kids’ education. But the reality is this is an imperfect world. We wanted input and collective wisdom from people who have historically been marginalized. We weren’t incentivizing them to care about their children’s education. We were overcoming deep skepticism about the effectiveness of convening as a community. And the lesson is, incentives work. This community didn’t just attend, they engaged, demonstrating that in this neighborhood, at least, education transcends personalities and traditional differences. We expected a turnout of about 250 people at that first session. We had 600. And we’ve averaged 400 to 600 at each session since.

Nkechy: People are getting excited, but that’s also the risk. The question in the pit of my stomach is: will we be able to help them meet their needs? But when I think about what we’re trying to do with the Foundation’s help, I feel good. Beyond just the financial support, the Kellogg Foundation is putting a face to the problem we have and their name to the issue. Most important is the partnership we’re trying to create within our community. That’s what will make the difference.

About Lighthouse Communities and the Early Learning Neighborhood Collaborative

Established in 2000, Lighthouse Communities is a community revitalization agency serving Southtown, an area of southeast Grand Rapids with a population of nearly 20,000. Working with more than a dozen community groups, financial institutions, and government agencies, Lighthouse offers housing and home renovation programs and neighborhood services aimed at building vibrant communities. The ELNC launched in March 2010 as a result of a Kellogg Foundation grant to develop strategies for delivering high quality early child care and education programs within targeted Grand Rapids neighborhoods. ELNC recently completed Phase 1 of its program, collecting key stakeholder input in targeted neighborhoods. In Phase 2, they will define an organizational structure and their role within existing community early care and education initiatives.
In emerging economies, small- and medium-sized companies play a pivotal role in economic growth and job creation. A growing number of these companies have core businesses, which provide social and/or environmental benefits. Because of their size, such companies often have limited access to the financing and technical expertise that would allow them to grow. Even when small amounts of financing are available through credit and equity, such financing challenges the traditional venture capital cost structure, since investors cannot afford the kinds of analyses available at regular fees.

The Foundation’s investment in New Ventures Mexico reflects the kind of innovative thinking that characterizes our mission-driven investing strategy. It is innovative in offering the potential for a successful investment model with a reduced fee structure suitable to emerging economies. And, in seeking market-driven solutions to social issues aligned with our framework, it offers the potential to become a key social development tool in the region.
A conversation with Erik

When:
October 13, 2010 and November 6, 2010

Where:
Mexico City, Mexico

Who:
Erik Wallsten, Managing Director, New Ventures Mexico

What I See
I’ve worked in private equity, and on Wall Street as an investment banker. When my daughters were born, I realized that, while I can’t solve the world’s big problems—water, poverty, global warming—I want to be able to tell them that I tried to help. And I want to teach them by example that it’s possible to do well for the world and for yourself. Working with Rodrigo Villar at New Ventures Mexico gives me an opportunity to do exactly that.

Echale A Tu Casa is a good example of what we’re trying to do. Mexico’s housing deficit is roughly 7 million homes, growing by about 700,000 homes annually. Half the market is what’s called the “auto-construction sector”—families too poor to qualify for a mortgage, who often build their own homes out of found materials. A Mexican entrepreneur named Francesco Piazzesi di Vallimosa Tommasi created a machine that makes adobe bricks by pressing rather than burning them, often using old tires. It uses local materials, it’s cleaner and it’s less expensive than buying conventional bricks. And he started a not-for-profit that lends his machine to communities and teaches people to use it to build their own homes, allowing them eventually to qualify for a mortgage.

And the idea has worked, although a not-for-profit approach limits its growth potential. So Francesco started looking for financing to expand. People loved the story, but he was too small for bank financing, too big for microlenders, and his potential return wasn’t high enough for conventional private equity investors.

The question the Kellogg Foundation grant asked us to study was, by providing affordable capital and technical assistance, can we help enterprises like his generate social, environmental and economic returns? Turns out, the answer is “yes,” enough so that the next phase of our project is developing Mexico’s first impact investment fund focused on socially and environmentally responsible ideas that, if run like a business, can generate triple bottom line returns.

It’s frustrating, at times, how slowly things move. But I think—I hope—that we’re at the front of a true sea change in what a for-profit company can and should be.

About New Ventures Mexico
New Ventures Mexico is the World Resources Institute’s center for environmental entrepreneurship, providing development services and increased access to finance to environmentally focused small and growing businesses in emerging markets. New Ventures Mexico is the network’s most mature operation and a pioneering effort that remains one of only a handful of such funds in the region. It was established in 2000 as a partnership between the World Resources Institute and Fondo Mexicano para la Conservación de la Naturaleza. It now operates as an independent organization, and is recognized as one of Mexico’s most successful business accelerators, and its primary green business accelerator.
A Foundation Perspective

The Foundation’s investments in New Orleans reflect the growing civic engagement in that city, as well as our strategic commitment to support aligned organizations that focus on the developmental needs of vulnerable children and their families. New Orleans’ Early Childhood and Family Learning Foundation’s Mahalia Jackson Family Learning Center is such an organization.

The center’s central focus is on early education, with its 200-student capacity birth-to-five early education center. Beyond early education, the center is closely aligned with other elements of the Foundation’s strategy. Thanks to its collaborative approach to social services to vulnerable families, it houses state-run support services, a community health clinic, a branch of the New Orleans Public Library, a de-stress center, meeting and fitness rooms, and early education outreach to Central City child care facilities.
A conversation with Pat

When:
October 14, 2010

Where:
New Orleans, Louisiana

Who:
Dr. Pat Cooper, President/Director, Early Childhood & Family Learning Foundation/Mahalia Jackson Family Learning Center

What I See
The Early Childhood and Family Learning Foundation started three years ago in the belief that early childhood education was essential to the success of New Orleans’ education reforms.

Out of that grew the idea of early learning centers in economically depressed neighborhoods. But we also realized that you can’t just fix one thing, like early education, and expect to have successful kids. Those kids’ families have a whole range of interconnected needs.

I was a school superintendent in Mississippi before coming here. I’m used to directing people. But this job is about collaboration. And it’s the hardest, most complex job I’ve ever had.

The biggest challenge has been building cooperation among territorial agencies and organizations.

Orleans Parish School District provided us with a building damaged by Katrina. We generated $17 million for renovation. We planned to administer a birth-to-five education program built on the best of programs like Head Start, early Head Start and LA Four, that would ensure that every kid came out ready to learn.

We also planned a family resource center, with one-stop access to various agencies, expert assistance and so forth.
We, along with Kysha Brown Robinson, executive director of the Central City Renaissance Alliance, met with 45 agencies before finding 15 willing to collaborate. We have a branch of the library, a health clinic, and the resource center to help meet the needs of these kids and their families.

The Kellogg Foundation grant was our foundation—our operational seed money.

But once we got started, Orleans Parish decided they wanted to administer the center. And they had other requirements, like space needs, which jeopardized the agreements we’d made with other agencies.

Ultimately, I asked for a meeting with the school district. It was fairly intense. Today, it administers the early education center. And we renegotiated to meet the district’s space needs.

Today we also have 150 kids enrolled in our birth-to-five program. We’ve started early education outreach in other parts of the city. And we’ve made some early steps to become financially self-sustaining. In the end, we collaborated. This kind of project is just too important to let fail.

About Early Childhood and Family Learning Foundation
The Early Childhood and Family Learning Foundation (ECFLF) was founded to address the challenges of life in New Orleans’ Central City community. While storm-damaged and challenged by crime and poverty, Central City is historically significant as an economically vital hub for diverse ethnic groups. Current residential and economic development efforts make it an ideal community for investing in children and their families. To that end, ECFLF has established the Mahalia Jackson Family Learning Center as both an early education center and a one-stop resource for the programs and services Central City families need.
COMMUNITY GOAL

Parents/guardians are actively involved in their child's education from kindergarten through high school graduation and beyond.
As we close out 2010 and begin a new year, I cannot remember a time of greater transformation for philanthropy in general, or for the W.K. Kellogg Foundation in particular. Nor, frankly, can I remember a more exciting period.

Historically, philanthropies like ours have often operated through initiatives in which we might spend three years building a program, three years stabilizing the program, and three years phasing out of the program. Reflecting on this process and our body of work, we can find discrete improvements in the lives of many individuals. But the improvements are often fleeting. And we find few of the kinds of durable, systemic improvements that vulnerable children, their families and their communities need.

Indeed, the philanthropic community has done a fine job of announcing its intentions, and investing its money in ways meant to achieve its aims. But we’ve been less than successful in measuring our impact or causing systemic change to occur.

What makes this period so transformative and exciting is the role the Kellogg Foundation is playing in finding an alternative, and more effective, methodology.

A number of factors characterize that methodology. One is the emphasis on the importance of place and integrated activities. We believe that systemic change can best be triggered by assembling multiple, connected approaches to helping vulnerable children in a particular place.

We’ve also expanded the role of the program officer. Traditionally, program officers have been responsible for finding the very best ways to invest the money allocated to their area of focus. But the Foundation is providing its program officers with a new set of guidelines, essentially challenging them—not only to invest—but effectively to spark positive change within a community. Doing so, in turn, drives an entire process of community engagement, in which we partner with the community to define its aspirations and the means by which to achieve them.

When it works, the process embodies the essence of Mr. Kellogg’s direction to help people—and, by extension, the communities they comprise—help themselves.

Like any worthwhile endeavor, of course, this work is not without risk. In challenging our program officers in this way, we are trying to reinvent our core business model to empower social change. And in redefining success in terms specific to each community, we are essentially venturing into uncharted territory with every program we undertake.

But given the need for new models, and the primacy of creating systemic, sustainable change in the interests of the most vulnerable among us, the risk seems not only appropriate, but essential.

And it is risk that I suspect Mr. Kellogg would applaud.

Fred P. Keller
Chairman of the Board
Board of Trustees

W.K. Kellogg Foundation Board of Trustees at Carver Elementary School in Indianola, Miss.


*Elected Dec. 17, 2009
Governance

Board of Trustees
The W.K. Kellogg Foundation is governed by an 11-member board of trustees that includes the Foundation president and CEO. We elect our trustees from a variety of backgrounds and professional disciplines. Each trustee brings wisdom, insight, diverse perspectives and a wealth of experience to the boardroom. The board’s shared dedication to our mission and strong commitment to honoring our donor’s intent is essential to the successful governance of the Foundation.

Trustees meet monthly with one meeting each year reserved for strengthening governance practice and another reserved for site visits in the field. During site visits, trustees meet with community members, grantees, government and business leaders, and other partners. The visits familiarize trustees with the challenges and opportunities facing the communities that are the focus of our grantmaking.

The board governs in accordance with the Foundation bylaws, committee charters, policies and a written code of ethics. Each document guides the Foundation strategically, facilitating the successful pursuit of our mission to propel vulnerable children to lifelong success.

President and CEO
Our board of trustees elects the president and CEO to execute a mutually articulated and agreed upon strategy for the Foundation. The president and CEO, in turn, works closely with an executive council composed of staff leaders to implement policy, support oversight and evaluation and execute strategic direction through grantmaking, communications and related activities.

In addition, the president and CEO actively shares and applies the Foundation’s institutional skill and knowledge externally. Through continual conversation with business, government, community and philanthropic leaders, policymakers, grantees, researchers and others, the president and CEO identifies opportunities to further the Foundation’s goals, and oversees direction of Foundation personnel in pursuit of those opportunities.

Board Oversight
As fiduciaries, the board provides oversight over all aspects of the Foundation’s activities. To provide program oversight, trustees engage in on-going reviews of grantmaking, and on-going evaluation of the impact made by the Foundation’s work and grants.

The board provides fiscal and legal oversight via the work of its five standing committees: the Audit Committee, the Board Development Committee, the Budget Committee, the CEO Compensation Committee and the Finance Committee. The board chair appoints committee members annually in consultation with the president.

Committees & Members

Audit
Ramón Murguía*
Dorothy Johnson
Wenda Weekes Moore
Richard Tsoumas
Sterling Speirn**
Fred Keller**

Board Development
Cynthia Milligan*
Dorothy Johnson
Hanmin Liu
Ramón Murguía
Joseph Stewart
Sterling Speirn**
Fred Keller**

CEO Compensation
Fred Keller*
Roderick Gillum
Joseph Stewart

Finance
Roderick Gillum*
Cynthia Milligan
Wenda Weekes Moore
Bobby Moser
Joseph Stewart
Sterling Speirn**
Fred Keller**

Budget
Bobby Moser*
Roderick Gillum
Hanmin Liu
Richard Tsoumas
Sterling Speirn**
Fred Keller**

* chair
** ex-officio
What We Support

Whole Child Development

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.

Our integrated approach centers on whole child development – ensuring the emotional, social, cognitive, physical, cultural and civic development of young children, with a special emphasis on ages 0-8, within the context of families and communities.

Our Goals

Our work is carried out by partners and programs that help us achieve our three organizational goals and embody our commitments to civic engagement and racial equity.

Where We Work

Nationally (United States)
Priority places - Michigan, Mississippi, New Mexico

Internationally (Latin America, the Caribbean, southern Africa)
Priority places - Mexico (Chiapas Highlands, Inner Lands of the Campeche - Yucatán Peninsula), Central America, northern Brazil, southern Africa
In 2010, WKKF made $360 million in new commitments.
Sample Grants / Education & Learning

Overall Objective – All children need the support of parents and the community to ensure their healthy development and education, so that they can build a strong platform for independence and success. We partner with organizations working on early childhood education, with a commitment to whole child development, educational advocacy, family literacy, innovative educational practices, policy reform and lifelong learning. We focus on communities in which children and families are most in need of high quality early intervention to achieve success by third grade and beyond.

Albuquerque/Bernalillo County Community Schools Partnership
$400,000 | Albuquerque, NM
Create an infrastructure for developing and sustaining community schools.

Alianza Dominicana Inc.
$300,000 | New York, NY
Enhance the capacity of the organization to address the needs of vulnerable children and families by providing general support.

AppleTree Institute for Education Innovation Inc.
$500,000 | Washington, DC
Improve early learning outcomes across a variety of settings, especially for children at risk of educational failure, through implementation of the Every Child Ready preschool instructional model in select preschool classrooms by enabling the organization to meet the matching fund requirements of the Investing in Innovation federal grant program.

AVANCE Inc.
$12,628,682 | San Antonio, TX
Advance AVANCE’s evidence-based programs that have improved the school readiness of children, ages 0-3, and that have had a strong impact on Latino families through partnerships with more than 15 community-based organizations serving low-income families across the country.

Big Brothers Big Sisters of America
$398,000 | Philadelphia, PA
Strengthen the outcomes of vulnerable children and their families by leveraging the organizational infrastructure to develop a national grassroots child advocacy strategy based, in part, on data collected from sites located in Detroit and Albuquerque, N.M.

Catholic Healthcare West
$914,939 | Los Angeles, CA
Support the Latino immigrant families, local service providers, and surrounding schools to prepare their children's smooth transition and optimal development from pre-kindergarten-third grade in Los Angeles through a continuum of culturally relevant care.

Children’s Defense Fund
$3,000,000 | Washington, DC
Ensure the academic success of vulnerable children in Mississippi by leveraging and expanding programs in low-performing school districts.

Children’s Literacy Initiative
$1,000,000 | Philadelphia, PA
Increase the number of highly skilled teachers who can help their colleagues improve instruction and help students read at or above grade-level by the end of third grade by enabling the organization to meet the matching fund requirements of the Investing in Innovation federal grant program.

Community Initiatives
$400,000 | San Francisco, CA
Promote optimal early childhood success for all children in California, especially vulnerable children, by expanding Preschool California’s work to include a new focus on early learning system reform, federal/state policy alignment through advocacy, and building horizontal and vertical partnerships.

Corporate Voices for Working Families Inc.
$300,000 | Washington, DC
Build a coalition of policy advocates to engage and incentivize policymakers and employers to prepare, hire, and support disconnected youth.

CSC Mercy Ministries
$200,000 | Cleveland, OH
Strengthen early childhood care and education programs by supporting the renovation and equipping of a permanent facility for the Early Childhood Resource Center.

Detroit Parent Network
$1,200,000 | Detroit, MI
Engage, connect, and empower the parents and families of Detroit Public Schools’ students to achieve academic and social success through sustained parent support, resources, leadership development, and training.

Community Initiatives
$400,000 | San Francisco, CA
Promote optimal early childhood success for all children in California, especially vulnerable children, by expanding Preschool California’s work to include a new focus on early learning system reform, federal/state policy alignment through advocacy, and building horizontal and vertical partnerships.

Corporate Voices for Working Families Inc.
$300,000 | Washington, DC
Build a coalition of policy advocates to engage and incentivize policymakers and employers to prepare, hire, and support disconnected youth.

Council For A Strong America
$3,000,000 | Washington, DC
Enable the organization to achieve its mission by providing general operating support.
Step System. participation in the Mississippi Child Care Quality strategies to increase low-income child care centers’ demonstration of fiscal and programmatic policy in Mississippi mainstream employment in the industry.

Systematically assess the impact of connecting ready schools with ready communities by measuring both the program fidelity and kids’ third grade school success.

Ensure children from birth to 5 years old in New Orleans’ Central City receive quality early care, learning, and education to ultimately graduate from high school.

Provide funds to sponsor a charitable event to increase the knowledge and understanding of the impact of rites of passage on youth and community development.

Integrate health and early care and education into a coordinated system serving children from birth through age five in Grand Rapids, Mich., and surrounding communities.

Create opportunities for vulnerable school-aged children in Kalamazoo’s eastside neighborhood to access and acquire life skills and aspire to achieve academic success by supporting a comprehensive summer program.

Strengthen employment pathways for youth involved in youth media and youth development organizations by testing the adoption of the Verified Resume in youth media and youth development organizations.

Create, publish, and distribute exemplary, high-relevance texts and media about Native American tribal history for children, teachers, and Pre-K-12 classrooms that adhere to Native standards and protocols.

Connect at-risk and drop-out youths with real opportunities in the workforce by modifying current design curriculum to incorporate skills critical to entry-level positions in the fashion sector.

Help vulnerable children succeed by assisting non-profit organizations in developing human capital systems that are readily available resources for expanding efforts to reach greater numbers of children.

Enable small early care and education businesses to become better equipped to offer affordable, high-quality services for children and their families by expanding technical assistance capacity for shared services through start-up grants and peer mentoring.

Develop within black boys an intrinsic expectation of success in terms of critical life skills and success traits through active engagement with accomplished black men in their communities, discourse with peers around insights gained, and conscious implementation of lessons learned.

Transform public education through redesigned, innovative teacher preparation programs in Michigan’s higher education institutions.

Provide disconnected young people, ages 18-24, with marketable job skills training, paid apprenticeships, and college credit through an intensive, high-expectation/high-support program.

Improve quality of life for low-income families and youth in Mississippi by improving educational experiences and shaping and raising the educational standards for students.
Sample Grants / Family Economic Security (FES)

Overall Objective – In an era when the United States is moving toward a new economy, we want to ensure that all families achieve the economic security they need to provide a strong foundation for their children. We recognize that the primary needs of the family must be addressed to create pathways out of poverty for children. We support programs that increase the family stability; foster quality jobs, careers and entrepreneurship; and promote postsecondary achievement and financial independence. We support strategies that increase income, assets and aspirations of vulnerable children and their families, and reduce disparities based on class, gender and race.

Association for Enterprise Opportunity
$400,000  I  Arlington, VA
Improve the business development efforts of low-income, self-employed parents and entrepreneurs by strengthening organizational infrastructure and programs.

Center for Economic Progress
$1,500,000  I  Chicago, IL
Provide low-income workers and their families in Michigan, Mississippi and New Mexico greater access to poverty-fighting tax credits, financial education, and asset building products through concentrated leadership development and capacity-building efforts of local and state coalitions and networks.

Consortium for Community Development
$385,600  I  Benton Harbor, MI
Improve the economic trajectory of families with children living in chronic extreme poverty in the Benton Harbor community by coordinating integrated change processes and engaging local leaders in solution finding and implementation.

Corporation for Enterprise Development
$50,000  I  Washington, DC
Celebrate Corporation for Enterprise Development’s 30th Anniversary and recognize its first 30 years of innovation in building wealth and opportunity for individuals and communities on all margins of the economy.

D2D Fund Inc.
$300,000  I  Roxbury, MA
Increase asset development for low-income families by expanding and enhancing prize-linked savings programs in Michigan and implementing programs in Mississippi and New Mexico.

Demos: A Network for Ideas & Action Ltd.
$395,000  I  New York, NY
Enable the organization to achieve its mission by providing general operating support.

Boys and Girls Club of Battle Creek
$250,000  I  Battle Creek, MI
Ensure long-term sustainability through strengthening organizational capacity, innovative partnerships, and core programming in the areas of health, fitness, financial literacy and education.

Economic Policy Institute
$1,200,000  I  Washington, DC
Improve employment and asset development opportunities for low-income families through policy research, outreach and technical assistance to nonprofit organizations and policymakers with a deliberate lens of racial and gender equity.

Enterprise Corporation of the Delta
$400,000  I  Jackson, MS
Increase assets and financing options for low-income parents in Mississippi by providing financial education and asset development programs and services.

Interfaith Worker Justice
$400,000  I  Chicago, IL
Increase the economic status of low-wage workers in Michigan, Mississippi and New Mexico by providing information about model work-place fairness programs.

Living Cities Inc.: National Community Development Initiative
$2,000,000  I  New York, NY
Help lift families above the poverty line by building successful models that can inspire a new generation of effective urban policy, investment, and improvement.

Local Initiatives Support Corporation
$40,000  I  New York, NY
Provide funds to sponsor a conference to improve the performance of organizations implementing an integrated service model to help families achieve economic security.
Los Angeles Alliance for a New Economy
$900,000  I  Los Angeles, CA
Support the development of career path green jobs for low-income residents in Los Angeles and disseminate lessons learned for application and possible replication in Michigan, Mississippi and New Mexico.

Ms. Foundation for Women Inc.
$399,850  I  Brooklyn, NY
Improve outcomes for vulnerable children in the southern region by strengthening community-based programs that provide services to low-income families.

New Mexico Center on Law and Poverty Inc.
$85,000  I  Albuquerque, NM
Improve the well-being of immigrant children in New Mexico by increasing family access to, and participation in, public benefits programs that affect overall health.

New Venture Fund
$395,207  I  Washington, DC
Improve outcomes for low-income families with children by strengthening organizational capacity to train social policy leaders and service delivery organizations to understand and use behavioral economic principles.

Partnership for Working Families
$250,000  I  Washington, DC
Create high-quality, green construction jobs with prevailing wages and benefits for low-income, local residents by supporting public-private partnerships that link public investment to job creation through the establishment of Community Workforce Agreements.

Philanthropy New York Inc.
$30,000  I  New York, NY
Support a multiple-funder learning network around asset development for low-income people.

Prosperity Works
$300,000  I  Albuquerque, NM
Strengthen the stability and financial independence of vulnerable families in New Mexico by increasing organizational capacity to deepen and expand statewide partnerships as policy and best practice leaders.

Rural Dynamics Inc.
$396,000  I  Great Falls, MT
Help youth, individuals, and families achieve economic independence by providing programs and developing partnerships.

Southern Good Faith Fund
$156,001  I  Little Rock, AR
Increase the economic status of low-income families in Mississippi by coordinating program services and resources.

Southwest Creations Collaborative
$400,000  I  Albuquerque, NM
Improve educational outcomes and family stability by providing comprehensive support services for Latino immigrant children and families through parent and community engagement.

Southwest Organizations Unifying Resources for Community and Employees
$938,000  I  Grand Rapids, MI
Serve whole families through the consolidation and refinement of casework services using a “high touch” model.

Triangle Community Foundation
$30,000  I  Durham, NC
Increase the impact of the Earned Income Tax Credit (EITC) as a critical tax benefit impacting economic stability of low-income families by supporting activities of the EITC Funders Network.

West Michigan TEAM
$235,865  I  Grand Rapids, MI
Support lower-wage workers to succeed on the job and advance in the labor market while helping businesses find and retain qualified employees, thereby enhancing the impact of new and existing workforce development programs.

Women Employed
$125,000  I  Chicago, IL
Improve the economic status of single mothers by removing barriers to postsecondary achievement.
Sample Grants / Food, Health & Well-Being (FHWB)

Overall Objective – Children need nutrition, stimulation, healthy living conditions and access to quality health care. We help children get a healthy start by funding organizations that improve birth outcomes and first food experiences, create access to healthy foods, and educate families and communities about the interrelated factors that determine well-being. We especially focus on children who are disadvantaged by multiple societal factors, a disproportionate percentage of whom are children of color. We also support efforts to improve access to quality health care and public health systems.

Association for the Severely Handicapped
$20,000  |  Washington, DC
Provide funds to sponsor a charitable event, a high quality professional development and capacity-building opportunity.

Campaign for Tobacco-Free Kids
$375,000  |  Washington, DC
Prevent and reduce tobacco use and the impact of second-hand smoke on children by promoting youth and adult engagement and policy development.

Center for Rural Affairs
$400,000  |  Lyons, NE
Increase low-income children’s access to healthy food, increase the number of family farmers producing healthy food in an environmentally sound manner, improve the long-term economic viability of sustainable and organic farming, and strengthen rural and urban communities through food and agriculture-based development.

Children’s Museum of Manhattan Growth through Art & Museum Experience Inc.
$150,000  |  New York, NY
Address the risks of obesity in children, poor dietary practices, and limited access to nutritious foods and physical activities through culturally-relevant, age-appropriate health literacy programs, interactive exhibits, and family festivals.

City Harvest
$1,200,000  |  New York, NY
Shift conditions that impact vulnerable children in schools, community food and physical activity environments in order to develop more healthful and vibrant communities on behalf of the New York City Food and Fitness Partnership Collaborative.

Community Catalyst Inc.
$1,600,000  |  Boston, MA
Improve the oral health of underserved children and families and increase access to dental care by changing state policies that allow mid-level dental therapists to practice as part of the dental team.

Community Foundation of Greater Dubuque
$1,200,000  |  Dubuque, IA
Shift conditions that impact vulnerable children in schools, community food and physical activity environments in order to develop more healthful and vibrant communities on behalf of the Northeast Iowa Food and Fitness Initiative Collaborative.

Consultative Group on Biological Diversity
$50,000  |  San Francisco, CA
Enhance the capacity of philanthropy to support environmental health and racial equity work.

Delta Foundation Inc.
$45,000  |  Greenville, MS
Promote youth-focused community dialogue and action that leads to dismantling the cradle-to-prison pipeline.

Detroit Black Community Food Security Network
$149,940  |  Detroit, MI
Strengthen a network of African American urban farmers in inner-city Detroit by establishing a central office, installing a hoop house to extend the southeast Michigan growing season, and developing a cadre of Detroit students who will be trained in organic urban agricultural practices and leadership development.

Gleaners Community Food Bank Inc.
$1,200,000  |  Detroit, MI
Shift conditions that impact vulnerable children in schools, community food and physical activity environments in order to develop more healthful and vibrant communities on behalf of the Detroit Food and Fitness Collaborative.

Jackson Medical Mall Foundation
$220,000  |  Jackson, MS
Improve the well-being and economic status of vulnerable parenting youth.

Joint Center for Political and Economic Studies Inc.
$250,000  |  Washington, DC
Address the disproportionate environmental health risks faced by children of color and children in low-income families by raising public and policymaker awareness of the disproportionate environmental health threats to children in communities of color.

Media and Policy Center Foundation of California
$150,000  |  Santa Monica, CA
Impact the public health of children and the communities they live in by eliciting a response from the broad spectrum of diverse communities and substantially expanding the number and quality of discussions being held about the role of the built environment.
Michigan State University
$700,000   |   East Lansing, MI
Promote healthy school food, community food and physical activity environments by advancing policy and systems change.

Morehouse School of Medicine
$300,000   |   Atlanta, GA
Increase awareness and heighten understanding about the multi-dimensional issues that contribute to obesity among children, particularly African American children, through the creation of the Commission on Childhood Obesity.

National Coalition on Black Civic Participation Inc.
$400,000   |   Washington, DC
Empower Black women and girls with tools to become healthy, economically secure, educated, and globally aware through leadership development, community engagement, and information sharing.

National Foundation for the Centers for Disease Control and Prevention Inc.
$250,000   |   Atlanta, GA
Enable communities to more effectively address inequities in health and safety by translating research on social determinants of health and injury into accessible formats for public health practice and action.

Our School at Blair Grocery
$50,000   |   New Orleans, Louisiana
Create a sustainable local food system with youth, ages 15-19, that is profitable, environmentally just, educational, and empowering through a “Growing Growers” food security curriculum.

Partnership for a Healthier America
$3,000,000   |   Washington, DC
Establish a new, independent, nonpartisan organization to convene public, private, and nonprofit support and commitments to reverse the epidemic of childhood obesity within a generation.

Rainbow Organic Farms
$1,500,000   |   Bronson, KS
Reduce obesity and improve the health of Greater Kansas City’s children by informing, advocating and mobilizing the resources and talents of the community to ensure access to nutritious and affordable foods.

RAND Corporation
$50,000   |   Santa Monica, CA
Improve outcomes for vulnerable children and families in New Mexico by conducting an evaluation of home visitor programs for first-time parents.

University of Northern Iowa
$137,600   |   Cedar Falls, IA
Address critical food system policy issues that increase access to health-promoting foods, especially to children; improve public health; and build a more sustainable and resilient food system.

Washington State University
$1,200,000   |   Pullman, WA
Shift conditions that impact vulnerable children in schools, community food and physical activity environments in order to develop more healthful and vibrant communities on behalf of the King County Food and Fitness Initiative Collaborative.

Restaurants Opportunities Center of New York Inc.
$400,000   |   New York, NY
Promote entrepreneurship and skills training to low-wage restaurant workers in Detroit, by developing an advanced training program.

West Harlem Environmental Action
$150,000   |   New York, NY
Enable the organization to achieve its mission by providing general operating support.
Sample Grants / Civic Engagement

Overall Objective – We believe that people have the inherent capacity to solve their own problems and that social transformation is within the reach of all communities. We partner with those committed to inclusion, impact and innovation in solving public problems. We seek engagement through dialogue, leadership development, collaboration and new models of organizing. We amplify voices and support the civic and philanthropic infrastructures that help propel vulnerable children and communities forward. By partnering with diverse communities, we support new solutions tailored to meet the needs of children and families who are most vulnerable.

Acumen Fund Inc.
$20,000 | New York, NY
Provide technical assistance to early adopters of Pulse, a national social metrics tracking platform, and collaborate with other national mission investors to develop Impact Reporting and Investing Standards.

Albuquerque Community Foundation
$75,000 | Albuquerque, NM
Strengthen rural communities in New Mexico by enabling the Office of Philanthropic Outreach to provide technical assistance to agencies and programs seeking to leverage USDA Rural Development funding.

AmericaSpeaks Inc.
$1,000,000 | Washington, DC
Create a better economic future for children and families by supporting a national dialogue on the fiscal and economic challenges facing our country.

Ann Arbor Teen Center Inc.
$376,440 | Ann Arbor, MI
Protect vulnerable teens by creating more roles and higher engagement in out-of-school-time programs for older youth.

Anna Deavere Smith Works Inc.
$200,000 | New York, NY
Strengthen organizational capacity to develop diverse next-generation leaders by using art to promote social justice for vulnerable children and communities.

Aspen Institute Inc.
$200,000 | Washington, DC
Support a series of events that focus on the role of philanthropy and individual philanthropists in addressing issues facing vulnerable children, families and communities.

Association of Black Foundation Executives Inc.
$5,000 | New York, NY
Provide funds to sponsor a charitable event, their annual conference and lecture.

Battle Creek Community Foundation
$37,524 | Battle Creek, MI
Create and sustain a unified leadership network that identifies opportunities for a collective effort to improve the quality of life in Battle Creek.

BoardSource
$350,000 | Washington, DC
Engage new and diverse leaders and transform nonprofit board service to strengthen nonprofit organizations.

Common Sense California Institute
$50,000 | Malibu, CA
Support the development and testing of new dialogue tools, online training modules, and a certificate program in Civic Engagement targeting municipal, school board and nonprofit leaders from urban and rural communities.

Council on Foundations Inc.
$800,000 | Arlington, VA
Strengthen philanthropic practice, inclusion and leadership by supporting field-building work that makes grantmaking more inclusive and responsive.

Echoing Green
$2,250,000 | New York, NY
Support the development and implementation of a national influence strategy for social innovation, service, and next generation leadership development through new tools, platforms, and partnerships.

First Nations Development Institute
$150,000 | Longmont, CO
Build consensus among Native community leaders in New Mexico to result in launching the first New Mexico All-Indian Community Foundation to serve rural and urban Native Americans in New Mexico.

Foundation Center
$400,000 | New York, NY
Enable the organization to achieve its mission by providing general operating support.

Grand Valley State University
$2,100,000 | Allendale, MI
Strengthen efforts to increase the efficiency and effectiveness of the nonprofit sector by assisting the Dorothy A. Johnson Center for Philanthropy to transition to a fee supported revenue model for long term sustainability.

Grantmakers for Effective Organizations
$400,000 | Washington, DC
Support efforts to provide capacity building and develop core competencies of regional intermediary institutions to become viable partners with the Social Innovation Fund.
Greater New Orleans Foundation  
$1,500,000  |  New Orleans, LA

Improve outcomes for vulnerable New Orleans children, ages 0-8, through supporting community and civic engagement, next generation leadership development and collaboration.

Independent Sector  
$400,000  |  Washington, DC

Ensure that nonprofits and philanthropy remain a strong, influential force for ensuring that the needs of community members, especially vulnerable populations, are met by educating and informing policymakers on issues that impact the nonprofit sector.

Jamestown Project  
$400,000  |  Cambridge, MA

Promote, support, and facilitate engagement in communities of color while elevating the role African Americans play in producing change in their communities on behalf of youth and children.

Latin American Youth Center  
$300,000  |  Washington, DC

Increase academic success, strengthen parent engagement and promote job readiness and career exploration of low-income Latino and African American youth, ages 12-24, by supporting the documentation and implementation of the Youth Development and Family Support Program as a national model.

Mexican American Legal Defense and Educational Fund  
$400,000  |  Los Angeles, CA

Advance educational achievement, leadership development, and economic security for Latino children and families in New Mexico.

Michigan Nonprofit Association  
$120,000  |  Lansing, MI

Increase participation in the 2010 Census among hard-to-count populations by mobilizing networks of nonprofit organizations and community groups across Michigan through trainings, education and community engagement.

National Committee for Responsive Philanthropy  
$400,000  |  Washington, DC

Enable the organization to achieve its mission by providing general operating support.

Native American Community Academy  
$495,000  |  Albuquerque, NM

Expand innovative community-based education models serving Native American children and youth in New Mexico by documenting and replicating the process for community-based school design, development and implementation.

Network for Good Inc.  
$75,000  |  Bethesda, MD

Strengthen services for vulnerable children, families, and communities by sponsoring the America’s Giving Challenge, to motivate nonprofits serving diverse communities around the country and the globe to get involved, mobilize their communities, and bring in new dollars and supporters.

Non-Profit Enterprise at Work Inc.  
$395,000  |  Ann Arbor, MI

Strengthen organizational capacity to build the effectiveness, efficiency and sustainability of nonprofit organizations by utilizing a fee-supported operating model while supporting non-revenue generating activities such as democratizing and diversifying boards of nonprofit organizations in southeast Michigan.

Public Allies Inc.  
$800,708  |  Milwaukee, WI

Support organizational capacity development, national program expansion and the advancement of next generation leadership among diverse leaders to improve communities, strengthen nonprofits, and influence national service.

Public Interest Projects  
$100,000  |  New York, NY

Provide a safer public climate for immigrant and refugee children by supporting the creation of the Freedom from Fear Awards to seek out and honor individual acts of courage.

Smithsonian Institution  
$176,215  |  Washington, DC

Strengthen the capacity of the National Museum of African Art to engage African immigrants in the development of programs using culture and African traditions as a means of building community in Washington D.C., Maryland and Virginia.

Twenty-First Century Foundation  
$400,000  |  New York, NY

Build and sustain a social justice movement that will create quality education, housing, health care, employment and justice for vulnerable populations by strengthening donor development work for the Goal Coast Organizing, Advocacy, and Leadership and Black Men for Boys Initiatives.

Women’s Funding Network  
$3,000,000  |  San Francisco, CA

Ensure that women and vulnerable children have full access to economic security, education, health care, personal security and human rights by advancing a social justice agenda.

Women’s Leadership Fund  
$100,000  |  New York, NY

Strengthen civic engagement of low-income, young women of color by expanding the White House Project’s Vote, Run, Lead leadership training program in Michigan, Colorado, Georgia, Minnesota, and New York.
Overall Objective – We believe that all children should have equal access to opportunity. To make this vision a reality, we direct our grants and resources to support racial healing and to remove systemic barriers that hold some children back. We invest in community and national organizations whose innovative and effective programs foster racial healing. And through action-oriented research and public policy work, we help translate insights into new strategies and sustainable solutions.

Advancement Project
$1,200,000  |  Washington, DC
Enable the Advancement Project to achieve its mission by providing general operating support.

African Refuge Inc.
$10,000  |  New York, NY
Provide youth leadership development and a dialogue process for African immigrant and African American youth in the Park Hill neighborhood of Staten Island.

Arise Inc.
$10,000  |  Springfield, MA
Enable the organization to achieve its mission by providing general operating support.

Avenue D Boys Choir Inc.
$150,000  |  Fort Pierce, FL
Help at-risk children with positive reinforcement, tutoring, mentoring, varied sports activities, and life skills through teamwork in an after-school music program.

Central American Resource Center
$300,000  |  San Francisco, CA
Enable the organization to achieve its mission to reduce social, economic and health disparities for Latino immigrants living in poverty by providing general operating support.

Central City Renaissance Alliance
$350,000  |  New Orleans, LA
Improve future prospects of vulnerable children and fathers by using advanced technology skills to enhance and expand positive experiences of young people, ages 12-21, and operate as an alternative to crime and substance abuse; and by increasing the presence of fathers in their children’s lives, improving the quality of interactions, and helping to remove barriers to living-wage employment for former offenders.

City of Grand Rapids
$10,000  |  Grand Rapids, MI
Create opportunities for residents, disadvantaged children, and visitors to reflect upon and honor the diversity of Grand Rapids by supporting the Rosa Parks Sculpture Project.

First Alaskans Institute
$350,000  |  Anchorage, AK
Identify appropriate remediation strategies to promote racial healing by supporting Alaska Native Dialogues on Racial Equity in preparation for the decennial Constitutional Convention.

Intercultural Leadership Initiative Inc.
$10,000  |  Woodruff, WI
Enable the organization to achieve its mission by providing general operating support.

Joint Center for Political and Economic Studies Inc.
$3,600,000  |  Washington, DC
Enable the organization to achieve its mission by providing general operating support for Economic Studies and the Health Policy Institute.

Kings County District Attorney’s Office
$250,000  |  Brooklyn, NY
Encourage youth to become engaged about their history and enhance their understanding and ability to create change through the proper application of law and community participation by producing a documentary outlining the perversion of law in perpetuation of slavery in America.

Lakeshore Ethnic Diversity Alliance
$180,000  |  Holland, MI
Ensure that people of all ethnic backgrounds have equal access and opportunity to participate fully in the life of the community by expanding programs that dismantle racial, socioeconomic and institutional barriers.

Little Black Pearl Workshop
$300,000  |  Chicago, IL
Educate, train and develop parents and youth as effective advocates and leaders for social change by conducting interactive research regarding gun violence, gangs, cultural and racial discrimination, and safe passage issues in urban communities.

Michigan Roundtable for Diversity and Inclusion
$200,000  |  Detroit, MI
Address issues of structural racism which caused segregated housing in Wayne, Oakland and Macomb Counties by developing a truth and reconciliation process or Truth Commission.

National Association for the Advancement of Colored People
$3,600,000  |  Baltimore, MD
Enable the organization to achieve its mission to assure vulnerable children have access to opportunity through achieving racial equity in all aspects of everyday life that ensures positive development for a successful future by providing general operating support.
National CARES Mentoring Movement Inc.  
$350,000  |  Atlanta, GA  
Foster emotionally strong and whole African American men and women to lead the way in recovering Black communities by developing and launching a pilot program workshop and curriculum.

National Council of La Raza  
$3,600,000  |  Washington, DC  
Enable the organization to achieve its mission by providing general operating support.

National Council on Crime and Delinquency  
$298,000  |  Madison, WI  
Improve the education, care and recidivism rate of African Americans and Latinos in the Illinois juvenile justice system.

National Hispanic Media Coalition  
$150,000  |  Pasadena, CA  
Enhance awareness of the role that telecommunications plays in the increase of hate crimes by gathering evidence to inform policymakers and opinion leaders.

National Indian Child Welfare Association  
$300,000  |  Portland, OR  
Foster a reconciliation process that aims to dismantle institutionalized and structural racism by improving relationships between the child welfare systems and the American Indian and Alaska Native communities, strengthening Indian child welfare services, and working together to keep American Indian and Alaska Native children out of the child protection system.

National Museum of Mexican Art  
$10,000  |  Chicago, IL  
Enable the organization to achieve its mission by providing general operating support.

National Underground Railroad Freedom Center, Inc.  
$400,000  |  Cincinnati, OH  
Increase the awareness of injustice in the global world and inspire participants to become active and engaged members of the community by providing a historical context for issues of racial inequity.

National Urban League Inc.  
$1,600,000  |  New York, NY  
Enhance the success of vulnerable children by enabling African Americans to secure economic self-reliance, parity, power and civil rights through general support of programs.

New Detroit Inc.  
$400,000  |  Detroit, MI  
Enable the organization to achieve its mission by providing general operating support.

PeaceJam Foundation  
$10,000  |  Arvada, CO  
Enable the organization to achieve its mission by providing general operating support.

People’s Institute for Survival and Beyond  
$10,000  |  New Orleans, LA  
Enable the organization to achieve its mission by providing general operating support.

PolicyLink  
$400,000  |  Oakland, CA  
Foster communities of opportunity and equity through federal inter-agency policy initiatives.

Quality Community Council Inc.  
$225,000  |  Charlottesville, VA  
Promote racial healing and equity by creating a safe space for telling truths and seeking common ground on which to work to solve shared problems.

Saint Paul Foundation  
$1,800,000  |  Saint Paul, MN  
Strengthen capacity to reduce institutional racism and increase cultural competence by creating dialogue and expanding programs for individuals, communities, non-profit organizations and public entities.

Search for Common Ground  
$600,000  |  Washington, DC  
Engage individuals and community-based organizations locally and nationally in efforts to advance racial healing by facilitating leadership development and capacity-building, promoting dialogue and utilizing media to provide visibility on a national level.

Smithsonian Institution  
$3,500,000  |  Washington, DC  
Strengthen awareness and understanding of African American history and culture by supporting the establishment of the National Museum of African American History and Culture and engaging families and communities in identifying and preserving cultural artifacts of African American history.

Somali Documentary Project  
$10,000  |  Columbus, OH  
Reduce racial tension and promote cultural understanding of migrants and refugees within central Ohio by teaching middle and high school students from underprivileged neighborhoods to use photography and investigative reporting to document their lives and subjects important to their cultural identity.

Time Dollar Institute Inc.  
$394,000  |  Washington, DC  
Advance, educate and promote an innovative strategy to address structural racism in juvenile justice, child welfare, and special education and reduce harmful practices to vulnerable children.

University of Mississippi Medical Center  
$10,000  |  Jackson, MS  
Encourage dialogue between community residents and health care providers on issues of racial and ethnic disparities in health care by implementing a lecture series.

University of Mississippi – William Winter Institute for Racial Reconciliation  
$250,000  |  University, MS  
Develop a cadre of youth and adult trainers throughout the state of Mississippi to lead community transformation in resolving issues of race and poverty.

Wayne State University  
$500,000  |  Detroit, MI  
Support the establishment of the The Damon J. Keith Center for Civil Rights, a leading institution for the study of civil rights, constitutional law and community development.

Wheelock College  
$400,000  |  Boston, MA  
Promote racial healing through education, theater and dialogue.

Young Women’s Christian Association of Tucson AZ  
$200,000  |  Tucson, AZ  
Help vulnerable Latino youth living on the south side of Tucson address the structural inequities of their community and develop and implement a new initiative for the emerging Latino youth population in an on-going effort to combat prejudice and intolerance and work toward racial healing and youth empowerment.
Overall Objective – We remain focused on supporting organizations and programs in Mexico, Central America, the Caribbean, northeastern Brazil and South Africa that work to boost education and nutrition; reduce domestic violence and child abuse; increase community engagement and action; and build meaningful partnerships to propel vulnerable children and their families to success.

Academy for Educational Development, Inc.
$6,306,707   I   Washington, DC
Develop the capacity of rural leaders from select sites and target areas through a grounding in African leadership concepts as well as credentialing through tertiary degree.

Academy for Educational Development, Inc.
$8,955,462   I   Washington, DC
Promote family and community leadership of southern African youth as agents of transformation in underserved and/or historically disadvantaged locations in Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland and Zimbabwe.

Agora Partnerships
$25,000   I   Washington, DC
Provide funds to sponsor a charitable event to support small and growing businesses throughout Latin America.

Ashoka Emprendedores Sociales A.C.
$355,581   I   Mexico City, Mexico
Enhance rural development in southeast Mexico by supporting leading social entrepreneurs, developing young social entrepreneurs, and promoting hybrid-value chains.

Associação Frida Kahlo
$25,000   I   São Paulo, Brazil
Promote racial equity and enrich Brazilian diversity by empowering Black youth to stand up for their rights against racism.

Association of Public and Land-Grant Universities
$100,000   I   Washington, DC
Improve the capacity of African higher education institutions to address development problems, including those which have adverse effects on children in their early lives.

Centro de Negocios Sustentables, A.C.
$50,000   I   D.F., Mexico
Enhance the success of economically, socially, and environmentally sustainable enterprises in central and southern Mexico by studying the feasibility of establishing a venture capital fund.

Consejo de Organizaciones de la Sociedad Civil de Sinaloa, A.C.
$24,998   I   Mazatlán, Sinaloa, Mexico
Promote social development programs in Mazatlán through the creation of a municipal fund.
Convoy of Hope
$377,927  Springfield, MO
Help meet the nutritional and basic needs of children in Haiti who were impacted by the recent earthquake.

EARTH University Foundation
$240,000  Atlanta, GA
Enable youth from Mexico, Guatemala, Honduras and Nicaragua to pursue an undergraduate degree in agriculture and natural resource management at EARTH University in Costa Rica by providing scholarships.

Fundación del Empresariado en México A.C.
$145,800  D.F., Mexico
Promote economic development in disadvantaged communities of southeast Mexico by supporting a fund for civil society organizations.

Geledes Instituto da Mulher Negra
$93,391  São Paulo, Brazil
Inform and educate public opinion on racial issues in Brazil through the strengthening of the portal GELEDES.

Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A.C.
$103,479  D.F., Mexico
Assess the state of civil society in Mexico in relation to other countries of the world with a verified methodology developed by CIVICUS, World Alliance for Citizen Participation.

IPEAFRO-Instituto de Pesquisas e Estudos Afro-Brasileiros
$75,000  Rio de Janeiro, Brazil
Improve the understanding of Afro-Brazilian history and culture through the organization and preservation of the archives of Abdias Nascimento.

Royal Family Archives, Museum and Information Centre
$162,030  Maseru, Lesotho
Preserve cultural heritage records of the Royal Family found in Matsieng by creating an information and resource center.

Swazi Indigenous Products
$390,000  Mpaka, Swaziland
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.

Unión de Empresarios para la Tecnología en la Educación, A.C.
$350,000  D.F., Mexico
Enable Mexican children and youth in Chiapas, Campeche and Yucatan to obtain a better education by providing access to the necessary information technology tools.
Combined assets of the Foundation and the Trust totaled $7.2 billion at August 31, 2010; an increase of 5 percent from the previous year.

Kellogg Company stock posted returns of approximately 8.6 percent during the year, amid challenges faced in the first half of the year associated with the voluntary cereal recall and the current business environment. The company continues its commitment to reinvesting in its business for long-term sustainable growth. The diversified portfolios of the Trust returned 8.7 percent excluding Kellogg stock. The Foundation returns, excluding mission-driven investing, were 7.9 percent for the fiscal year.

The Foundation’s mission-driven investment portfolio is 68 percent invested and had a positive return of 1 percent, net of fees. The investments reflect a diversification to many asset classes including private equity. The capital investments have already demonstrated the potential to achieve both social and financial impact in communities. This fund leverages our programming investments in an effort to increase the impact on the well-being of children, their families and their communities.

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. Mitchell & Titus, LLP serves as the independent accountants for the Foundation and the Trust.

La June Montgomery Tabron
Treasurer and Chief Operating Officer
# Summary of Financial Position

**W.K. Kellogg Foundation and W.K. Kellogg Foundation Trust**

**Condensed Combined Financial Information**

For the Years Ended August 31, 2010 and 2009

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td><strong>Combined</strong></td>
<td><strong>W.K. Kellogg</strong></td>
</tr>
<tr>
<td></td>
<td>$ 7,238,160,845</td>
<td>$ 442,172,466</td>
</tr>
<tr>
<td>Liabilities</td>
<td>556,730,356</td>
<td>294,870,181</td>
</tr>
<tr>
<td>Net Assets</td>
<td>6,681,430,489</td>
<td>147,302,285</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td><strong>$ 7,238,160,845</strong></td>
<td><strong>$ 442,172,466</strong></td>
</tr>
</tbody>
</table>

The W.K. Kellogg Foundation’s and W.K. Kellogg Foundation Trust’s financial statements are audited by Mitchell & Titus, LLP. A full set of the audited version of these financial statements is available on the Foundation’s website at www.wkkf.org
## Summary of Activities

### 2010

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust*</td>
<td>$ -</td>
<td>$ 313,000,000</td>
</tr>
<tr>
<td>Investment Revenues-Net of Cost of Earning Income</td>
<td>585,908,118</td>
<td>20,468,865</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>3,492,455</td>
<td>3,492,455</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 589,400,573</strong></td>
<td><strong>$ 336,961,320</strong></td>
</tr>
<tr>
<td>Contributions to the W.K. Kellogg Foundation*</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Grant Expense</td>
<td>343,010,338</td>
<td>343,010,338</td>
</tr>
<tr>
<td>Program Activities</td>
<td>19,145,742</td>
<td>19,145,742</td>
</tr>
<tr>
<td>General Operations</td>
<td>61,029,923</td>
<td>61,029,923</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,814,339</td>
<td>3,814,339</td>
</tr>
<tr>
<td>Federal Excise Tax Provisions</td>
<td>6,560,575</td>
<td>174,366</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 433,560,917</strong></td>
<td><strong>$ 427,174,798</strong></td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$ 155,839,656</td>
<td>($90,213,388)</td>
</tr>
<tr>
<td>Net Assets at Beginning of Year</td>
<td>6,525,590,833</td>
<td>237,515,673</td>
</tr>
<tr>
<td>Net Assets at End of Year</td>
<td><strong>$ 6,681,430,489</strong></td>
<td><strong>$ 147,302,285</strong></td>
</tr>
</tbody>
</table>

### 2009

<table>
<thead>
<tr>
<th>Combined</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust*</td>
<td>$ -</td>
<td>$ 305,000,000</td>
</tr>
<tr>
<td>Investment Revenues-Net of Cost of Earning Income</td>
<td>(909,786,119)</td>
<td>(48,504,680)</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>1,918,631</td>
<td>1,918,631</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ (907,867,488)</strong></td>
<td><strong>$ 258,413,951</strong></td>
</tr>
<tr>
<td>Contributions to the W.K. Kellogg Foundation*</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Grant Expense</td>
<td>228,203,611</td>
<td>228,203,611</td>
</tr>
<tr>
<td>Program Activities</td>
<td>25,710,838</td>
<td>25,710,838</td>
</tr>
<tr>
<td>General Operations</td>
<td>53,391,129</td>
<td>53,391,129</td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,154,299</td>
<td>4,154,299</td>
</tr>
<tr>
<td>Federal Excise Tax Provisions</td>
<td>(18,626,162)</td>
<td>(637,016)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 292,833,715</strong></td>
<td><strong>$ 310,822,861</strong></td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$ (1,200,701,203)</td>
<td>$ (52,408,910)</td>
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<tr>
<td>Net Assets at Beginning of Year</td>
<td>7,726,292,036</td>
<td>289,924,583</td>
</tr>
<tr>
<td>Net Assets at End of Year</td>
<td><strong>$ 6,525,590,833</strong></td>
<td><strong>$ 237,515,673</strong></td>
</tr>
</tbody>
</table>

*Intercompany contributions and distribution of $313,000,000 and $305,000,000 for the years ended August 31, 2010 and 2009, respectively, have been eliminated in the combined totals.
Summary of Investments

<table>
<thead>
<tr>
<th>Year</th>
<th>ROA</th>
<th>Data Foundation</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>24.34%</td>
<td>$ 246,184,132</td>
<td>$ 5,281,783,001</td>
</tr>
<tr>
<td>2002</td>
<td>1.20%</td>
<td>$ 242,373,609</td>
<td>$ 5,105,130,631</td>
</tr>
<tr>
<td>2003</td>
<td>8.40%</td>
<td>$ 260,853,982</td>
<td>$ 5,267,277,187</td>
</tr>
<tr>
<td>2004</td>
<td>24.18%</td>
<td>$ 297,048,934</td>
<td>$ 6,268,687,860</td>
</tr>
<tr>
<td>2005</td>
<td>11.98%</td>
<td>$ 342,103,011</td>
<td>$ 6,796,072,705</td>
</tr>
<tr>
<td>2006</td>
<td>12.29%</td>
<td>$ 351,956,404</td>
<td>$ 7,263,425,219</td>
</tr>
<tr>
<td>2007</td>
<td>13.23%</td>
<td>$ 387,610,374</td>
<td>$ 7,798,733,829</td>
</tr>
<tr>
<td>2008</td>
<td>0.07%</td>
<td>$ 323,043,392</td>
<td>$ 7,478,548,285</td>
</tr>
<tr>
<td>2009</td>
<td>-10.77%</td>
<td>$ 309,059,236</td>
<td>$ 6,293,862,729</td>
</tr>
<tr>
<td>2010</td>
<td>8.57%</td>
<td>$ 310,944,822</td>
<td>$ 6,426,047,888</td>
</tr>
</tbody>
</table>

2010 Investment Asset Allocation

63% | KELLOGG STOCK
16% | PUBLIC EQUITIES
15% | ALTERNATE INVESTMENTS
6%  | FIXED INCOME SECURITIES
## Summary of Grants

### Grant Commitments by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$136,259,138</td>
</tr>
<tr>
<td>2002</td>
<td>$221,522,283</td>
</tr>
<tr>
<td>2003</td>
<td>$230,838,680</td>
</tr>
<tr>
<td>2004</td>
<td>$192,806,707</td>
</tr>
<tr>
<td>2005</td>
<td>$187,589,673</td>
</tr>
<tr>
<td>2006</td>
<td>$346,632,494</td>
</tr>
<tr>
<td>2007</td>
<td>$358,890,687</td>
</tr>
<tr>
<td>2008</td>
<td>$203,845,798</td>
</tr>
<tr>
<td>2009</td>
<td>$224,670,257</td>
</tr>
<tr>
<td>2010</td>
<td>$360,000,857</td>
</tr>
</tbody>
</table>

### Grant Payments by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$178,739,742</td>
</tr>
<tr>
<td>2002</td>
<td>$200,745,771</td>
</tr>
<tr>
<td>2003</td>
<td>$176,303,269</td>
</tr>
<tr>
<td>2004</td>
<td>$195,007,421</td>
</tr>
<tr>
<td>2005</td>
<td>$219,862,847</td>
</tr>
<tr>
<td>2006</td>
<td>$262,809,343</td>
</tr>
<tr>
<td>2007</td>
<td>$302,644,012</td>
</tr>
<tr>
<td>2008</td>
<td>$272,511,562</td>
</tr>
<tr>
<td>2009</td>
<td>$244,511,126</td>
</tr>
<tr>
<td>2010</td>
<td>$270,011,667</td>
</tr>
</tbody>
</table>

### Foundation Payout by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$229,979,512</td>
</tr>
<tr>
<td>2002</td>
<td>$257,826,158</td>
</tr>
<tr>
<td>2003</td>
<td>$237,249,174</td>
</tr>
<tr>
<td>2004</td>
<td>$259,585,656</td>
</tr>
<tr>
<td>2005</td>
<td>$285,275,828</td>
</tr>
<tr>
<td>2006</td>
<td>$285,275,828</td>
</tr>
<tr>
<td>2007</td>
<td>$374,633,330</td>
</tr>
<tr>
<td>2008</td>
<td>$350,215,787</td>
</tr>
<tr>
<td>2009</td>
<td>$321,052,905</td>
</tr>
<tr>
<td>2010</td>
<td>$318,114,178</td>
</tr>
</tbody>
</table>
W.K. Kellogg Foundation Executive Council:
(back row, left to right) Sterling Speirn, President and CEO; Ted Chen, Director of Learning and Innovation; Gail Christopher, Vice President - Program Strategy; Joel Wittenberg, Vice President and Chief Investment Officer; La June Montgomery Tabron, Chief Operating Officer and Treasurer; and Joanne Krell, Vice President - Communications
(front row, left to right) Gregory Taylor, Vice President - Program Strategy; Susan Katz Froning, Corporate Secretary and General Counsel; James McHale, Chief of Staff

Sally Altes
Program Operations Training and Support Analyst
Phoenix Asifa
Program Specialist
Michele Babcock
Senior Accountant
Denice Bates
Assistant to the Director of Program Operations

Lea Ann Beacham
Budget and Central Proposal Processing Specialist
Crystal Beard
Program Specialist
Annette Beecham
Assistant to the Vice President - Program Strategy
Luz Benitez Delgado
Deputy Director

Anthony Berkley
Program and Portfolio Officer
Karen Bernard
Program Services Specialist
Jody Bolhuis
Administrative Assistant
Valeria Brabata
Program Officer
Donna Bradshaw
Budget Specialist - International Programs
Nadia Brigham
Program Officer
Jacqueline Burkett
Program Specialist
Laura Burr
Associate Director of Internal Audit
William Buster
Program Officer
Kara Carlisle
Program Officer
Michelle Carr
Meeting Assistant
Dessie Cauk
Program Specialist
Renee Church
Special Dining Chef
Cherie Clements
Program Services Specialist
Michelle Coleman
Assistant to the COO and Treasurer
Jessica Coloma
Program Manager
James Craft
Records Technician
Kevin Crail
Investment Accounting Analyst
Sandra Curtis
Administrative and Budget Specialist
Nicole de Beaufort
Director of Communications
Timothy Dechant
Director of Technology
Brad DeHart
Organizational Services Manager
Diana Derige
Program Officer
Linda Jo Doctor
Program Officer
Lori Easlick
Assistant to the President and CEO
Kathleen England
Assistant to the Vice President - Program Strategy
Shanelle English
Administrative Assistant
Xiomara Enriquez
Guest Services Representative
Luis Espino Gonzalez
Strategy Officer
Jane Fellen
Information Processing Specialist
Amy Feiser
Program Specialist
Barbara Fitch
Program Specialist
Robin Flees
Meeting Specialist
Joelle-Jude Fontaine
Program Officer

*As of December 1, 2010