To support children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.
A Message from the President and CEO > 02
People need a range of essential things if they are to prosper – quality health care, an uplifting education, good food, decent housing, and worthwhile employment among them. But access to these necessities varies widely among individuals and communities. President and CEO Sterling Speirn looks at the pressing need to create opportunities for all, and describes key Kellogg Foundation efforts to bring this about and propel children to success.

A Letter from the Board Chair > 07
Too often, disorder, disruption, and civic commotion seem to define our nation and our world. But at the same time, new doors of opportunity are opening that beg for innovative leaders to walk through. Board Chair Joseph Stewart shines a light on important challenges facing the United States and calls upon the philanthropic sector to help uplift humankind through the prudent application of wealth.

Guest Essays > 11

Project Summaries > 25

Programming Interests and Guidelines> 38

Secretary’s Report > 42
> Secretary’s Message 42
> Board of Trustees 43
> Executive Staff 44
> Staff Listing 44

Treasurer’s Report > 47
> Treasurer’s Message 47
> Combined Statement of Financial Positions 48
> Combined Statement of Activities 49
> Combined Statement of Cash Flows 50
> Program Expenditures 51

New Commitments > 53

United States Programming > 54

Southern Africa Programming > 75

Latin America and the Caribbean Programming > 80

Grantee Index > 85

Acknowledgments > 92
As I write this in October 2008, the world’s financial systems are in crisis. Its markets, credit institutions, banks, corporations, and government overseers are struggling to stabilize an economic system that until very recently we all took for granted. In a different year, we might have focused on our underperforming education system. We might have emphasized the critical need to address our nation’s inadequate health care system. We might have drawn attention to prison systems that outspend our education systems, yet offer very little real hope of “corrections,” either for inmates or the families and communities from which they come and to which they return. But this year, the challenges that we face necessarily move our field of attention away from specific parts of our world to the very nature of our world. We are called away from public problem-solving to the greater task of public future-building. And our children are the heart and soul of the future we must build.

Where are we to look for guidance as we seek to repair, rebuild, and sustain the infrastructures that will support all of our children? Sometimes the best examples are right under our noses. When it comes to our nation’s electricity grid, the United States is a pretty democratic place. Electric power is widely available, for a fairly consistent fee, to people in urban, suburban, and rural communities. Whether you’re male or female, African American, Caucasian, Hispanic, Native American, or Asian American, the 110 volts that come from a
Restoring power in the form of ample opportunities for all of our children is the central task that lies before us.

household outlet is the same for everyone. True, your income will dictate whether or not you can afford to plug in a toaster or a big-screen TV. Yet, it’s almost a civic article of faith that everyone needs equal access to electricity and that, when everyone is connected, it forms a system that keeps our society functioning for all.

The question we must ask is why the same reliability of connection is not yet true when we consider the other systems necessary to support our society – such as a quality health care system, an effective education system, a healthy and organized food system, a functional housing infrastructure, and sustainable employment. Increasingly, we are coming to think of this combination of crucial resources and opportunities as our “prosperity grid.”

Across the United States, the ability for people to tap into this grid varies widely, from superb for some, to non-existent for others. Our prosperity grid has many broken circuits – neighborhoods, towns, cities, and entire regions that are at present undersupplied with the social and economic connections they need to access our society’s resources, to compete and succeed. Too often, the one thing these underserved places share in common is the racial background of their residents. When the grid cannot deliver opportunity for all, it’s a signal that our systems are dangerously out of balance. To avoid a crisis, reliable power must be restored as soon as absolutely possible.

Restoring power in the form of ample opportunities for all of our children is the central task that lies before us. In the past year, the trustees and staff of the W.K. Kellogg Foundation have set our compasses to our Founder’s vision that all children grow up strong and secure. We have reshaped our organization, refocused our efforts, and renewed our commitment to working with others who seek to create the conditions of success that all children need to thrive.

The Foundation’s new strategic framework was developed to identify the key elements that together create the conditions that children need to thrive: Family Income and Assets; Community Assets; Education and
... place and race are significant factors influencing the conditions necessary for all children’s success.

Learning; Food, Health, and Well-Being; and Civic and Philanthropic Engagement. These are the parts of the prosperity grid that the Foundation has chosen to repair, rebuild, and promote. We believe that securing and combining these elements will create the maximum impact if we target the earliest years of a child’s life – what some have called “prosperity’s cradle.” Our emphasis on “success by third grade” will guide more investments toward the healthy cognitive, physical, social, and emotional development of infants, toddlers, and preschoolers targeting those years when, scientists say, experiences and environments establish the foundation for all of the development, skills, and behavior that follows. We are encouraged by the increasing emphasis among policymakers and practitioners, especially at the state level, and have been active in co-sponsoring governors’ forums in states where a growing commitment to comprehensive and connected child and family development is guiding new approaches.

Our strategic framework also captures the Foundation’s continuing belief that place and race are significant factors influencing the conditions necessary for all children’s success. Differential structures of opportunity get built into places over time; people get cut off from health care, good jobs, and empowering education. Understanding that state policies within our system of federalism play a powerful role in shaping the opportunity grid for children, we have chosen to concentrate a portion of our efforts in three states: Mississippi, New Mexico, and Michigan. Multi-disciplinary teams will develop comprehensive portfolios that integrate our work across the key elements we have identified and adapt our programming based upon each state’s unique possibilities, partners, and policies. We will also continue to seek out exemplary efforts in other states that link strategically to our framework.

On a more local level, place-based work within our priority states and elsewhere will seek to address the challenges that concentrated human poverty creates for children. This geography of unequal opportunities can deprive families and their children of the resources necessary for success. In this context, our commitment to promote racial equity means we will work to dismantle structural racism wherever it operates to limit opportunity, confront the causes of racial disparities, and foster racial healing.

New and historic forces have helped propel these efforts in the past year. The fortieth anniversaries of the Kerner
Commission Report and Dr. King’s assassination, along with the election of President-elect Obama, have elevated public discussions of race and racism. Within our field there is renewed attention to the demographics of foundation boards, staffs, vendors, and grantees across the multiple dimensions of diversity. Since the early 1990s, the Kellogg Foundation’s staff and board have increasingly become more diverse. We’ve had to be. We need a broader base of knowledge, experience, and cultural competence to accomplish our evolving goals. Visibility and transparency of our efforts and our results will be essential as we join our colleagues in the independent sector who are equally committed to this struggle. We are grateful to our partners in the Diversity in Philanthropy Project and the Race and Equity in Philanthropy Group who are helping to advance this common agenda.

One additional platform we created this last year is the $100 million commitment from our endowment to establish a Mission-Driven Investment Fund. The fund seeks opportunities to invest in “double-bottom line” social enterprises that offer alternative approaches that ultimately promote the success of children. The fund links staff from our investment and program departments with outside financial advisors and consultants who together will evaluate a wide variety of investment opportunities. We are grateful to colleagues at other foundations who have pioneered some of these practices and who have given generous assistance to us in the start-up phase of the fund.

In our international programming, we are continuing our work and commitment to the people of southern Africa. We are also taking a fresh look in Latin America, where the Foundation has been active since 1941. During the past year, we have focused our efforts on developing a new regional emphasis in Mexico and Central America. Given the increasing number of transnational and “inter-mestic” issues that link the United States to our closest southern neighbors, and the particular way these issues influence the conditions for children, we believe this new emphasis holds great potential for guiding our work in the future.

For this year’s annual report, we have invited several partners to share their vision for a society in which all children can prosper. We hear their voices and listen to their insights. We support their work through grants and shared action. They see reality, but they also see the possibilities. And they see what can happen when people join together to create a world in which opportunity is available to all. Individually, they see evidence that it can be done; together,
... the challenges that we face necessarily move our field of attention away from specific parts of our world to the very nature of our world. They describe a new geography of hope that is emerging, even in the face of growing challenges. Their wisdom, focus, and determination has motivated us to learn, apply knowledge, and build partnerships at the local, regional, state, and national levels that will propel children to success. Under the right conditions, within a prosperity grid, we see the powerless empowered, and those once marginalized move into the mainstream. John A. Powell excites us with his vision of a world where racial difference expands our knowledge, strength, and capabilities. Lisbeth Schorr raises the questions we need to answer and reminds us that people can make change when they believe they can make a difference, have a shared vision, and take action to partner with their neighbors, schools, and community institutions. Dolores Acevedo-Garcia reveals the reality that where you grow up makes a difference in how you grow up and what opportunities lay before you. David Lawrence, Jr., shows us how change is happening in one of our nation’s largest, most diverse cities, Miami. In the midst of the voices of the experts, we hear the voice of Anjelica Bustamante, a 16-year-old Chicana living in inner-city Detroit. Anjelica’s journey shows us how the seeds of philanthropy can make a real difference; how they can change a child and her community to grow new hope on previously barren soil.

Never in my lifetime have I seen our field of philanthropy called upon so urgently to transform itself. Suddenly thinking outside the box is no longer optional; the box itself has been crushed. Never before have I seen so convincingly the truth that our common fates – across race, gender, class, and country – are so clearly and inextricably connected. To renew and recreate the American Dream of a vibrant prosperity grid bringing opportunity to all is the challenge that lies before us. Surely, this weighed heavily on the minds of those who gathered in Detroit in October 1932, during the last month of that year’s presidential campaign. The candidate, Franklin Delano Roosevelt, said this: “In these days of difficulty, we Americans everywhere must and shall choose the path of social justice, the path of faith, the path of hope, and the path of love toward our fellow men.” These same paths – the paths that carry the energy of our future, lie ahead. Our children await our next steps.

Sterling K. Speirn
President and Chief Executive Officer

President’s Message  Our Children’s Future Hangs in the Balance Today.
“If not us, who?” The late Senator Robert F. Kennedy asked these questions at a precipitous time. The war in Vietnam escalates; East Germany erects the Berlin Wall; Russia puts the first man in orbit; President John F. Kennedy is assassinated and Martin Luther King, Jr. delivers his “I Have a Dream” speech to 200,000 blacks and whites assembled in the name of civil rights.

That was nearly half a century ago. And today, the state of the world union – the state of our humanity – is even more challenging. This two-part question, asked by Robert Kennedy then, is perhaps even more pressing today for all sectors of human co-existence; public, private, philanthropic, and nonprofit.

While disorder, disruptions, disasters, and civic commotions are defining the state of our nation and the state of our world, so also are newly opening doors of opportunity that are begging for innovative leadership, in each sector, to step up and walk through. In the midst of all this, we cannot continue to have the same old conversations; continue to be locked in outdated realities, and continue to console ourselves with our legacies and a high comfort level with what has been. This may well be one of our most important moments in the past 100 years - a time that is opening many doors for positive change throughout our nation and the world at large.

We are living in the vortex of a perfect storm – gas prices soaring above $4 per gallon; massive foreclosures and home losses; major shifts in the so-called fundamentals of our basic economic system; and a fast-growing...
gap between our rich and our poor that has left more than a third of our next generation living in poverty, living on the edge of human desperation.

In facing such a harsh reality, we in philanthropy – with our responsibility for “the uplifting of humankind,” must step up to this very special role. We are the community banks for social capital in our society. As such, we must be the risk taker in leading the change process. We must see clearly, and face squarely, the demeaning realities of human existence at the bottom of the pyramid and we, we in philanthropy, must provide the leadership that takes all of humanity to a higher ground.

If not us, who?

Our challenge is to come together, to clear the space, to lead the way, in bringing about much needed systemic change. We must find new and better ways to more effectively invest our social capital in the right places. To join hands with new and enlightened leadership that is taking innovative actions and creating organizations and activities that are striving to make the “invisible, visible;” that are daring to press the truth supporting our humanity, and to embrace the reality of “The Oneness of Humankind.”

More than 300 years ago our nation pronounced our oneness: “We hold these Truths to be self-evident that all Men are created equal…” And today, even with major conflicts, frequent disasters, unraveling economic stability, and all sorts of commotion, many fortunate Americans are living at the pinnacle of our great “American Dream.” Yet, there are other realities that are far, far from the American Dream. And while all such realities should be unacceptable – I believe the most unacceptable reality is that in communities all over our nation nearly 30 million of our next generation are living lives where ends are not meeting; where potential is being wasted; where hope is being displaced by despair; and where love for country is being turned into anger and hostility.

In establishing his Foundation, Mr. Kellogg left with us a clear sense of his vision and what he valued as a philanthropist. One quote in particular, “I want those with little or no income to... face the future with confidence, with health, and with a strong-rooted security in their trust of this country and its institutions,” has provided guidance to our work for more than 78 years. I believe Mr. Kellogg’s sense of focus on the “what” and the
“why” made his vision for engaging in the uplifting of humankind eternally relevant, particularly as it relates to the plight of vulnerable children.

Mr. Kellogg lived for the most part, during the first half of the 20th century. Today, we are nearing the second decade of the 21st century and more, not less, of our next generation are having their dreams – the American Dream – replaced by the nightmare realities of their daily existence. How can we expect that these young people, our children, will have “confidence... and a strong-rooted security in their trust of this country and its institutions?” It seems imperative that all sectors of our society, particularly the philanthropic sector, must find ways to join our strengths in creating a much different outcome for our children. Our society cannot exist at our best when more than a third of our children are existing at our worst.

I believe the moral goodness of our nation is being challenged and the capability and commitment of the philanthropic sector is being tested.

There is no question that our sector is uniquely positioned to help reduce vulnerability in our society. To do so effectively, I believe that we need to step beyond our individual legacies; align our strategic frameworks; and join forces to lead our society to a greater place.

We must work together to eliminate the massive and inhumane differences among us, and the structured inequities that define our society.

Much good work has been done by philanthropic and nonprofit organizations over the years. As chair of the Kellogg Foundation’s Board of Trustees, I am proud of our Kellogg Foundation legacy. But most important, I am extremely excited about the great potential we see in connecting our legacy to our future. In helping people to help themselves, and in staying true to Mr. Kellogg’s sense of the “what” and the “why” we more deliberately direct our greatest focus on the plight of vulnerable children, families, and communities wherever we do grantmaking.

I’m excited that in our future, we are seeking opportunities to partner with all sectors to help lead our nation away from rhetoric to the full realization of our constitutional commitment to equality – equality in all aspects of human existence.

As we reflect on our legacy, we are indeed proud of our accomplishments as a leading philanthropic organization, but we are challenged to be better. As such, we have embraced the reality that continuing to view our work from a vantage point in
our past will not carry us kindly into the future. Our work can – and must – be done better. We are thinking
differently about the future and what it takes to stem the tide of the wasting humanity we see all around us.

The push is for equal opportunities, equal justice, and equal access to the American Dream; it’s for the
realization of equal human existence against the promise that “All men (persons) are created equal.”

If our mission in philanthropy is to help uplift humankind through the prudent application of our wealth –
if we are truly concerned with promoting the welfare of humanity, with reducing pain and suffering, then we
must look beyond making progress at the top. Rather, I am suggesting that philanthropy must take on a more
aggressive leadership role in attacking and eliminating the barriers that have historically undermined our
nation’s commitment to equality for all.

Let us not be afraid to face things the way they really are. Let’s see inequities as they harshly exist and
make a change. Let’s not allow those inequities to chip away at the effectiveness of our social capital
investments.

Real and lasting change at the bottom of the pyramid will only occur when a majority of us agrees to remove
barriers of inequality so that all people can be lifted. It is our duty to take on that risk. Together, let us walk
through these doors of opportunity. We must not shirk this responsibility. The stakes are extremely high, and
I know that you – as do I – feel the urgency in our nation.

If not us, who? If not now, when?

Joseph M. Stewart
Board Chair
In an effort to raise the volume on voices that speak on behalf of children, the Kellogg Foundation invited five guest essayists to offer their ideas about what we need to do to become a nation where all children thrive. Each is a person to whom we listen intently. Each is a person from whom we learn. Each pushes us to do more. Their thoughts are on the pages that follow, and we trust that you will find them interesting and inspiring.

We’d like to hear from you, too. We invite you to join the dialogue. We thrive on ideas and rely on hearing about what’s happening in your community. Watch our website [www.wkkf.org] for opportunities to raise your voice on behalf of children.
Is Anyone Listening? Can Anyone Hear?

Listen in on the Sound of Hope

Rhymes, rap, and raw persistence mark Anjelica’s story. She’s but one of hundreds of thousands of kids whose lives are changed because someone cares and an opportunity appears. Philanthropy can and does change lives, but it takes a community to provide the hope and energy. Hear Anjelica’s voice. Contemplate her story. Ask what you can do at: www.wkkf.org/annualreport.
In Mexicantown, there’s a lot of graffiti, there’s trash everywhere, nobody cares whether a building gets broken into, nobody cares whether you lose your car. Nobody cares. My mom, she really didn’t care that much. Nobody was around to tell you, “I love you,” or “I’ll always be there.” Nobody was there to push me to go to school. I felt I wasn’t valued.

It’s hard to do right when you’re surrounded by evil. And with my gang affiliation, I get pressured a lot. It bothers me, because okay, that’s your future. I’m taking a huge risk every day for my life, just by walking out the door.

I still remember the first day I came here (DHDC). One of my friends was like, “Oh, you want to come to this place with me after school?” Cause she knew I always used to be out on the street. I always used to be posted up. But my friend, she was like, “Chill over here, and you’ll be out of trouble, keep your mind right.”

And I remember me being like the little gangster I was. I tried to look all tough – like, okay, these people are clowning. I don’t really care about these people. But I loved everything that they had to offer, like they had silk screening, music production, t-shirt making – everything.

... I learned it’s not always about where you’re from, .... You should never let your past influence your future.
At that time, I really didn’t know that much about music. And so they taught me. I learned that I can rap! It’s a big part of my life, you know. It helps me release what I’m feeling inside, without having to get hurt or hurting somebody or hurting anything around me. It’s like the greatest feeling in the world, because it makes me feel accomplished.

And I’m excited about being the group president. I want people to change their minds about how we view our community. We’re trying to show adults that we care, too. We don’t like where this is heading. We don’t like to see everything all dirty. We’ve gone out and picked up trash. We try to tell people they can live better than this. We’ve done a lot to change things here.

Through this group, I learned that I’m strong. And I learned that I don’t always need to keep my feelings inside. And I learned that I don’t always need to be mean and I don’t always have to be tough. I can talk it out. I can be tranquil when I’m here. I feel safer here than in my own house.

And I learned it’s not always about where you’re from, it’s not always about your past, it’s not always about the memories you had. You should never let your past influence your future. Just because I had a rough childhood and I had a rough time growing up, I’m not going to let that trouble me now that I’m a teenager and I can do what I need to do to keep growing. No! Like, I can change myself in so many ways, and I know I can do it. It’s just that I need the outlets to do it, too.

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... I don’t always have to be tough. I can talk it out. I can be tranquil when I’m here. I feel safer here than in my own house.
... if I do become something that is valuable to the community, I am going to try to help as much as I can.

And, one of the outlets is this program. I never had an outlet to let me understand what I needed. I found out finally that what I need is love. Not just a mother’s love, or a little brother’s love, but love from everyone around me. I feel a lot of love when I come to DHDC, ’cause this is like a second home to me. This is better than my actual home. It’s just a wonderful feeling when I come here, like that warm feeling you get on Christmas Day. And the staff has always been there for me, no matter what, and they know I did get into trouble and that I made some dumb decisions in my life, but they’ve never turned their back on me. Never.

The staff wants me to go to college, but I worry about money. So, I thought well, not everybody can go to college - so, why should I? But then it hit me. Duh! People succeed because they go to college. So I think about becoming a lawyer. And if I do become something that is valuable to the community, I am going to try to help as much as I can. Maybe I’ll even work at DHDC someday.

That just goes to show how much this group has impacted my life. It made me change the way I was. It really did. It opened up my eyes to what I could be. I learned that I don’t have to live the life that I do live. I can be a strong, educated Latina. I know I can do better.
All children deserve 100 percent.

In the United States, the magnitude, persistence, and implications of racial/ethnic health disparities are stark. In 1967, Dr. King referred to the large racial disparity in infant mortality as an example of the willingness of the nation to reduce blacks "to 50 percent of a citizen." The black infant mortality rate was then, and continues to be, about twice as large as the white infant mortality rate. Thus, the question we face today is whether all children are offered conditions to be a whole child, and a whole citizen, not just 50 percent, or not just another fraction. And if they aren't, what can our society do about it?

America's children are more racially and ethnically diverse than the total population. Nearly half of children in the 100 largest metropolitan areas live in "majority-minority" metros, where minority children make up more than half of the child population. The landscape of diversity and opportunity in metropolitan areas has a substantial impact on the well-being of America's children. And, in turn, the health and development of these children will have a strong influence on the economic and social prospects of these regions. Sadly though, our landscape of opportunity is far from being a level playing field where all children have the same opportunities to thrive.

Increasingly, public health experts recognize that experiences in early childhood are critical for the promotion of healthy development throughout the life course. Childhood health matters for adult socioeconomic achievement because it has effects on educational attainment and adult health, which in turn influences occupational standing, earnings, and wealth.
Racial/ethnic disparities in child development emerge at young ages. For example, racial differences in academic readiness emerge prior to school entry. Therefore, childhood is a critical period during which to intervene to correct inequality, the effect of which resonates throughout the life course.

The rapidly growing evidence on “neighborhood effects” finds that above and beyond individual level factors, disadvantaged neighborhood environments (for example, poverty concentration and food deserts) have a detrimental effect on child health and developmental outcomes. Poor neighborhood conditions may put children at risk for developmental delays, mental health and behavior problems, teen parenthood, and academic failure.

Since the available evidence suggests that neighborhoods matter for child health and development, it is imperative that as a society we examine the implications of large racial/ethnic disparities in neighborhood environments, especially among children. The social reality of our metropolitan areas is one of stark residential segregation between non-Hispanic white and minority children. There is clear evidence that neighborhood quality is considerably worse for minority children than for non-Hispanic white children, independent of family socioeconomic status, and that this disparity in neighborhood quality is higher in more residentially-segregated areas.

Our analyses of the 2000 Census found that on average, across metropolitan areas, the lowest poverty neighborhoods for black children have poverty rates equivalent to those found in the 24 percent of the poorest neighborhoods for white children. This disparity in neighborhood environment is not due to racial differences in the distribution of family poverty. When the analysis is limited to children living in poor families, on average the extent of overlap in the racial distributions of neighborhood poverty is only 26 percent.

Exposure to neighborhood poverty is concerning because child development experts agree that the accumulation of multiple environmental risks increases children’s vulnerability and thus the likelihood of negative health and developmental outcomes. Thus, it is important that we understand that not all poor children experience multiple environmental risks. On average, while only 1 percent of poor white children in metropolitan areas live in poor neighborhoods, 17 percent of poor black children and 21 percent of poor Latino children do. Not only are black and Latino children more likely to live in poor families than other children, but, due to segregation, they also experience neighborhoods (and schools) with unfavorable socioeconomic environments – a kind of double (or triple) jeopardy.

Public health research can provide a powerful way to monitor the extent and implications of racial/ethnic health disparities. However, addressing such health disparities will require policies and interventions outside of the traditional realm of public health. These policies include neighborhood revitalization, fair housing, housing mobility, inclusionary zoning, and other policies to address the vast disparities in access to opportunity neighborhoods, which underlie disparities in child health, development, and well-being. Therefore, improving access to neighborhoods of opportunity should be regarded as a public health intervention.

Undoubtedly, racial/ethnic disparities in neighborhood environment, which are a result of racial segregation, are a matter of concern in their own right. Their effect on health makes them even more unjustifiable, and the need to address them even more urgent.
How Much Longer Can We Afford To Waste Precious Resources?

John A. Powell is executive director of the Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University in Columbus. His frequent interactions with the W.K. Kellogg Foundation have helped to shape the organization’s thinking about racial justice and influenced its vision of a society “where opportunity is not limited by race, ethnicity, gender, or class, and where all people recognize and embrace the universal responsibility that each person has for the welfare of every other person.”

How do we create a society where all children thrive?

This task appears deceptively simple. But let’s consider how our efforts to reach all children require a fundamental change in the way we think, as well as the way our society, community, schools, and families are structured.

Not only do we have a society that is built on competition between winners and losers, we have communities in which children cannot thrive because they are permanently at the margins along virtually every important indicator of health and well-being. Many of these children are marginalized by race, language, class, and religion – often in concert with one another. There will always be exceptions: the child who excels even though she came from a family or community that is distressed, or the child who stumbles even though he is from a family and a community that seems to offer support and opportunities. But these exceptions should not distract us from the reality that children from distressed communities and families will generally not thrive.

There is something disturbing about being able to predict with a high degree of accuracy whether a child will have a low birth weight or fail to thrive in school based on the child’s race, language, or zip code. But I am making a different point. As long as we have a competitive society where we have one winner and loser, or where the top 50 percent are winners and the bottom 50 percent are losers, all children cannot thrive. It is not through any fault of their own, but it is structured into our cultural and social order.
If we were all unrelated, completely separate individuals – and there is reason to doubt that this is even possible – then it would not be appropriate to call such an arrangement a society. But we are a society. What then is the nature of our relationship to each other that would support thriving? Three interrelated shifts must occur in order to address the problems of marginalization, competitiveness, and hyper-individualism.

First, we must move to become a synergistic society with a robust sense of belonging and membership. In a highly synergistic society the structures, institutions, and cultural values are arranged in such a way that there is a strong mutuality between self-interest and group interest. Such a society is likely to be healthier and produce less violence than our own, which is marked by low synergy, separateness, fear, and fragmentation.

Second, we must actively acknowledge that all people, and especially children, have a strong need to belong. One of the injuries associated with marginalization is a message, as well as a reality, that society does not consider the marginal group or individual to fully belong. This sense of “otherness” is manifested in a lack of regard and empathy. In the context of race the process of “othering” is often expressed in explicit terms, including the withholding of public resources that could support the needs of children. In order to thrive, a child needs a sense of belonging – to the family, to the community, and to the society. Also, the family and community need a strong sense of connection and belonging to other communities and to the larger society. A break at any level will impair the capacity to thrive.

Some use the word “citizen” to describe a sense of full membership and belonging in a synergistic society. I prefer the word “member” because given our migration and immigration patterns, the term citizen is too narrow. Being a member means that one is responsibility and accountability to the whole. One is constantly called to collectively make and reshape institutions and cultures to benefit all members of society, not just the marginalized.

Finally, society must be structured to meet the culturally distinct needs of children, who start off very dependent and developmentally move toward greater independence and interdependence. Throughout this growth process, the need for both self-assertion and deep connection is often expressed through internal conflict that is not easily resolved. What the child needs to become a more contributing interdependent member of family, community, and society is consistent, responsive, and creative attention. This attentiveness will increase the capacity for responsive engagement given the particularity of the child within the dynamic cultural context. As children grow, their spheres will become more expansive, starting with the family, but eventually moving to society and the world.

If we are successful, our efforts to affect these three shifts in synergy, belonging, and attentiveness will contribute to structural changes in our society. Our reward: children who thrive.
Where Are They Doing It Right?

David Lawrence, Jr. is president of The Early Childhood Initiative Foundation in Miami, Florida – a Kellogg Foundation grantee. He also is chair of The Children’s Trust and a university scholar for early childhood development and readiness at the University of Florida. He retired in 1999 as publisher of The Miami Herald after a 35-year newspaper career to devote his full-time energies to school readiness and early childhood learning.

If you begin at birth – really, before birth – it can be done. And it is being done in Miami-Dade, Florida.

Greater Miami can be a world-important place of destiny in the 21st century, but only if we invest more wisely in our future – that is, our children. All our children. What is happening here – and in an accelerating way this past decade – can show other communities what is possible.

Here’s what’s happening:

**The Scene:** Miami-Dade County, just about 2.5 million people, larger than 16 states, and the most diverse urban center in these United States.

**What We’ve Learned:**

> The power of a movement, not a program: By definition, that means we work on behalf of all children (understanding, of course, that vulnerable, at-risk children frequently will need more help, and should get that help). You build great communities by making sure high-quality basics are available and affordable for everyone’s child. What could be more “American?” All children need the right blend of health and education and nurturing and love. The very future of our country is at stake.

> The power of local: The United States is not France (one global example of national resources devoted to high-quality early childhood development, care, and education). The driving power for health and education in that country
You build great communities by making sure high-quality basics are available and affordable for everyone’s child.

and many others is the national government. In the United States, the greatest power in health and education resides in people in communities who have the power to decide what they want for the future of their children. Make enough good things happen, we learn from one another, and the movement gains momentum.

> The power of individual leadership: The great stories in the history of the world are of individuals who (in concert with others) “made” things happen.

> The power of private sector leadership: Public leaders, elected or appointed, come and go. A governor’s successor, for example, usually wants to do something different from the predecessor. Long-term success requires long-term commitment, and that means quality private leadership and investment (accompanied by real public sector commitment) must be front and center.

> The power to convene: No one will be elected children’s czar in any community. The real power is the capacity to convene – to bring the right people around the table to arrive at a shared vision for and commitment to children. Inclusiveness is critical. So, too, are diversity and cultural sensitivity.

> The power of quality: Only real quality leads to real outcomes for children.

What’s Happening?:

> The voters of Miami-Dade, in late summer 2008, approved – with an 85 percent favorable margin – a dedicated funding source for children called The Children’s Trust. In a tough economic time, people voted to raise their property taxes to provide at least $100 million a year for early intervention and prevention. Those dollars are invested in such items as higher-quality child care, in health teams for the fourth largest public school system in America, and in programs for children with special needs. Voters do care about other people’s children.

> “Ready Schools Miami” launched a bold initiative, in full partnership with the public school system, to improve the quality of all early learning centers and enhance student learning and teacher practice in all elementary schools. One exciting component: A job-embedded master’s degree program delivered online and on-site with the support of a professor-in-residence. The master’s program is offered free to teachers who make a five-year commitment to the school.

The Investors: The W.K. Kellogg Foundation is an essential investor in all this. Kellogg grantees, in full collaboration with one another, are The Early Childhood Initiative Foundation in Miami and the Lastinger Center for Learning at the University of Florida in Gainesville. We have many partners, public and private, including the public schools and a host of agencies and nonprofits as well as The Children’s Trust, the Early Learning Coalition, United Way, and the Healthy Start Coalition.

> From this community came the leadership to pass a state-wide constitutional amendment making a free prekindergarten experience available for every four-year-old. In this, the fourth year, 145,000 children – or 59 percent of all four-year-olds in Florida – are enrolled in the program.

It took more than a century for kindergarten to become a “movement” – meaning it was available for every five-year-old. For most of kindergarten’s history, it was mostly a program for children at each end of the socioeconomic spectrum – poor people and the well-to-do. Over the past several decades, kindergarten came to be about all children. That is the sort of thinking and caring we must do for all children in the early learning years before kindergarten. Do this – and we already have a rolling start in Miami – and we will have given our most precious people our most precious gift.

What a blessing this is for the future.
How Do Possibilities Happen?

Lisbeth B. Schorr is director of the Project on Effective Interventions and Lecturer in Social Medicine at Harvard University. Her work—particularly the seminal publication *Within Our Reach: Breaking the Cycle of Disadvantage*—and her messages that the United States has the knowledge to act effectively to change the lives of children in poverty—have stimulated and helped shape the Kellogg Foundation’s renewed commitment to focusing on the needs of children, especially those burdened by poverty and racism.

In 1941, I was living in southern California, a 10-year-old, and a recently-arrived refugee from Nazi Germany. That summer, and over four subsequent summers, I attended an interracial, inter-religious camp established by Whittier Quakers for Jewish refugees, Japanese-American children from relocation centers, and a widely diverse group of campers and counselors that included the first African Americans that I came to know well. That experience alerted me early to see the differences between what was, and what might be.

As I grew up, my observations shifted from the purely personal to the wider world. My curiosity and career have been focused on what works (and what doesn't) for disadvantaged children. Research and experience were making clear that moving toward a world that might be, meant reducing poverty and social dislocation and isolation, which in turn meant supporting children and families early in the life cycle, before social ills took their toll in reduced capacity and aspiration.

As a society, we consistently fail to act on the wealth of what we know about solving urgent social problems. Here’s what I think it will take to overcome the major barriers to acting on what we know.

1. Be clear that personal responsibility and social responsibility must interact if more children growing up in tough circumstances are to have a realistic shot at the American Dream.

Rush Limbaugh says that if you don’t make it in America, it’s your fault—and many of our fellow citizens agree. The media contribute to this individualistic perspective. In their efforts to produce compelling narratives, they frame issues in ways that attribute responsibilities to individuals, whether it’s the behavior of an abusing parent or an overworked
My curiosity and career have been focused on what works (and what doesn’t) for disadvantaged children.

So we conclude that the supports that all families need during their children’s early years are ultimately just personal challenges, to be met through the marketplace. Yet, we know that the truth is not either personal or social responsibility, not either families or public institutions, but both-and.

2. Think broadly in selecting strategies to improve outcomes.

When legislators and philanthropists invest in efforts to assure that all American children are healthy and thriving and ultimately grow up to be contributors to a society they feel valued by and connected to, they want to make certain that their investments have an impact. In this process, they often narrow the search for “what works” to proven programs. The universal yearning for certainty, clear answers, and proof is understandable; yet, it can become an impediment to problem-solving.

The need to develop better approaches to understanding complex efforts to strengthen families, rebuild neighborhoods, or turn around failing schools has never been more urgent.

A recently completed W.K. Kellogg Foundation-commissioned report, Health Matters, found that successful place-based initiatives characteristically combine the “funding, framing, and political will needed to implement integrated program strategies across multiple services and sectors.” Accumulating experience confirms the importance of moving into the world beyond isolated programmatic interventions and single-factor modifications, by bringing about fundamental changes in prevailing funding, regulatory, and accountability structures.

3. We must build the infrastructure that could support systematic scaling up of what we’ve learned about “what works” in complex interventions.

To change life trajectories for the highest-risk children and families, a focus on individual programs must give way to a focus on connecting families to services and supports, on connecting programs and services to one another, on filling gaps, assuring continuity of supportive experiences, and often changing community conditions.

With isolated exceptions, no such infrastructure exists to support such community-wide efforts.

A new collaborative infrastructure needs to be built. Government at all levels, philanthropies, social entrepreneurs, universities, and community organizations need to work together to:

> Identify the essence of successful interventions and differentiate those from the components that must be adapted to new settings and new populations. Complex community-wide interventions are not like airplanes, where...
a thousand can be built on a single model. They are more like bridges, each one of which is unique, but with structures based on common principles. The clearer the understanding, description, and specification of effective practices, the more likely their spread will improve outcomes among massive numbers of children and their families nationwide.

Help communities use an outcomes orientation in combining local wisdom and generic knowledge about “what works” to select the strategies they will pursue; to provide the tools to measure and document success; and maintain accountability in circumstances where no one program or organization can achieve the desired outcomes alone.

Provide the current information about “what works,” drawing not only on research, but also on the rich lessons now coming rapidly out of contemporaneous experience with both long-running efforts and innovation incubators.

Offer expertise, outside support, legitimation, and clout to help local organizations in scaling up interventions that disrupt the status quo, often in environments that have been highly successful at resisting change - especially when the essential change comes close to the core of an institution or system.

Help communities make the policies, systems, and institutional contexts more hospitable to “what works” so that successful interventions won’t have to rely forever on wizards who can beat the bureaucracies and the dysfunctional regulations and funding practices because they are some combination of Mother Teresa, Machiavelli, and an honest CPA.

As we contemplate what we can do in a climate of new possibility - but constrained resources - we must act boldly as well as strategically. For we have the knowledge we need to significantly improve the lives of the children and families who need society’s help the most.

... we know that the truth is not either personal or social responsibility, not either families or public institutions, but both-and.
It is the everyday work of nonprofit organizations that lifts up families and communities, brings diverse people together for the common good, stimulates new ideas, and helps children succeed. The stories we hear are endless and inspiring. We’ve highlighted just a few here.
The Issue

Detroit’s racial majority (82.1 percent African American\(^1\)) and poverty status (31.4 percent individual poverty; 27 percent family poverty\(^2\)) are drastically higher than in suburban areas and surrounding counties. Deteriorating housing, scarce employment, and few economic opportunities result in serious disparities related to major diseases and conditions closely linked to low physical activity and unhealthy eating. Heart disease death rate (367 per 100,000\(^3\)) and diabetes rate (106 per 100,000\(^4\)) are much higher than the state average, and obesity in adults is 33.5 percent\(^5\).

Reports suggest that children today may belong to the first generation with a lower life expectancy than their parents. The statistics that feed this analysis are higher in urban Detroit, where healthy food options and safe options for physical activity are scarce. Poor nutrition and inactivity may soon overtake tobacco as the leading cause of death in the United States, and are habits that become entrenched and passed along to the next generation, adding to the barriers to health and success for Detroit’s children.
Detroit’s Food and Fitness collaborators want to help people eat better and move more. Simple goals facing big barriers in a place where playgrounds and grocery stores can be hard to find. But big ideas are taking hold as people talk about opening people’s eyes to new foods and ways to cook them … nurturing school gardens and healthy lunchrooms … creating more bike paths and playgrounds … and helping youth find fun ways to be active together.

The Solution

One of nine Food and Fitness sites nationwide, Detroit’s Food & Fitness collaborative includes a broad spectrum of organizations and individuals working to develop a comprehensive community action plan to improve access to fresh, local, healthy food, and physical activity. The group reflects and integrates the racial, ethnic, and economic diversity of the community and includes adult and youth leadership. Convened by Detroit City-Connect, there are so many partners at the planning table that work groups broke out under the designations of food systems, schools, the built environment (parks, bike paths, and other public spaces), youth, and evaluation.

Funded by a $500,000 Kellogg Foundation planning grant, each Food and Fitness site is working toward creating a vision for vibrant, healthy communities – places where families are able to purchase healthy, locally grown food in their neighborhood, engage in exercise and play in safe places, and live in an environment that supports family and community health.

The Results

Enthusiasm and ideas are multiplying throughout Detroit’s five work groups, which represent 50 partner organizations and 30 collaborative participants. As one participant puts it, “new approaches to complex issues benefit from time spent to think and plan.” From the kitchen table to the meeting table, learning to think strategically and building relationships with church groups, civic groups, school groups, and activists of all ages is paying off through the potential for lasting change through collaborative action. Individuals who wouldn’t consider themselves stakeholders are learning how policy is formulated, and how they can change their community.

Most rewarding, the teens of the youth work group take seriously their involvement, and have brainstormed lists of action steps around cooking and food access, the media, recreation and the built environment, and urban agriculture that individuals, cities, states, and the country could take toward positive change.

This kind of civic engagement, leadership training, and policy education around real-life issues like food and activity represent the kind of work that the W.K. Kellogg Foundation seeks to support as it works to improve opportunities for children and their families.
The Issue

Okolona is an impoverished community about 30 miles south of Tupelo in Chickasaw County. The U.S. Census shows more than a quarter (27.9 percent) of the families in Okolona fall below the federal poverty level. During a recent school year, over 90 percent of Okolona’s students qualified for free or reduced-price lunches, the school dropout rate was more than 50 percent, and there were unacceptable rates of childhood obesity and diabetes, along with the town’s own measure of the state’s 70,000 uninsured children.

The Solution

The three-pronged “good beginnings” programming of Baby Steps, Inc., is designed to teach mostly low-income parents of children birth to age five how to prepare their children for success in school and in life – even if the parents themselves never
experienced much success in school. The program provides resources, training, books, supplies, and instruction. Funded by a three-year, $1.5 million Kellogg Foundation grant with administrative support from the CREATE Foundation (Northeast Mississippi’s community foundation), Baby Steps has spearheaded the Okolona Community Early Education and Health Alliance, a racially and ethnically diverse group engaged in planning, policy review, and program development to improve access to affordable, quality health care, and improved child/parent education in the early years.

Each week, Baby Steps offers multiple contacts with participating parents and children. Parents attend an education session while their children attend a literacy/art education program; Baby Steps “graduates” – children in kindergarten and first grades – attend an instructional enrichment session after school; and a Baby Steps instructor visits each of three early childhood centers to present an integrated lesson on topics including art, language, health, and math readiness. Finally, families are visited by a trained home visitor to reinforce the week’s group education sessions; provide one-on-one engagement, modeling, and support for parents; and loan educational and art materials and supplies based on the interest and developmental level of the child and the need of the parent.

**The Results**

Baby Steps programming is bringing the community together around a common cause – healthy children and families. Families are surrounded by support and services from enrollment as early as infancy through kindergarten. The initiative has fueled myriad partnerships, improving access to services through a weekly health and dental clinic; screenings for hearing, vision, speech, and cognitive development; and a bimonthly Organ Wise Guys™ health program focusing on nutrition and exercise.

The town’s Early Education Community Health Alliance has also worked to disseminate health-related information through a website, newsletter, health fairs, and forums, understanding that health education for the town’s adult population is critical for sustaining change in health status community-wide.

While health problems are not race-neutral, this community focuses on improving the health status of all children and closing the disparity gap. The Okolona community reflects several key concerns for the Kellogg Foundation as it works to improve opportunities for children and their families: civic engagement and policy leadership around food, health, and well-being; and racial equity.

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2 Ibid.
Cultural Identity, Teacher Quality, and an Outcomes Orientation Pave the Way for Young Children to be Ready for School

New Mexico ranks 46th in the nation in child well-being\(^1\), measures of which include parent employment, health care access, low birth-weight babies, immunization rates, teen parents, and high school dropouts. Not surprisingly, it is poverty that most informs this statistic, with 51 percent of children in the state (compared with 39 percent nationally) living below 200 percent of the poverty level\(^2\). Just 39 percent of New Mexico children ages 3 and 4 are enrolled in preschool, and only 24 percent of the state’s 4th graders were reading at grade level in 2007\(^3\).

We know that long-term success is tied to the level of stimulation and engagement created in a child’s life from infancy onward, and also that such preemptive intervention is not only empowering but economical – compared with the $1 billion New Mexico spent in 2005 in juvenile justice, child abuse, welfare, and correction costs\(^4\).
The Solution

SPARK – Supporting Partnerships to Assure Ready Kids – fosters family engagement and collaboration between early childhood programs and elementary schools to streamline the transition into school for young children. Launched at eight sites nationwide in 2001, SPARK New Mexico serves six school districts in and around Albuquerque, and is funded by a $4 million Kellogg Foundation grant, with support from the McCune Charitable Foundation, Daniels Fund, J.F. Maddox Foundation, the Brindle Foundation, and the Thornburg Charitable Foundation. State partners include the New Mexico Community Foundation, the state’s Office of Child Development, and the New Mexico Association for the Education of Young Children.

Each site’s parents, caregivers, and educators are empowered to design their own strategies to meet SPARK’s goal to ensure that all kids have strong preparation for school. In New Mexico, this has resulted in three core programs. A Joining Hands team of educators, parents, and social service providers works at each site to set and implement homegrown strategies and measure outcomes. Teacher Education and Compassion Helps (TEACH) New Mexico gives scholarship support and financial incentives to early childhood educators for attending college, toward improving the overall quality of care and education for the state’s most vulnerable children. Project FLECHA (Family Leadership for Education, Culture, and Healthcare Access) emphasizes the use of a family’s cultural strengths to support children’s journey through early education and the school years.

The Results

School readiness has improved significantly since this program began, and practices are being shared statewide through project partners. Parents have become empowered to realize and respond to the constant flow of teachable moments with their young children. Educators on both sides of the transition into public school join together in goal setting, training, and most important, communication about expectations and assessment regarding their young charges. Throughout and because of the process, the whole educational community develops unity and capacity around the shared focus on their most precious assets.

The major beneficiaries are poor children and their families, who have long struggled with the multifaceted challenges that poverty brings to child rearing. The earliest possible support for children’s health and educational success is a key concern for the W.K. Kellogg Foundation as it works to improve opportunities for children and their families.

1 Kids Count Data Book, 2005-2006
2 Ibid.
3 Ibid.
4 TANF, Medicaid & Correction: 2005 State, Expenditure Report, National Governor’s Association (NGA), NASBO: Juvenile Justice, Child Welfare: NM Inventory of Early Childhood Programs, 2007

SPARK is about communities preparing young children for success in school, in ways that reflect family and community culture. In New Mexico, this means parents and educators working together to share information, expectations, successes, and challenges about their young children. For the children, it means engagement with caring adults and hands-on learning. Confident transitions into elementary school are the happy result.
The Issue

Poor dental health plagues many children in Alaska—particularly those in rural communities where access to quality dental care is limited and costly to obtain. There are more than 200 Native Alaskan villages, many situated in extremely remote sections of the state. Travel to these locations is only by boat, airplane, snow machine, or perhaps dogsled, and the transportation costs prohibit many villagers from going to larger communities for oral health care.

In addition, groceries are expensive and it is difficult for families to afford healthy choices. The one bargain is soda pop, which—along with other elements of the “western diet”—has helped create many of the dental problems seen today in rural villages.

The need for dental health aide therapists is evident. According to the 1999 Indian Health Service Survey, the entire Alaska Native population has a high rate of oral disease. For example, children, between two to five years of age, have almost five times the amount of tooth decay as children of similar ages elsewhere.

Filling a Serious Gap, Alaskan Villagers Learn How to Provide Dental Care for Their Neighbors
Smiles are getting brighter in rural Alaska, thanks to the work of ten dental health aide therapists currently working in the state. Another 24 therapists are being trained to provide oral health services in villages throughout the state. The program, supervised by dentists, is reducing health disparities in communities of color, thus promoting racial equity and helping children and families improve their lives.

in the United States. Children, ages six to 14, have four-and-a-half times the amount of tooth decay, and adult periodontal disease is two-and-a-half times higher than in the general population\(^1\). Contributing to these unacceptable oral health statistics is the inability to recruit and retain an adequate dental health workforce in isolated rural communities.

**The Solution**

The Alaska Native Tribal Health Consortium is partnering with the University of Washington to train “dental health aide therapists” to work in remote communities across the state. Funded by a $2.7 million Kellogg Foundation grant, with additional support from the Bethel Community Services Foundation, the M.J. Murdock Charitable Trust, and the Rasmuson Foundation, the program trains midlevel service providers who live and work in the rural communities. They do fillings, extractions, and other limited dental services for children, and also handle oral health emergencies for adults.

Currently, there are 10 dental health aide therapists working in Alaska, with an additional 24 being trained over a four-year period. Once trained, each of these therapists will work under the supervision of dentists who oversee oral health care services in villages throughout the state.

**The Results**

Oral health in Native Alaskan communities has improved significantly since this program began, although there is still a lot to be done. The therapists are serving as positive role models in the villages and are inspiring children and adults alike to take better care of their teeth.

Racial equity is also being promoted through this model by reducing health disparities in communities of color. The major beneficiaries are underserved children and their families, who have long struggled with the high cost of dental care, the lack of insurance coverage for many community residents, an inadequate supply of dentists, and a mal-distribution of providers. These issues, along with other forces of structural racism that persist in society today, are significant concerns for the W.K. Kellogg Foundation as it works with communities to improve opportunities for children and their families.

\(^1\) Findings based on comparative data from the 1999 Oral Health Survey of American Indian and Alaska Native Dental Patients (IHA) and the 3rd National Health and Nutrition Examination Survey (NHANES III)
Kanego Residents Mobilize to Address Domestic Violence, AIDS, Literacy

Location: Malawi, southern Africa

Project: Malawi Human Rights Resource Centre and Kanego Community

The Issue

For democracy to work in developing countries, it is essential to ensure the active participation of all citizens in making civil, social, and economic choices. Too often, the legacy of colonialism, apartheid, and other forms of oppression left many citizens in a passive position, waiting for government or forces outside their communities to take charge and improve local conditions. A chronic lack of self-drive and a belief that others outside the community will address critical local problems has resulted in a vicious cycle of internalized oppression in areas of southern Africa.

Kanego Community (Area 25 within the Lilongwe District), like many other communities in Malawi, experienced high levels of domestic violence, poor reproductive health education, increasing numbers of HIV/AIDS-infected people, more orphans and vulnerable children, growing crime and violence, a lack of income and economic opportunity, and a continuing decline in social and
cultural capital. If there could be more opportunities for the most marginalized to better organize on their own behalf and come together to address local problems on their own terms, they would gain confidence in their own ability to make a difference and the democratic fiber of the entire country could be strengthened.

**The Solution**

In Malawi, awareness is building and ordinary citizens are being encouraged to become more actively involved in solving the problems they face on a daily basis. In addition, they are connecting more regularly with the government structures that exist to support them. The Malawi Human Rights Resource Centre, in partnership with Kanego Community, has helped to build local structures and establish participatory processes that citizens can use to become active elements in the social and economic order that will determine their destiny.

For instance, at the Community’s request and following their set of priorities, the Center has helped establish training for youth about HIV/AIDS within a cultural context, conducted adult literacy lessons, established study clusters, promoted income-generating activities, established action groups to deal with gender violence and reproductive health and health education, conducted look and learn tours within the district and other regions, and helped the community develop tools for monitoring and evaluation.

**The Results**

In a short space of time, the community policing program has reduced domestic violence and community-based crime through local monitoring and a partnership with Lilongwe District authorities. Other structures such as the Youth and Cultural Centre have been established and large numbers of youth are engaging in activities to reduce HIV and increase income generation. Small-scale income-generating activities for women have also increased. The structures and processes introduced by the Malawi Human Resource Rights Centre are providing the ingredients for increased engagement and civic participation by Kanego Community, and the youth are expressing their belief in the potential of their own future.
The Issue
There is a crisis in the “bilingual” primary schools that serve much of Mexico’s indigenous population. National evaluation statistics show that indigenous children attending those schools under-perform, fail academically, or drop out altogether. There are many reasons for this, but one key factor involves language.

Although the schools bear the title of “bilingual,” they have been behind the curve in developing and implementing a method for teaching students their native tongue, while introducing Spanish as a second language. The problem is compounded by a general lack of understanding and sympathy for the children’s indigenous roots, their cultural identities, and true bilingualism among the teachers.

Without an ability to communicate effectively, the children have an additional, formidable obstacle to rising out of the poverty that marks their rural community and their families.

The Solution
Innovación y Apoyo Educativo, A.C. (Innovation and Educational Support) in San Cristóbal de las Casas in the state of Chiapas, Mexico, tackled this problem by developing communities of learning to address the issue of bilingualism in the education of indigenous children. Through
a $182,500 grant from the W.K. Kellogg Foundation, the organization facilitated creation of communities of learning among teachers and technical staff in 25 schools in the community Huixtan. The goal: to reverse years of teacher passivity in the field of educational innovation, and support their leadership role in the search for a change in bilingual education.

The project was directed toward 81 teachers in the 25 Huixtan schools, including 14 primary, eight preschool, two boarding schools, and one kindergarten. It involved training in pedagogy and linguistics for teachers and technical staff. There were also innovative projects to identify problems in bilingual education and fashion appropriate responses to those challenges, a comprehensive evaluation of the effort, and the sharing of ideas and experiences within the broader learning community.

The Results

As expected, the response from teachers varied between and within schools, but it is clear that the project resonated among many indigenous teachers. Success was in large part due to the close relationships formed with the school supervision of Huixtan, which became jointly responsible for coordinating the project.

In general, greater collaboration, critical thinking, and leadership have been seen among teachers, technical staff, and supervisors, said Charlie Keck, executive director of Innovación y Apoyo Educativo. Numerous specialized training opportunities have been created, he said. Teachers learned to read and write in their native tongue and in Spanish. They were trained to evaluate their students’ linguistic level in their first and second languages, and to use this information to plan their teaching. Several whole-school projects to address issues related to bilingualism were implemented, and evaluation findings were shared within the education system and through broader academic channels.

In schools where the project was taken up with the most vigor, the evaluation of student performance reveals significant improvements in language ability, both in the mother tongue and in Spanish.

In general, greater collaboration, critical thinking, and leadership have been seen among teachers, technical staff, and supervisors, said Charlie Keck, executive director of Innovación y Apoyo Educativo. Numerous specialized training opportunities have been created, he said. Teachers learned to read and write in their native tongue and in Spanish. They were trained to evaluate their students’ linguistic level in their first and second languages, and to use this information to plan their teaching. Several whole-school projects to address issues related to bilingualism were implemented, and evaluation findings were shared within the education system and through broader academic channels.

Bottom line is that a model learning community was created that focused on local and school-led improvement of bilingual education, Keck said, with the result being improved bilingual education for students. This forms a solid basis for what needs to be an ongoing community-based effort to reverse the entrenched educational shortfalls in indigenous schools.
**Who We Are**

The W.K. Kellogg Foundation was established in 1930 by breakfast cereal pioneer W.K. Kellogg. During his lifetime, he donated $66 million in Kellogg Company stock and other investments “to help people help themselves.” When creating the Foundation, Mr. Kellogg told his staff to “use the money as you please, as long as it promotes the health, happiness, and well-being of children.”

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

Over the years, the Kellogg Foundation’s programming has evolved, striving to remain innovative and responsive to the ever-changing needs of communities, while remaining grounded in Mr. Kellogg’s legacy and concern for children. Today, the organization ranks among the world’s largest private foundations.

**Our Vision**

The W.K. Kellogg Foundation envisions nations that marshal their resources to assure that all children have an equitable and promising future — one in which all children thrive. Our mission, therefore, is to support children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

The Kellogg Foundation has the privilege and ability to provide financial resources, connections, and learning that can help strengthen ways in which communities can increase opportunities and build capabilities that improve the places where children live and the resources that are available to them. We rely on our grantees to implement the work by understanding and responding to the needs of their communities and sharing what they’ve learned with others. Although the work begins in communities, the ultimate vision is to ensure that the success of our children becomes a commitment in the nations where we work.

For detailed and up-to-date information about how to apply for a grant, visit [www.wkkf.org/applyonline](http://www.wkkf.org/applyonline)
Geographic Priorities
Grants are awarded in the United States, Latin America, and southern Africa. Programming in these interest areas is tailored to meet the needs of each geographic region.

Because we have limited resources and seek to make a clear impact, we have identified Michigan, Mississippi, and New Mexico as priority places. These are areas where the need and momentum exist and where the Foundation can build upon existing work and deepen its commitment to children. Although the Foundation’s resources will be strategically concentrated in these locations, the Foundation continues to fund other promising ventures focused on children throughout the United States, including those that fit the specific needs of its hometown of Battle Creek, Michigan, and its ongoing effort in the greater New Orleans area.

In Latin America, the focus moving forward will be on Mexico and Central American countries. In addition, a special program will focus on Northeast Brazil. In southern Africa the geographic focus will continue to be Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland and Zimbabwe.

In addition, the Kellogg Foundation makes mission-driven investments. These are not grants, but an innovative way to make investments in nonprofits and for-profits that seek to extend capital to those who are working toward social change in keeping with the Foundation’s mission and vision. For more information on mission-driven investments, go to: www.wkkf.org/mdi.

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

Programming Interests
United States
In the United States, our focus is on increasing access to opportunities that affect the success of the 80 million children who live in our nation. We help build and strengthen educational and economic institutions so families and children can thrive in stable and nurturing environments. We help communities create environments that will lead to success, good health, and valuable learning throughout childhood. We want all children to have equal opportunity to reshape tomorrow’s society in positive and productive ways.

Therefore, we are most interested in the 30 million children in the United States growing up without access to the critical resources needed to bring them into the economic and social mainstream. Of special concern are children growing up in “double jeopardy” environments – which means those children who are growing up in poor families and poor neighborhoods.

Research has demonstrated that disadvantaged neighborhood environments are associated with detrimental health outcomes, developmental delays, teen parenthood, and academic failure. While not exclusively affecting “children of color,” African American and Latino children are routinely growing up in neighborhood environments much worse than white children, even those with similar levels of family poverty. In fact, 56 percent of children who live in poverty in the United States are children of color. This dramatic reality has led the Kellogg Foundation to commit to working toward the achievement of racial equity as a priority in all of our work.

Grants in the United States are focused on helping strengthen five dimensions of community life – essential elements that we believe all children need in order to be successful:

> Family Income and Assets
> Community Assets
> Education and Learning
> Food, Health, and Well-Being
> Civic and Philanthropic Engagement
Southern Africa
The Kellogg Foundation began programming in southern Africa in the mid-1980s. Our work in southern Africa focuses on strengthening the capacity of rural communities to drive their own development and become healthy, viable, and sustainable in addressing the problems related to rural poverty – especially as it affects women, children, and family life. Foundation grants focus on the seven countries of Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, and Zimbabwe. Across the region, the Foundation’s program themes are Civic Engagement, Economic Opportunities, Education and Learning, and Health and Well-Being. These four themes are nurtured and supported by three strategies:

- Strengthening the Capacity of Rural Communities
  This programming strategy targets specific geographic sites and provides comprehensive support to communities where citizens are determined to achieve more positive outcomes for their children and families, and seeks to engage rural youth in social and economic development in the communities where they live.

- Strengthening Leadership Capacity
  Programming seeks to build the capacity of leaders at the local, district, provincial, national, regional, and global levels as it relates to the four themes and three strategies. It also is concerned with increasing community voices in the policy development process to strengthen young leaders in rural areas for the future.

- Organizational and Institutional Development and Transformation
  With this strategy, attention is focused on improving the southern African social and economic infrastructure through institutions of higher education, organizations that create employment and productivity such as lending institutions, and information systems that support integrated social and economic development in rural areas.

Latin America and the Caribbean
In Latin America and the Caribbean, the Foundation is ending a decade of programming that worked to break the cycle of poverty by promoting healthy youth development and greater participation in socially and economically vibrant communities.

Building off recent and past investments in the region, the Foundation’s future work in Latin America will increasingly focus on Mexico and Central American countries.

While new strategies are being formulated, the Foundation will maintain its strong commitment to vulnerable families, children, and communities. We will continue to focus on food, health, education, and economic development as we work with communities to build leadership, supportive policy, civic engagement, and community infrastructure. In addition, a social and racial equity lens will be applied to investments as the Foundation seeks to address those systems and structures that have hindered children from achieving success.

In addition, a special program in Northeast Brazil will promote racial equity and social inclusion and will seek to develop sustainability by focusing on assets and leadership from local citizens. The Foundation is seeking to develop partnerships and leadership in order to further mobilize resources for this cause.

For more information, visit the Latin America and Caribbean section of the Foundation’s website, www.wkkf.org/lac.
Programming Guidelines

W.K. Kellogg Foundation staff members believe that it is important to work alongside grantees to accomplish goals of mutual interest. This is a partnership in which all parties have a key role in our collective success.

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

1. The Foundation will only consider requests that fall within the previously described vision and interest areas. For more information, visit the Foundation’s website at www.wkkf.org.

2. Generally, the Foundation gives priority to applicants from these targeted regions:
   - The United States, especially Michigan, Mississippi, and New Mexico
   - Latin America and the Caribbean, including an emphasis on Mexico and Central America and selected programs in Northeast Brazil and the Caribbean
   - Southern Africa: Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, and Zimbabwe

3. We fund loans; planning studies; operational phases of established programs; capital requests for purchase, remodeling, or furnishing of facilities; equipment purchase; conferences; films, television, or radio programs; endowments or development campaigns; or research only as part of a broader programming/funding effort.

4. We do not provide grants or scholarships to individuals.

5. To be eligible for support, the organization or institution, as well as the purpose of the proposed project, must qualify under regulations of the United States Internal Revenue Service.

(Requesting a Grant)

Grant requests are considered throughout the year and the Kellogg Foundation strives to provide prompt consideration of each request. Applicants can expect to receive an initial funding response within 45 calendar days of the receipt of their online submission to indicate whether the request falls within the organization’s programming elements, approaches, guidelines, and current priorities.

Our preferred method for grant requests is online at www.wkkf.org/applyonline. Applications not submitted online should be directed to:

Supervisor of Proposal Processing
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, Michigan 49017-4012
USA

For more information about the W.K. Kellogg Foundation, its programming interests, and its application process, see www.wkkf.org/applyonline or call the Proposal Processing Office at (269) 969-2329 during the Foundation’s regular business hours.
During the 2007-2008 fiscal year, the board of trustees of the W.K. Kellogg Foundation held 12 monthly meetings to consider grant proposals, review Foundation operations, and continue development of the new strategic framework. In October 2007, the trustees traveled to New Mexico and Montana to experience some of the Foundation’s work in rural America. The board was exposed to programs that are representative of rural programming by the Foundation throughout the United States. The trip was organized to provide opportunities for trustees to observe and understand programming that emanated from a number of areas within the Foundation – Food Systems and Rural Development, Health, Youth and Education, and Philanthropy and Volunteerism. It also provided an opportunity to expose the board and staff to the persistent challenges facing vulnerable populations in rural communities and to discuss the Foundation’s new vision and how it could help people achieve success in rural America.

The board of trustees also held a retreat in Detroit in June 2008. The retreat created an opportunity for trustees and staff to understand more deeply the opportunities and challenges facing Detroit within the context of the state of Michigan. This experience will inform future work in Michigan as the new vision and strategic framework are implemented. The trip also provided an opportunity to strengthen relationships with key partners from the community.

The annual meeting of the corporation was held December 13, 2007, and Dorothy A. Johnson, Bobby D. Moser, and Ramón Murguía were elected to three-year terms on the board of trustees. Joseph M. Stewart was elected to serve as Chair of the board of trustees. The Annual Report for the Foundation was presented. Officers were elected and committee appointments were made.

Re-elected were President and CEO Sterling K. Speirn; Senior Vice President and Corporate Secretary Gregory A. Lyman; Senior Vice President for Programs James E. McHale; Senior Vice President and Chief Financial Officer and Treasurer LaJene Montgomery-Talley; Vice President and Chief Investment Officer Paul J. Lawler; and Vice Presidents for Programs Gail C. Christopher, Richard M. Foster, Gail D. McClure, Anne B. Mosle, and Gregory B. Taylor.

Appointed to the board’s Finance Committee were Fred P. Keller, Chair; Roderick D. Gillum, Dorothy A. Johnson, and Wenda Weekes Moore. Four trustees were appointed to the board’s Audit Committee: Dorothy A. Johnson, chair; Hanmin Liu, Bobby D. Moser, and Ramón Murguía. Appointed to the Budget Committee were Hanmin Liu, Chair; Fred P. Keller; Cynthia H. Milligan, and Bobby D. Moser. Four trustees were appointed to the board’s Board Development Committee: Wenda Weekes Moore, Chair; Roderick D. Gillum; Cynthia H. Milligan; and Ramón Murguía. Board Chair Joseph M. Stewart and President Sterling K. Speirn serve as ex-officio members on all board committees. The Finance Committee met four times, the board Development Committee met three times, and the Budget and Audit Committees each met twice.

On December 13, 2007, Shirley D. Bowser of Williamsport, Ohio, retired as a trustee of the W.K. Kellogg Foundation after 21 years of service.
Staff Listing

Executive Staff
Sterling K. Speirn
President and Chief Executive Officer
Paul J. Lawler
Vice President and Chief Investment Officer
Gregory A. Lyman
Senior Vice President and Corporate Secretary
La June Montgomery-Talley
Senior Vice President/Chief Financial Officer and Treasurer
James E. McHale
Senior Vice President for Programs
Gail C. Christopher
Vice President for Programs
Richard M. Foster
Vice President for Programs
Gail D. McClure
Vice President for International Programs
Anne B. Mosle
Vice President for Programs
Gregory B. Taylor
Vice President for Programs

Annette R. Beecham
Assistant to the Vice President for Programs
Luz E. Benitez Delgado
Deputy Director
Anthony R. Berkley
Deputy Director
Karen L. Bernard
Grant Commitment Specialist
Mary L. Bird
Mail/ Copy Services Technician
Jacquelyne K. Borden-Conyers
Program Director
Donna M. Bradshaw
Finance Specialist
Nadia Brigham
Program Associate
Robert L. Bundy, J.r.
Project Leader/ Media Systems
Jacqueline R. Burkett
Office Administrator
Laura L. Burr
Associate Director of Internal Audit
William Buster
Program Director
Kara I. Carlisle
Program Director
Caroline M. Carpenter
Program Director
Dessie K. Cauilk
Program Assistant
Ted H. Chen
Director of Learning and Innovation
Renee A. Church
Special Dining Chef
Cherie M. Clements
Finance Specialist - Tax
Naira Soares Collaneri
Assistant to Latin America and Caribbean Programming
Jessica Coloma
Program Associate
Carolina Coppel Urrea
Program Associate
James S. Craft
Records Technician
Kevin J. Crail
Investment Accounting Analyst
Bernice R. Curry-Pattin
Finance Specialist
Sandra L. Curtis
Administrative and Budget Specialist
Gwen A. Day
Staff Development Associate, Human Resources
Timothy L. DeChant
Director of Technology
Brad G. DeHart
Organizational Services Manager
Gloria Dickerson
Program Director
Phumzile P. Dlamini
Program Manager
Linda J. O Doctor
Program Director
Jodi L. Dodge
Human Resources Generalist
Rhoda L. Du Plessis
Program Assistant
Lori S. Easlick
Assistant to the President/ CEO
Barbara A. Engelhart
Program Assistant
Kathleen A. England
Assistant to the Vice President for Programs
Celeste M. Etheridge
Assistant to the Deputy Director
Janet E. Evans
Administrative Analyst
Jane A. Feilen
Information Processing Specialist
Amy K. Feiser
Program Assistant
Barbara L. Fitch
Program Assistant
Robin K. Flees
Meeting Specialist
Lisa Flick Wilson
Program Director
David D. Freeman
Kitchen Supervisor/ Lead Chef

Staff
Maggi Alexander
Program Director
Sally J. Altes
Program Assistant
Phoenix E. Asifa
Program Assistant
Michele L. Babcock
Senior Accountant
Denice R. Bates
Assistant to the Senior Vice President for Programs
Lea Ann Beacham
Budget and Central Proposal Processing Specialist
Crystal L. Beard
Program Assistant

www.wkkf.org
Jennifer L. Peattie
Human Resources Specialist

Rochelle L. Pino
Assistant to the Senior Vice President and Corporate Secretary

Denise L. Poyer
Facilities and Telecommunications Technician

Dianne E. Price
Director of Public Affairs

J. shree Ramsumair
Program Assistant

Eric J. Rayner
Database Administrator

Kathleen A. Reincke
Public Affairs Associate

Thomas K. Reis
Program Director

Deborah A. Rey
Executive Liaison for Programs

Scott E. Robinson II
New Media Manager

Cheryl L. Rose
Records and Archives Analyst

Mandivamba Rukuni
Regional Director of Africa Programs

Barbara Sabol
Program Director

Ricardo J. Salvador
Program Director

Alicia Santiago Gancer
Program Assistant

Paula R. Sammons
Program Associate

Jocelyn V. Sargent
Program Director

Miguel A. Satut
Program Director

Philip J. Scamihorn
Senior Business Analyst

Gerald T. Schmidt
Director of Organizational Services

Brian N. Schneider
Associate Director of Internal Audit

Letitia A. Seng
Organizational Services Manager

Mimie P. Sesoko
Program Director

Alicia S. Shaver
Archives Specialist

Ann C. Sherzer
Grant Eligibility and Finance Analyst

Marjorie R. Sims
Program Director

Cindy W. Smith
Associate Controller

Diane E. Smith
Assistant to the Deputy Director

Sarah J. Smith
Human Resources Specialist

Gloria Somolekae
Program Director

J. anice Spaulding
Project/Production Administrator

Thomas M. Springer
Project Manager

Lokesh Srinivas
Senior Business Analyst (SAP)

Emma Suarez
Program Budget Specialist

Linda J. Sult
Administrative Assistant

Susan J. Terry
Grant Commitment Specialist

Andres A. Thompson
Program Director

Marcia Toscano da Silva
Program Director

Sharon T. Tubay
Program Assistant

J. acquelyn E. Tucker
Associate Controller

Michael P. VanBuren
External Communication Manager

Martha Vilakazi
Program Assistant

Constance I. Vunovich
Meeting Planner

Anna M. Walker
Meeting Assistant

Olga M. Warambwa
Finance and Administration Manager

Timothy J. Ward
Senior Business Analyst

Alice Warner
Program Director

Alandra L. Washington
Deputy Director

Ali Webb
Deputy Director

Karen L. Whalen
Program Associate

Carol West
Program Director

April L. Willbur
Assistant to the Vice President for Programs

Teresa M. Williams
Program Assistant

Patricia A. Wilson
Assistant to the Vice President for Programs

Dawn M. Winstone
Administrative Assistant

Wendee S. Woods
Executive Assistant to the Senior Vice President for Programs

Terri D. Wright
Program Director

Huilan Yang
Program Director

Albert K. Yee
Program Director

William J. Ziomek
Director of Investments

This list reflects staffing as of December 31, 2008.
Combined assets of the Foundation and the Trust totaled $8.06 billion at August 31, 2008; a slight decrease of 4 percent from the prior year. The Foundation continues to benefit from sound investment strategies which provide consistent resources to support our mission; resulting in distributions for the fiscal year of $350 million toward our programs and operations.

Kellogg Company stock posted returns of approximately 2 percent during the year and continues to outperform the S&P Food Group Index. The diversified portfolios of the Foundation and the Trust were both down approximately 2 percent for the same time period. This top decile performance, during one of the most volatile economic periods in history, is commendable and assures our steadfast persistence toward improving the lives of vulnerable children. One year after the renewal of our mission, the Foundation remains strongly committed and prepared to execute its strategy to achieve improved outcomes for all children.

In the midst of global economic uncertainty, the Foundation established a $100 million mission-driven investment portfolio to provide capital 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. Of the total, $75 million will be used for investments in the United States and $25 million will go to mission-driven investments in southern Africa. An emphasis is being placed on seeking diversity among those who invest the money, where the money is invested, and the communities that benefit.

During the fiscal year, the Foundation generated liquidity to fund the mission-driven investment portfolio, which turned out to be a smart investment strategy as well. This cash position along with a newly executed credit facility of $200 million provides a prudent level of liquidity, if needed, during times of high market stress. The credit facility remains unused at August 31, 2008.

Our investment philosophy has guided us through this volatile time based on sound principles of quality and longevity. The Foundation had very little exposure to the credit markets and has adequate liquidity for future commitments.

Program payments during the year totaled $307 million. Current and future year grant commitments totaled $200 million; and the Board appropriated $248 million for new grants and direct charitable activities.

Detailed financial statements are presented to the Foundation’s Board of Trustees bimonthly. Fiscal operating plans prepared by management are reviewed by the Budget Committee and then forwarded to the full Board for approval. An Audit Committee of the Board reviews the results of the independent accountants’ and the Foundation internal audit office’s examinations. Deloitte & Touche, LLP, serves as the independent accountants for the Foundation and the Trust.

October 30, 2008
## Combined Statements of: Financial Position (unaudited)

**As of: August 31, 2008, and 2007**

<table>
<thead>
<tr>
<th>Assets</th>
<th>&lt; 2008 &gt;</th>
<th>&lt; 2007 &gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$216,509,896</td>
<td>$106,728,984</td>
</tr>
<tr>
<td>Diversified investments</td>
<td>2,777,045,630</td>
<td>322,805,161</td>
</tr>
<tr>
<td>Kellogg company common stock - 90,274,190 shares in 2008 and 92,174,190 shares in 2007</td>
<td>4,914,526,904</td>
<td>4,914,526,904</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>33,975,511</td>
<td>256,335</td>
</tr>
<tr>
<td>Net trade settlement receivables</td>
<td>17,601,021</td>
<td>17,601,021</td>
</tr>
<tr>
<td>Other assets</td>
<td>58,595,007</td>
<td>58,595,007</td>
</tr>
<tr>
<td>Property and equipment – net</td>
<td>2,398,832</td>
<td>2,398,832</td>
</tr>
<tr>
<td>Interest in irrevocable trusts</td>
<td>55,075,859</td>
<td>15,354,222</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$8,058,127,639</td>
<td>$506,138,741</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th>Liabilities</th>
<th>&lt; 2008 &gt;</th>
<th>&lt; 2007 &gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$4,799,575</td>
<td>$4,799,575</td>
<td>$-</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>4,673,970</td>
<td>4,673,970</td>
<td>4,142,161</td>
</tr>
<tr>
<td>Grants payable</td>
<td>164,752,206</td>
<td>164,752,206</td>
<td>250,971,649</td>
</tr>
<tr>
<td>Deferred excise tax liability and other</td>
<td>103,402,552</td>
<td>1,249,793</td>
<td>102,152,759</td>
</tr>
<tr>
<td>Other post-retirement liability</td>
<td>41,015,614</td>
<td>41,015,614</td>
<td>41,015,614</td>
</tr>
<tr>
<td>Net trade settlement payables</td>
<td>13,083,522</td>
<td>13,083,522</td>
<td>13,083,522</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>385,164</td>
<td>385,164</td>
<td>96,746</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>331,835,603</td>
<td>216,214,158</td>
<td>115,621,445</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>274,570,161</td>
<td>274,570,161</td>
<td>192,148,806</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>7,451,721,875</td>
<td>15,354,422</td>
<td>7,436,367,453</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>7,726,292,036</td>
<td>289,924,583</td>
<td>7,436,367,453</td>
</tr>
</tbody>
</table>

| **Total** | $8,058,127,639 | $506,138,741 | $7,551,988,898 | $8,402,996,155 | $512,221,315 | $7,890,774,840 |
## Combined Statements of Activities (unaudited)

For the years ended August 31, 2008, and 2007

### Revenues and Gains:

<table>
<thead>
<tr>
<th></th>
<th>&lt; 2008 &gt;</th>
<th></th>
<th></th>
<th>&lt; 2007 &gt;</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust</td>
<td>$ -</td>
<td>$ 350,000,000</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 354,000,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Investment income:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>29,218,772</td>
<td>4,420,234</td>
<td>24,798,538</td>
<td>34,421,772</td>
<td>6,540,087</td>
<td>27,881,685</td>
</tr>
<tr>
<td>Dividends</td>
<td>159,589,997</td>
<td>5,945,981</td>
<td>153,644,016</td>
<td>154,566,130</td>
<td>6,917,317</td>
<td>147,648,813</td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>166,821,884</td>
<td>31,161,151</td>
<td>135,660,733</td>
<td>416,577,983</td>
<td>24,358,526</td>
<td>392,219,457</td>
</tr>
<tr>
<td>Change in net unrealized market appreciation (depreciation)</td>
<td>(342,855,964)</td>
<td>(47,229,908)</td>
<td>(295,626,056)</td>
<td>382,609,810</td>
<td>23,876,868</td>
<td>358,732,942</td>
</tr>
<tr>
<td>Less expenses of earning income</td>
<td>(17,554,079)</td>
<td>(3,139,518)</td>
<td>(14,414,533)</td>
<td>(13,622,046)</td>
<td>(2,816,894)</td>
<td>(10,805,152)</td>
</tr>
<tr>
<td>Decrease in value of irrevocable trusts</td>
<td>(3,520,098)</td>
<td>(1,439,518)</td>
<td>(2,080,580)</td>
<td>5,701,953</td>
<td>1,906,475</td>
<td>3,795,478</td>
</tr>
<tr>
<td>Refund of prior year program payments</td>
<td>5,267,800</td>
<td>5,267,800</td>
<td>7,784,504</td>
<td>7,784,504</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other contributions and gifts</td>
<td>993,549</td>
<td>993,549</td>
<td></td>
<td>894,972</td>
<td></td>
<td>894,972</td>
</tr>
<tr>
<td>Total revenues and gains (losses)</td>
<td>(2,038,139)</td>
<td>345,979,743</td>
<td>1,982,118</td>
<td>988,935,078</td>
<td>423,461,855</td>
<td>919,473,223</td>
</tr>
</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th></th>
<th>&lt; 2008 &gt;</th>
<th></th>
<th></th>
<th>&lt; 2007 &gt;</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributions to W.K. Kellogg Foundation</td>
<td>186,015,118</td>
<td>186,015,118</td>
<td></td>
<td>351,837,354</td>
<td>351,837,354</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>34,084,848</td>
<td>34,084,848</td>
<td></td>
<td>31,938,046</td>
<td>31,938,046</td>
<td></td>
</tr>
<tr>
<td>Program activities</td>
<td>41,492,576</td>
<td>41,492,576</td>
<td></td>
<td>44,015,087</td>
<td>44,015,087</td>
<td></td>
</tr>
<tr>
<td>General operations</td>
<td>3,916,148</td>
<td>3,916,148</td>
<td></td>
<td>3,624,401</td>
<td>3,624,401</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>(2,661,016)</td>
<td>(510,784)</td>
<td>(2,350,232)</td>
<td>13,614,616</td>
<td>929,709</td>
<td>12,684,907</td>
</tr>
<tr>
<td>Federal excise tax provision (benefit)</td>
<td></td>
<td></td>
<td></td>
<td>(524,092,37)</td>
<td>(524,092,37)</td>
<td></td>
</tr>
<tr>
<td>Adjustment to initially apply FASB Statement No. 158</td>
<td>(19,812,737)</td>
<td>(19,812,737)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (decrease) Increase in Net Assets</td>
<td>(264,685,813)</td>
<td>80,981,837</td>
<td>(345,667,650)</td>
<td>(264,685,813)</td>
<td>80,981,837</td>
<td>(345,667,650)</td>
</tr>
<tr>
<td>Net Assets - Beginning of year</td>
<td>7,990,977,849</td>
<td>208,942,746</td>
<td>7,782,035,103</td>
<td>7,990,977,849</td>
<td>208,942,746</td>
<td>7,782,035,103</td>
</tr>
<tr>
<td>Net Assets - End of year</td>
<td>$ 7,726,292,036</td>
<td>$ 289,924,583</td>
<td>$ 7,436,367,453</td>
<td>$ 7,990,977,849</td>
<td>$ 208,942,746</td>
<td>$ 7,782,035,103</td>
</tr>
</tbody>
</table>

### Changes in Net Assets by Category:

<table>
<thead>
<tr>
<th></th>
<th>&lt; 2008 &gt;</th>
<th></th>
<th></th>
<th>&lt; 2007 &gt;</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in unrestricted net assets</td>
<td>82,421,355</td>
<td>82,421,355</td>
<td>(30,601,954)</td>
<td>30,601,954</td>
<td>(30,601,954)</td>
<td>552,788,316</td>
</tr>
<tr>
<td>(Decrease) increase in temporarily restricted net assets</td>
<td>(347,107,168)</td>
<td>(1,439,518)</td>
<td>(345,667,650)</td>
<td>554,694,791</td>
<td>1,906,475</td>
<td>552,788,316</td>
</tr>
<tr>
<td>Total (decrease) Increase in Net Assets</td>
<td>(264,685,813)</td>
<td>80,981,837</td>
<td>(345,667,650)</td>
<td>(264,685,813)</td>
<td>80,981,837</td>
<td>(345,667,650)</td>
</tr>
</tbody>
</table>

1 Intercompany contributions and distributions of $350,000,000 and $354,000,000 for the years ended August 31, 2008, and 2007, respectively, have been eliminated in the combined totals.

The Foundation and Trust financial statements are audited by Deloitte & Touche, LLP. A full set of the audited version of these financial statements will be available upon completion of the audit on the Foundation's website at: www.wkkf.org
## Combined Statements of: Cash Flows (unaudited)
### For the years ended: August 31, 2008, and 2007

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(Decrease) increase in net assets</td>
<td>$ (264,685,813)</td>
<td>$ 80,981,837</td>
<td>$ (345,667,650)</td>
<td>$ 524,092,837</td>
<td>$ (28,695,479)</td>
<td>$ 552,788,316</td>
</tr>
<tr>
<td>Adjustments to reconcile increase (decrease) in net assets to cash flows (used in) provided by operations:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized gain on investments</td>
<td>(166,821,884)</td>
<td>(31,161,151)</td>
<td>(135,660,733)</td>
<td>(135,660,733)</td>
<td>(23,876,888)</td>
<td>(358,732,942)</td>
</tr>
<tr>
<td>Change in net unrealized market depreciation (appreciation)</td>
<td>342,855,964</td>
<td>47,229,908</td>
<td>295,626,056</td>
<td>295,626,056</td>
<td>7,785,469</td>
<td>475,962</td>
</tr>
<tr>
<td>Change in operating assets and liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>(899,236)</td>
<td>181,967</td>
<td>(1,081,203)</td>
<td>(1,081,203)</td>
<td>(2,021,900)</td>
<td>50,633</td>
</tr>
<tr>
<td>Other assets</td>
<td>1,403,697</td>
<td>1,403,697</td>
<td>2,391,042</td>
<td>2,391,042</td>
<td>2,391,042</td>
<td>2,391,042</td>
</tr>
<tr>
<td>Interest in irrevocable trusts</td>
<td>3,520,098</td>
<td>1,439,518</td>
<td>2,080,580</td>
<td>2,080,580</td>
<td>1,906,474</td>
<td>3,795,478</td>
</tr>
<tr>
<td>Other receivables</td>
<td>17,601,021</td>
<td>17,601,021</td>
<td>17,601,021</td>
<td>17,601,021</td>
<td>17,601,021</td>
<td>17,601,021</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(231,338)</td>
<td>(231,338)</td>
<td>(2,508,189)</td>
<td>(2,508,189)</td>
<td>(2,508,189)</td>
<td>(2,508,189)</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>531,809</td>
<td>531,809</td>
<td>1,418,705</td>
<td>1,418,705</td>
<td>1,418,705</td>
<td>1,418,705</td>
</tr>
<tr>
<td>Grants payable</td>
<td>(86,496,443)</td>
<td>(86,496,443)</td>
<td>48,993,342</td>
<td>48,993,342</td>
<td>48,993,342</td>
<td>48,993,342</td>
</tr>
<tr>
<td>Post-retirement liability</td>
<td>(20,562)</td>
<td>(20,562)</td>
<td>20,254,944</td>
<td>20,254,944</td>
<td>20,254,944</td>
<td>20,254,944</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>121,393,105</td>
<td>(64,054,324)</td>
<td>185,447,429</td>
<td>(738,864,637)</td>
<td>29,567,467</td>
<td>(768,432,104)</td>
</tr>
<tr>
<td><strong>Net cash (used in) provided by operating activities</strong></td>
<td>(143,292,708)</td>
<td>16,927,513</td>
<td>(160,220,221)</td>
<td>(214,771,800)</td>
<td>871,988</td>
<td>(215,643,788)</td>
</tr>
<tr>
<td><strong>Cash Flows from Investing Activities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(1,278,532,517)</td>
<td>(113,503,491)</td>
<td>(1,165,029,026)</td>
<td>(1,024,744,690)</td>
<td>(79,599,900)</td>
<td>(945,144,790)</td>
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<tr>
<td>Proceeds from sale of investments</td>
<td>1,465,681,994</td>
<td>162,376,111</td>
<td>1,303,305,883</td>
<td>1,217,446,865</td>
<td>92,181,323</td>
<td>1,125,265,542</td>
</tr>
<tr>
<td>Acquisition of fixed assets</td>
<td>(2,455,836)</td>
<td>(2,455,836)</td>
<td>(2,455,836)</td>
<td>(2,455,836)</td>
<td>(2,455,836)</td>
<td>(2,455,836)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>184,693,641</td>
<td>46,416,784</td>
<td>138,276,857</td>
<td>190,193,986</td>
<td>10,073,234</td>
<td>180,120,752</td>
</tr>
<tr>
<td>Increase (decrease) in Cash and Cash Equivalents</td>
<td>41,400,933</td>
<td>63,344,297</td>
<td>(21,943,364)</td>
<td>(24,577,814)</td>
<td>10,945,222</td>
<td>(35,523,036)</td>
</tr>
<tr>
<td><strong>Cash and Cash Equivalents – Beginning of year</strong></td>
<td>175,108,963</td>
<td>43,384,687</td>
<td>131,724,276</td>
<td>199,686,777</td>
<td>32,439,465</td>
<td>167,247,312</td>
</tr>
<tr>
<td><strong>Cash and Cash Equivalents – End of year</strong></td>
<td>$ 216,509,896</td>
<td>$ 106,728,984</td>
<td>$ 109,780,912</td>
<td>$ 175,108,963</td>
<td>$ 43,384,687</td>
<td>$ 131,724,276</td>
</tr>
</tbody>
</table>

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Program Expenditures

During the past fiscal year, September 1, 2007, through August 31, 2008, the Foundation made grant expenditures of $272,511,561 to 1,091 of its 2,932 active projects.

### Areas of Interest

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Area</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>08%</td>
<td>Food Systems and Rural Development</td>
<td>$24,818,423</td>
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<tr>
<td>10%</td>
<td>Health</td>
<td>$31,089,390</td>
</tr>
<tr>
<td>09%</td>
<td>Philanthropy and Volunteerism</td>
<td>$26,963,250</td>
</tr>
<tr>
<td>13%</td>
<td>Youth and Education</td>
<td>$39,920,945</td>
</tr>
<tr>
<td>03%</td>
<td>Greater Battle Creek</td>
<td>$8,377,193</td>
</tr>
<tr>
<td>12%</td>
<td>Cross Program and Learning Opportunities¹</td>
<td>$35,364,822</td>
</tr>
<tr>
<td>01%</td>
<td>President’s Venture Fund</td>
<td>$1,972,468</td>
</tr>
<tr>
<td>05%</td>
<td>Recurring Grants²</td>
<td>$14,535,789</td>
</tr>
<tr>
<td>12%</td>
<td>Special Opportunities</td>
<td>$37,494,569</td>
</tr>
<tr>
<td>12%</td>
<td>Southern Africa</td>
<td>$36,865,910</td>
</tr>
<tr>
<td>05%</td>
<td>Latin America and the Caribbean</td>
<td>$15,108,802</td>
</tr>
<tr>
<td>10%</td>
<td>Program Activities</td>
<td>$34,084,848</td>
</tr>
<tr>
<td>100%</td>
<td>Total</td>
<td>$306,596,409</td>
</tr>
</tbody>
</table>


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

### Geographic Areas

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Area</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>83%</td>
<td>United States</td>
<td>$254,621,697</td>
</tr>
<tr>
<td>12%</td>
<td>Southern Africa</td>
<td>$36,865,910</td>
</tr>
<tr>
<td>05%</td>
<td>Latin America and the Caribbean</td>
<td>$15,108,802</td>
</tr>
<tr>
<td>100%</td>
<td>Total</td>
<td>$306,596,409</td>
</tr>
</tbody>
</table>
Our Vision

We envision nations that marshal their resources to assure that all children have an equitable and promising future – one in which all children thrive.
New Commitments

During the past fiscal year, September 1, 2007, through August 31, 2008, the Foundation made $203,845,798 in new commitments to 718 projects.

The following pages report on these new grant commitments made by the Kellogg Foundation during the 2007-2008 fiscal year. Grantee names and amounts of individual grants are listed alphabetically by geographic region.

Grants made during 2007-2008 are also available online in a searchable format at: www.wkkf.org/newcommitments.

United States Programming > 54
Southern Africa Programming > 75
Latin America and the Caribbean Programming > 80
Grantee Index > 85
Acknowledgments > 92
In the United States, our focus is on increasing access to opportunities that affect the success of the 80 million children who live in our nation. We help build and strengthen educational and economic institutions so families and children can thrive in stable and nurturing environments. We help communities create environments that will lead to success, good health, and valuable learning throughout childhood. We want all children to have equal opportunity to reshape tomorrow’s society in positive and productive ways.

Therefore, we are most interested in the 30 million children in the United States growing up without access to the critical resources needed to bring them into the economic and social mainstream. Of special concern are children growing up in “double jeopardy” environments – which means those children who are growing up in poor families and poor neighborhoods.

Research has demonstrated that disadvantaged neighborhood environments are associated with detrimental health outcomes, developmental delays, teen parenthood, and academic failure. While not exclusively affecting “children of color,” African American and Latino children are routinely growing up in neighborhood environments much worse than white children, even those with similar levels of family poverty. In fact, 56 percent of children who live in poverty in the United States are children of color. This dramatic reality has led the Kellogg Foundation to commit to working toward the achievement of racial equity as a priority in all of our work.

Grants in the United States are focused on helping strengthen five dimensions of community life – essential elements that we believe all children need in order to be successful:

> Family Income and Assets
> Community Assets
> Education and Learning
> Food, Health, and Well-Being
> Civic and Philanthropic Engagement
1000 Friends of New Mexico $50,000
Albuquerque, New Mexico
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

37th Circuit Court – Calhoun County $1,050,000
Battle Creek, Michigan
reduce alcohol abuse dependency among criminal offenders by expanding the Drug Treatment Court Capacity Building Program; enhance community safety by reducing criminal recidivism; and assist offenders in developing the necessary personal, familial, and societal skills to become productive citizens

A. Philip Randolph Educational Fund $250
Washington, D.C.
provide funds to sponsor a charitable event, the annual awards reception

Academy of Breastfeeding Medicine $15,000
New Rochelle, New York
provide funds to support a charitable event to present current research and practice to physicians and other health care providers, including medical students and residents

Action Against Crime & Violence Education Fund $1,000,000
Washington, D.C.
built the capacity of Fight Crime: Invest in Kids to become a lead advocate for vulnerable children and families by extending their state networks in target states and strengthening their partnerships with other advocates at the state and federal levels

Alameda County Community Food Bank, Inc. $25,000
Oakland, California
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Oakland Food and Fitness Community Collaborative

Albany, Georgia, Tools for Change, Inc. $255,000
Albany, Georgia
empower the community for health improvement, promoting environmental justice, and enhancing health education among residents of Albany, Georgia

Albion College $1,200
Albion, Michigan
provide funds to sponsor a charitable event, the Albion Area Philanthropic Women’s Quarterly Meeting

Alliance for Children and Families, Inc. $50,000
Milwaukee, Wisconsin
strengthen the possibilities for families to succeed by providing tools and training to human service agencies to engage community residents in advocating for social changes

Alliance for Healthy Homes $195,000
Washington, D.C.
reduce health disparities caused by environmental hazards in the home environment by maximizing the capacities and networks of organizations committed to expanding environmental health opportunities in affordable housing

American Association of Community Colleges $319,472
Washington, D.C.
facilitate the development of state policies that support greater student success by engaging Michigan community colleges in the demonstration phase of the “Achieving the Dream” initiative

American Sunrise, a Non Profit Community Builder $100,000
San Antonio, Texas
explore the challenges of the next 25 years for the Latino population in the United States by publishing a book

Americans for Indian Opportunity $50,000
Albuquerque, New Mexico
train a cadre of emerging Native American leaders to promote and implement civic engagement in their communities using the Indigenous Leaders Interactive System

America’s Promise, the Alliance for Youth $250,000
Washington, D.C.
make children and families a priority in federal budget and policy decisions through the First Focus Budget Resource Project

Americaspeaks, Inc. $300,000
Washington, D.C.
strengthen the capacity of residents of FEMA trailer sites in Louisiana to transition to permanent, sustainable, and affordable housing

Appalachian Center for Economic Networks, Inc. $50,000
Athens, Ohio
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

Appalachian Sustainable Agriculture Project $450,000
Asheville, North Carolina
expand the southern Appalachian local and sustainable food system to influence the practices of major regional food buyers and ensure the value of local remains with local farmers

Appalachian Sustainable Development $450,000
Abingdon, Virginia
create new economic opportunities for low-income farmers and improve access to healthy foods by expanding the “field to table” food system

Appalshop, Incorporated $100,000
Whitesburg, Kentucky
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Arab Community Center for Economic and Social Services $20,000
Dearborn, Michigan
provide funds to support a charitable event, a national conference on health issues in the Arab American community

Arkansas Public Policy Panel, Inc. $850,000
Little Rock, Arkansas
impact Arkansas children and families, especially those in low-income communities of color, to build community capacity, increase community security and beauty, and engage youth while developing policy initiatives for education reform and economic development
Category: 2008 Grants
Geographic Area: United States

African American women public on the impact of race and gender as social determinants of health for
develop research and educational materials for health professionals and the
Atlanta, Georgia
Atlanta Regional Health Forum $177,800
Atlanta, Georgia
develop research and educational materials for health professionals and the
public on the impact of race and gender as social determinants of health for
African American women

Asian American Justice Center, Inc. $50,000
Washington, D.C.
eliminate barriers to the participation of Asian American and Pacific Islanders in
our nation’s political process

Asian Americans-Pacific Islanders in Philanthropy $250,000
San Francisco, California
build an inclusive democracy through strategic philanthropy to mobilize both
community and philanthropy, gather and analyze information from and about
Asian Americans-Pacific Islanders’ communities to inform the work, and develop
concrete action plans to support social justice strategies

Asian Pacific American Legal Center of Southern California, Inc. $50,000
Los Angeles, California
strengthen civic engagement programs, including youth, parent, and community
leadership development and non-partisan voter engagement

Aspen Institute, Inc. $49,989
Washington, D.C.
develop a new strategic plan for organizational capacity building to meet the
current research and dialogue needs of the philanthropic field

Aspen Institute, Inc. $330,000
Washington, D.C.
support an educational initiative designed to address leadership in the United
States Congress by providing lawmakers with a deeper understanding and
background on critical issues

Aspen Institute, Inc. $350,000
Washington, D.C.
support a series of philanthropy-related events that focus on the role of philanthropy
and individual philanthropists in solving society’s most pressing problems

Association for the Severely Handicapped $159,366
Washington, D.C.
increase access to information and supports that will improve inclusion, human
rights, and quality of life for families of color in which there are adults and children
with significant disabilities

Association of Black Foundation Executives, Inc. $250,000
New York City
enhance organizational capacity to influence permanent change and be more
directive in how philanthropy forms and sustains a commitment to black communities

Association of Schools of Public Health, Inc. $63,808
Washington, D.C.
create a community environment that supports healthy children, youth, and
families by making available and sustaining local healthy foods and space
and structure for physical activity

Atlanta Regional Health Forum $177,800
Atlanta, Georgia
develop research and educational materials for health professionals and the
public on the impact of race and gender as social determinants of health for
African American women

Atlanta Women’s Foundation $200,000
Atlanta, Georgia
improve the economic status of single women with children heading economically
vulnerable households in Clayton, Cobb, DeKalb, Fulton, and Gwinnett counties; and
prepare girls for economic empowerment in tomorrow’s world

Airline Community Foundation of Metropolitan Atlanta $30,000
Atlanta, Georgia
support the Atlanta Regional Food Bank’s efforts to collect non-perishable food
and produce fornockout organizations

Atlanta Regional Food Bank $127,000
Atlanta, Georgia
continue to support our physical facilities and build our capacity to serve
a larger number of children

Atlanta Women’s Foundation $200,000
Atlanta, Georgia
improve the economic status of single women with children heading economically
vulnerable households in Clayton, Cobb, DeKalb, Fulton, and Gwinnett counties; and
prepare girls for economic empowerment in tomorrow’s world

Bates College $100,000
Lewiston, Maine
extend campus-community partnerships as a medium of civic engagement to
benefit both community and academic partners

Battle Creek Area Catholic Schools Foundation, Inc. $252,496
Battle Creek, Michigan
expand the student and family support system structure within St. Philip High
School and attract and successfully educate youth from diverse backgrounds

Battle Creek Area Chamber Foundation $25,000
Battle Creek, Michigan
strengthen the capacity to more effectively connect with the community and expose
the community to the Self-Employment Program’s services and resources by
supporting the development of “Yes we can!” communication tools and strategies

Battle Creek Area Chamber Foundation $109,300
Battle Creek, Michigan
prepare diverse current and future leaders to work together for community
development and sustainable change in the Battle Creek area by developing a
community-based collective leadership training program

Battle Creek Area Chamber of Commerce $1,000
Battle Creek, Michigan
provide funds to sponsor a charitable event, the Chamber Eye Opener Meeting

Battle Creek Area Educators’ Task Force $395,250
Battle Creek, Michigan
provide better educational opportunities for all children in greater Battle Creek by
supporting an Educators’ Task Force Program Administrator who will coordinate
and direct initiatives and programs

Battle Creek Area Habitat for Humanity, Inc. $25,000
Battle Creek, Michigan
strengthen the capacity to more effectively connect with the community and expose
the community to the Battle Creek Area Habitat for Humanity’s services and
resources by supporting the development of “Yes we can!” communication tools and strategies

Battle Creek Community Foundation $2,000
Battle Creek, Michigan
provide funds to sponsor a charitable event, the Painted Chair Affair

Battle Creek Community Foundation $17,000
Battle Creek, Michigan
enhance the physical, mental, and moral well-being of vulnerable children through
a martial arts training program

Battle Creek Community Foundation $50,000
Battle Creek, Michigan
improve positive alternatives for youth in Battle Creek, especially those currently
engaged in or at risk of being engaged in gang activity
- **Battle Creek Community Foundation**
  - Battle Creek, Michigan
  - $200,000
  - Expand the reach, build new strategic organizational relationships, and deepen member services within the grassroots grantmakers network.

- **Battle Creek Community Foundation**
  - Battle Creek, Michigan
  - $225,000
  - Create support systems which contribute to improving the quality of life for the Hispanic/Latino community in Greater Battle Creek.

- **Battle Creek Community Foundation**
  - Battle Creek, Michigan
  - $1,450,000
  - Aggressively address the health of the greater Battle Creek area and Calhoun County by expanding community-based programming to connect and leverage all the parts of the local health care systems.

- **Battle Creek Unlimited, Inc.**
  - Battle Creek, Michigan
  - $750,000
  - Explore the feasibility of a food science research center to conduct scientific and business inquiries into food defense systems and nutrition enhancements as a central component of a downtown Battle Creek development strategy.

- **Bay de Noc Community College**
  - Escanaba, Michigan
  - $50,000
  - Improve the success of high-risk students and students of color by developing a four-year plan for the Achieving the Dream Initiative with broad engagement from the campus and external communities, informed by strategic data analysis.

- **Belgrade Community Action Association**
  - Maysville, North Carolina
  - $2,000
  - Provide funds to support a charitable event, the dedication service for a multi-generational community center.

- **Big Creek People in Action, Inc.**
  - War, West Virginia
  - $150,000
  - Help youth and adults collectively shape the common good by building new pathways for youth to serve as community leaders and social change agents.

- **Board of Trustees of the University of Illinois**
  - Chicago, Illinois
  - $100,000
  - Build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative.

- **Boston Medical Center Corporation**
  - Boston, Massachusetts
  - $300,000
  - Develop a cumulative risk index for adverse childhood health outcomes of children, ages 1 month to 3 years, by combining household-level measures of food insecurity, energy insecurity, and housing insecurity.

- **Boston Public Health Commission**
  - Boston, Massachusetts
  - $25,000
  - Create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Boston Collaborative.

- **Boys and Girls Club of Battle Creek, Michigan**
  - Battle Creek, Michigan
  - $60,000
  - Build the organizational capacity through implementation of initial fund development/fundraising activities by supporting a challenge grant.

- **Boys and Girls Club of Benton Harbor, Michigan**
  - Benton Harbor, Michigan
  - $150,000
  - Help youth and adults collectively shape the common good by building new pathways for youth to serve as community leaders and social change agents.

- **Brass Band of Battle Creek**
  - Battle Creek, Michigan
  - $960
  - Provide funds to sponsor a charitable event at the Binder Park Zoo.

- **Bridging The Gap, Inc.**
  - Kansas City, Missouri
  - $200,000
  - Create a model for small- and mid-size family farms to sell healthy, green, fair, and affordable food to the mainstream public via regional and independent retail grocery outlets.

- **Burnham Brook Center**
  - Battle Creek, Michigan
  - $350,000
  - Help ensure a coordinated continuum of quality programs and services for the community by restructuring and reorganizing the Burnham Brook Center.

- **Calhoun County Community Mental Health Authority**
  - d/b/a Summit Pointe
  - Battle Creek, Michigan
  - $397,484
  - Create a personal development program for young adults.

- **Calhoun County Public Health Department**
  - Battle Creek, Michigan
  - $24,801
  - Obtain a better understanding of the factors contributing to fetal and infant mortality in Calhoun County by gathering information gained from case abstract reviews, home visits, and team reviews.

- **California Center**
  - Sacramento, California
  - $650,000
  - Create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity.

- **Campus Kitchens Project, Inc.**
  - Washington, D.C.
  - $250,000
  - Develop local, entrepreneurial solutions to hunger by enabling young professionals to employ teams of student volunteers in direct service, service learning, and leadership training programs.

- **Center for Civic Participation**
  - Detroit, Michigan
  - $75,000
  - Increase historically underrepresented civic and voter engagement by supporting the active nonpartisan voter and civic engagement state tables in the country.

- **Center for Civic Policy**
  - Albuquerque, New Mexico
  - $75,000
  - Increase the civic engagement of traditionally disenfranchised communities in New Mexico.

- **Center for Community Change**
  - Washington, D.C.
  - $25,000
  - Provide funds to support a charitable event celebrating 40 years of strengthening, connecting, and mobilizing grassroots groups to enhance their leadership, voice, and power.
Category: 2008 Grants
Geographic Area: United States

Center for Community Change
Washington, D.C.
- recruit and cultivate the next generation of community organizers and nonprofit professionals for the social change sector

Center for Community Economic Development
Manchester, New Hampshire
- provide the nonprofit community economic development field with a bridge to the capital markets, institutional investors, and large sources of market rate and below market rate capital through the Capital Markets Access program and its Wall Street Without Walls project

Center for Economic Progress
Chicago, Illinois
- build or strengthen tax preparation and asset-building programs in Michigan, Mississippi, and New Mexico as well as expand national advocacy, technical assistance, and capacity-building work as part of a broad-based anti-poverty strategy

Center for Effective Philanthropy, Inc.
Cambridge, Massachusetts
- help the organization to broaden its research agenda, expand its assessment tool offerings, undertake important programming, and develop a stronger infrastructure through new hiring, investments in technology, and the establishment of a West Coast office

Center for Ethical Leadership
Seattle, Washington
- strengthen the capacity of Kellogg Leadership for Community Change Session II sites to plan and implement social change work in their communities by offering a training session for site representatives

Center for Health Policy Development
Portland, Maine
- identify the role of state policy in supporting coordination and linkages between health and other services for young children by conducting a study

Center for Michigan
Ann Arbor, Michigan
- help improve Michigan’s economy by creating a statewide citizen movement

Center for Rural Affairs
Lyons, Nebraska
- increase the number of farmers producing sustainable healthy food and a healthy environment; improve farmer access to new value-added, direct, and alternative markets; and enhance consumer access to healthy farm products

Center for Sustainable Change
Palo Alto, California
- nurture and sustain the healthy development of youth in Des Moines, Iowa, by assisting in the development of family, school, community, and institutional settings

Center for the Advancement of Health
Washington, D.C.
- eliminate racial and ethnic health disparities by linking Kellogg Health Scholars, communities, public health practice, research, academic institutions, and policy development

Center for the Study of the Americas
Berkeley, California
- engage in analysis, research, education, and outreach on pressing contemporary problems affecting Latin America

Charitable Union
Battle Creek, Michigan
- enhance the capacity building and sustainability of Charitable Union through support for its membership drive

Chez Panisse Foundation
Berkeley, California
- examine the feasibility and lay the groundwork for a comprehensive online tool for school food service professionals to implement healthy and sustainable school food programs

Chicago Council on Global Affairs
Chicago, Illinois
- determine how national energy and climate change legislation will impact Midwest economic competitiveness by convening a task force

Chicago Foundation for Women
Chicago, Illinois
- implement strategies that will stabilize society’s most vulnerable families – low-income, single female-headed households – in partner regions of the Midwest, South, East, and West, and on a national level, through a multi-year collaborative initiative

Children’s Action Alliance
Phoenix, Arizona
- build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Children’s Clinic
Long Beach, California
- create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

CIF of the San Francisco Foundation
San Francisco, California
- create grassroots support for solving a housing crisis by convening stakeholders to inform housing issues, connecting participants to opportunities with existing organizations, and changing the overall public environment in which housing decisions are made

Citizens Research Council of Michigan, Inc.
Livonia, Michigan
- support better government in Michigan through the creation and dissemination of factual, non-partisan research into policy challenges and options

City Connect Detroit
Detroit, Michigan
- create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Detroit Food and Fitness Initiative Collaborative

City Harvest
New York City
- create and support a strategic plan for the measurable improvement of the food quality and service in the New York City Public Schools

City Harvest
New York City
- create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Partnership for Increasing Access to Healthy Food and Physical Activity for Children and Families in New York City
<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Hollywood</td>
<td>Hollywood, Florida</td>
<td>$50,000</td>
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<tr>
<td>Holmes Center for Public Policy, Inc.</td>
<td>Miami, Florida</td>
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<tr>
<td>CommonHealth ACTION</td>
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<td>CommonHealth ACTION</td>
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<td>Communications Consortium Media Center</td>
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<td>Community Action Agency of South Central Michigan</td>
<td>Battle Creek, Michigan</td>
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<tr>
<td>Community Catalyst, Inc.</td>
<td>Boston, Massachusetts</td>
<td>$292,000</td>
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<tr>
<td>Community Economic Development Association of Michigan</td>
<td>Lansing, Michigan</td>
<td>$100,000</td>
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<td>Community Foundation Alliance of Calhoun County</td>
<td>Homer, Michigan</td>
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<tr>
<td>Community Foundation for Southeast Michigan</td>
<td>Detroit, Michigan</td>
<td>$530,000</td>
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<tr>
<td>Community Health and Social Services Center</td>
<td>Jackson, Mississippi</td>
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<tr>
<td>Community Inclusive Recreation, Inc.</td>
<td>Battle Creek, Michigan</td>
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<tr>
<td>Community Policy, Research and Training Institute</td>
<td>Cambridge, Massachusetts</td>
<td>$282,800</td>
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<tr>
<td>Community Services Unlimited, Inc.</td>
<td>Los Angeles, California</td>
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</tr>
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<td>Connecticut Association of Directors of Health, Inc.</td>
<td>Hartford, Connecticut</td>
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<tr>
<td>Consensus Building Institute, Inc.</td>
<td>Cambridge, Massachusetts</td>
<td>$50,000</td>
</tr>
<tr>
<td>Consortium to Lower Obesity in Chicago</td>
<td>Chicago, Illinois</td>
<td>$50,000</td>
</tr>
<tr>
<td>Corporate Giving</td>
<td>Battle Creek, Michigan</td>
<td>$433,860</td>
</tr>
</tbody>
</table>

additional info:
- By supporting operations and building organizational capacity throughout Calhoun County, the Community Foundation Alliance of Calhoun County and the Community Foundation for Southeast Michigan ensure that the Dequindre Cut, a non-motorized pathway that is being constructed between Eastern Market and the Detroit RiverWalk, will be maintained in perpetuity; and support investments in infrastructure improvement and the addition of universally accessible amenities.
- The Community Foundation of Greater Jackson, Inc. provides educational, social/economic, and familial services to women and their preschool children to strengthen the entire family.
- The Community Health and Social Services Center reduces disparities in diabetes and other preventable chronic diseases and the associated risk factors in eastside and southwest Detroit by sustaining partnerships and culturally tailored, multi-level interventions.
- The Community Inclusive Recreation, Inc. strengthens the capacity to more effectively connect with the community and exposes the community to the Community Inclusive Recreation’s services and resources by supporting the development of “Yes we can!” communication tools and strategies.
- The Community Involved In Sustaining Agriculture, Inc. develops a credible strategy to increase awareness and consumption of healthy, green, fair, and affordable food among vulnerable populations in Massachusetts by devoting a year to research, planning, and building alliances between community stakeholders, nonprofits, and business sectors.
- The Community Policy, Research and Training Institute raises the technical and professional capacity of a cross-sector coalition of Mississippi education equity and school reform professionals, community leaders, and advocates.
- The Community Services Unlimited, Inc. engages youth in the creation of a sustainable local food system through the development of educational programs that address educational gaps while improving community health and wellness.
- The Consensus Building Institute, Inc. evaluates the Connecticut Health Equity Index for its capacity to mobilize a community, stimulate sustainable action, increase knowledge of health equity concepts and their application, and prompt structural changes that reflect local needs.
- The Consortium to Lower Obesity in Chicago creates a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity.
- The Corporate Giving provides funds for general support and to sponsor community-wide charitable events.

**W.K. Kellogg Foundation 2008 Annual Report**

www.wkkf.org
Corporate Voices for Working Families, Inc. $83,739
Washington, D.C.
create a non-school pathway to employment for out-of-school young people, ages 16 to 24

Corporation for Enterprise Development $380,000
Washington, D.C.
create systemic change through policies that will enhance futures for vulnerable children, families, and communities by building and strengthening family assets

Corporation for National and Community Service $400,000
Washington, D.C.
mobilize volunteers, ensure a brighter future for all youth, and engage students in communities by developing a clear and coordinated pipeline for service and volunteerism for every age group

Council for Adult and Experiential Learning $200,000
Chicago, Illinois
address the shortage of skilled employees in the state of Michigan and enable individuals to engage in continuous education and training by supporting the design, planning, and pre-implementation activities for a blended demonstration program of Lifelong Learning Accounts and Career Advancement Accounts

Council of Michigan Foundations, Inc. $5,000
Grand Haven, Michigan
promote information sharing and learning among funders engaged in the various facets of land use

Council of Michigan Foundations, Inc. $92,160
Grand Haven, Michigan
improve life opportunities for children and youth in out-of-home care by retaining a loaned executive to lead the Michigan Child Welfare Improvement Project through the State of Michigan

Council of Michigan Foundations, Inc. $400,000
Grand Haven, Michigan
support a Michigan State Government Performance Improvement Initiative that addresses reform of how public services are delivered

Council on Foundations, Inc. $28,000
Arlington, Virginia
explore the feasibility of bringing more efficiency to the process of cross-border grantmaking by creating a centralized repository of information on non-United States non-governmental organizations that could be used to facilitate equivalency determination and vet potential grantees against United States anti-terrorism policies

Council on Foundations, Inc. $139,000
Arlington, Virginia
strengthen the 21st Century definition, role, and vision of philanthropy by supporting the first session of the organization’s town hall interactive plenary

Curators of the University of Missouri System $100,000
Columbia, Missouri
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Delta Citizens Alliance, Inc. $250,000
Greenville, Mississippi
create a way to share learning and expertise gained through the Mid South Delta Initiative with other Delta rural communities in Arkansas, Louisiana, and Mississippi

Demos: A Network for Ideas & Action, Ltd. $50,000
New York City
increase civic engagement, service delivery, and social change by expanding the level of involvement and reach of nonprofits

Demos: A Network for Ideas & Action, Ltd. $75,000
New York City
stimulate debate and conduct activities that highlight the importance of women’s leadership as a factor for a vibrant economy, a healthy democracy, and strong families

Demos: A Network for Ideas & Action, Ltd. $150,000
New York City
raise the profile of the economic challenges confronting young adults and leverage this momentum to encourage civic and political engagement, particularly among low-income young people of color

Developing Families Center, Inc. $400,000
Washington, D.C.
built on infant mortality results and enhance infant development by following up for three years (0 to 3) on all births in a distressed neighborhood

Duke University $300,000
Durham, North Carolina
provide support for the training and development of predominantly African American, mid-career leaders who are on fast tracks to take senior positions in Louisiana’s nonprofit, public, and private sectors

East Carolina University $50,000
Greenville, North Carolina
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

Echoing Green $250,000
New York City
develop young social change leaders through the Be Bold and the New Orleans Leaders of Color Initiatives

Echoing Green $350,000
New York City
identify and support emerging social change talent and the brand equity developed with young people

Elkhorn Valley Community Development Corporation $100,000
Norfolk, Nebraska
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Environmental Grantmakers Association $5,000
New York City
provide funds to sponsor a charitable event: a session titled, “When you Drink the Water, Remember the Spring: Water democracy, development and the commons”

D Squared Foundation $160,000
Garrett Park, Maryland
provide leadership opportunities to a racially, ethnically, and geographically diverse set of women working in social change philanthropy
Equality State Policy Center $100,000
Casper, Wyoming
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

ETV Endowment of South Carolina, Inc. $296,400
Spartanburg, South Carolina
help general audiences, students, parents, and community leaders respond to the intertwining challenges of energy, economics, food, sustainability, and environmental issues by developing a PBS special and comprehensive educational outreach initiative

Evan B. Donaldson Adoption Institute $5,000
New York City
provide funds to sponsor a charitable event, the national conference entitled “Adoption Ethics and Accountability: Getting It Right Makes a Lifetime of Difference”

Families and Work Institute, Inc. $774,470
New York City
engage local and national leaders in creating the conditions in the home, neighborhood, and school that propel the positive development of young children

Families USA Foundation, Inc. $400,000
Washington, D.C.
address the problems of racial and ethnic health disparities by maintaining and strengthening an alliance of partner organizations, including the development of a sustainability strategy

Farmworker Association of Florida, Inc. $100,000
Apopka, Florida
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

First Assembly of God $131,932
Battle Creek, Michigan
provide outreach and awareness of services for the Hispanic and Burmese population of Greater Battle Creek by supporting the development of a community-based center

First Congregational Church $25,000
Battle Creek, Michigan
strengthen the capacity to more effectively connect with the community and expose the community to the Joint-religious Network for Action and Hope’s services and resources by supporting the development of “Yes we can!” communication tools and strategies

First Nations Development Institute $300,000
Longmont, Colorado
improve the effectiveness of the American Indian independent sector by establishing a self-regulatory body for accountability of Indian nonprofits and by providing potential donors the information they need to make better educated decisions about giving to Indian Country

Food Project, Inc. $25,000
Lincoln, Massachusetts
build capacity and increase food system commitment and connections of youth through recruitment, selection, and preparation of a delegation of young leaders to participate in the 2008 Food and Society Conference

Foodbank of South Central Michigan, Inc. $200,000
Battle Creek, Michigan
provide general operating funds for hunger-relief efforts

Foundation Center $2,000
New York City
provide funds to support a charitable event: the Social Justice Grantmaking II advisory committee meeting, to facilitate in-person participation by all members of the committee

Foundation for Child Development $1,200,000
New York City
understand and improve the lives of vulnerable children through a strategic knowledge fund

Frameworks Institute $535,000
Washington, D.C.
refine a model for more productive conversations about race in America and support application of the model in various settings through the use of quantitative and qualitative tools

George Washington University $75,000
Washington, D.C.
assess the value, feasibility, and resource requirements for health policy workforce diversity support and advancement strategies

GlobalGiving Foundation, Inc. $400,000
Washington, D.C.
leverage technology platforms, tools, and partners to test several Web 2.0 approaches to online fundraising providing nonprofit organizations with an additional path to sustainability

Gracious Homes $2,580
Battle Creek, Michigan
enable women recovering from addictive behaviors to transition from homelessness to independent living in permanent housing by expanding and enhancing the capacity of program and support services

Grand Valley State University $183,000
Allendale, Michigan
develop a peer-reviewed journal devoted specifically to philanthropy

Grand Valley State University $400,000
Allendale, Michigan
provide support to the Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership to conduct planning for institutional sustainability

Grantmakers Concerned with Immigrants and Refugees $100,000
Sebastopol, California
increase the effectiveness of immigrant- and refugee-related grantmaking by providing opportunities and information to grantmaking members and building a strong infrastructure to support a sustainable organization

Grantmakers for Children, Youth and Families, Inc. $10,000
Silver Spring, Maryland
provide funds to sponsor the opening plenary session, entitled “The State of Our Union Through a Child and Family Lens;” of the Grantmakers for Children, Youth and Families annual conference
Category: 2008 Grants
Geographic Area: United States

Grantmakers for Children, Youth and Families, Inc. $250,000 Silver Spring, Maryland
increase interest and investments for the needs of vulnerable children, youth, and families by strengthening the organization’s strategic communications capacity

Grantmakers for Education $100,000 Portland, Oregon
advance the field of educational philanthropy through a Venture Fund focused on early education/K-12 transitions and alignment and other emerging issues for philanthropic investments in education

Grantmakers for Effective Organizations $200,000 Washington, D.C.
explore grantmakers’ practices that are improving relationships with the organization’s stakeholders and share these strategies with the philanthropic community

Grotto Foundation, Inc. $10,000 Arden Hills, Minnesota
advance American Indian leadership and participation within the Minnesota philanthropic/nonprofit sector by supporting the American Indian Family Empowerment Program

Growing Power, Inc. $50,000 Milwaukee, Wisconsin
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

Gulf Coast Construction Career Center $375,000 New Orleans, Louisiana
address social and economic determinants of health by training a youthful workforce able to meet construction needs of the Gulf Coast reconstruction while promoting diversity in the building trades

Harambee House, Inc. $255,000 Savannah, Georgia
develop the capacity of community leaders and residents to engage in Community-Based Participatory Research to solve problems, address issues, develop sustainable community processes for growth and positively affect public policies and decision makers

Harlem Children’s Zone, Inc. $1,000,000 New York City
provide a comprehensive network of educational, social, and health services to children and their families living within Central and North Harlem

Harvard Medical School $150,000 Boston, Massachusetts
conduct a review of the current state of affirmative action and diversity-related research and use the findings to create a plan to inform policy and practice by providing a forum where accomplished researchers convene as a Research Council

Harvard School of Public Health $399,106 Boston, Massachusetts
address the multi-dimensional nature of quality of life and the disparities in opportunities for improving quality of life for all Americans by enhancing the DiversityData Web site and issuing DiversityData briefs and reports

Harwood Institute for Public Innovation $1,950,000 Bethesda, Maryland
bring about change in the lives of vulnerable children in four communities and produce new content and tools that will expand and engage the growing network of public innovators in communities across the nation

Haven of Rest Ministries of Battle Creek $25,000 Battle Creek, Michigan
strengthen the capacity to connect more effectively with the community and expose the community to the Haven of Rest services and resources by supporting the development of “Yes we can!” communication tools and strategies

Health Care Without Harm $800,000 Arlington, Virginia
harness the power of the United States health care sector to accelerate the transition to a community-based and less polluting sustainable food system

Health Promotion Council of Southeastern Pennsylvania, Inc. $25,000 Philadelphia, Pennsylvania
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Philadelphia Food and Fitness Alliance

Highlander Research and Education Center, Inc. $100,000 New Market, Tennessee
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Hispanics in Philanthropy $250,000 San Francisco, California
continue to develop innovative models for grantmaking to Latino communities and strengthen organizational infrastructure by integrating information systems, enhancing communications capacity, and working toward long-term financial sustainability

Hispanics in Philanthropy $250,000 San Francisco, California
advance the human rights of children across borders and strengthen organizational capacity through an anniversary campaign

Holyoke Health Center, Inc. $25,000 Holyoke, Massachusetts
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Holyoke Collaborative

Human Dynamics Foundation $345,000 Topanga, California
produce new content and tools that will expand and engage the growing network of public innovators in communities across the nation

IDB Fund, Inc. $400,000 Chicago, Illinois
educate and engage kids in philanthropy by supporting the final phase of pre-launch design, testing, and capacity building for an innovative online network dedicated to social change, “KidsGiving2Kids”
Idaho Community Action Network  $100,000  Boise, Idaho  
build and strengthen rural policy networks as a participating organization in the  
Rural People, Rural Policy Initiative

Illinois Institute of Technology  $370,160  Chicago, Illinois  
generate new ideas for a workforce system that connects the market needs of  
business with the skills of out-of-school youth

IMAGINE Fund  $40,000  East Lansing, Michigan  
improve access to higher education for vulnerable students through the establishment  
of a nonprofit donor-based fund

Independent Sector  $101,000  Washington, D.C.  
improve governance, transparency, and accountability of the philanthropic  
sector by deepening and strengthening the work of the Independent Sector  
Nonprofit Panel

Independent Sector  $115,000  Washington, D.C.  
determine the best role for the organization in addressing the challenges of  
recruiting and retaining diverse, high-quality talent to work in and lead the nonprofit  
community by conducting broad-based research and mapping on a range of  
workforce issues and by engaging in a series of in-depth exploratory and strategy  
sessions with nonprofit leaders

Innovation Center for Community and Youth Development  $200,000  Takoma Park, Maryland  
build organizational adaptive capacity to allow the Innovation Center to flourish in  
a rapidly changing business climate, respond to the needs of partners, and access  
resources to support its work

Institute for Agriculture and Trade Policy  $450,000  Minneapolis, Minnesota  
alignment programs to the Institute’s new mission and develop new initiatives to  
promote rural development, sustainable agriculture, and improved food access  
for low-income communities and improve financial stability through a more  
diverse funding base

Institute for Educational Leadership, Inc.  $360,000  Washington, D.C.  
mobilize collective action to improve local conditions and the quality of life in  
communities by providing continuing support to Kellogg Leadership for Community  
Change Session I sites

Institute for Educational Leadership, Inc.  $1,977,098  Washington, D.C.  
demonstrate that strategic linkages between quality comprehensive early childhood  
opportunities and effective community schools lead to better results for vulnerable  
children and lay a foundation for success in school and life

Institute for Native Pacific Education and Culture  $75,000  Kapolei, Hawaii  
improve learning outcomes for children by strengthening existing partnerships  
and their efforts to align early learning resources, services, practices, and policies

Institute for Native Pacific Education and Culture  $814,000  Kapolei, Hawaii  
improve early education outcomes for vulnerable children by partnering with the  
Department of Education and Kamehameha Schools in replicating Keiki Steps  
Parent Participation Preschools in “Supporting Partnerships to Assure Ready  
Kids” communities and throughout the Hawaiian Islands

Institute of American Indian and Alaska Native Culture and Arts Development  $5,000,000  Santa Fe, New Mexico  
support tribal community outreach and lifelong learning through a culturally  
reinforcing learning center and environment

International Center for Traditional Childbearing  $150,000  Portland, Oregon  
provide a self-help model for low-income and minority communities and decrease  
infant mortality by promoting, recruiting, and training ethnically diverse women as  
Doulas to educate, support, and service pregnant and new families

Iowa State University  $101,000  Ames, Iowa  
avoid local efforts to improve processing infrastructure for niche meats by  
developing a national network of niche meat processor development assistance  
providers, with affiliates in each state, backed by a comprehensive resource  
data base

Iowa State University Foundation  $8,000  Ames, Iowa  
provide an opportunity to advance and share knowledge of pollination biology  
by bringing together graduate students, post-doctoral students, researchers,  
practitioners, and private industry for the 9th International Pollination Symposium  
on Plant-Pollinator Relationships – Diversity in Action

Irving S. Gilmore International Keyboard Festival  $375,000  Kalamazoo, Michigan  
provide a capacity-building grant to expand their fundraising scope and reach

Jackson Community College  $50,000  Jackson, Michigan  
improve the success of high-risk students and students of color by developing a  
four-year plan for the Achieving the Dream Initiative with broad engagement from  
the campus and external communities, informed by strategic data analysis

Jobs for the Future, Inc.  $750,000  Boston, Massachusetts  
facilitate the development of state policies that support greater student success  
by engaging Michigan community colleges in the demonstration phase of the  
“Achieving the Dream” initiative

Joint Center for Political and Economic Studies, Inc.  $22,000  Washington, D.C.  
help inform work in philanthropy and the health industry regarding recruitment,  
retention, and graduation of minority nurses by conducting a comprehensive  
survey of schools of nursing

Joint Center for Political and Economic Studies, Inc.  $160,000  Washington, D.C.  
reduce health disparities by mobilizing leadership in 20 communities and select  
national partners
Junior Achievement of Southwest Michigan, Inc. $16,000  
Battle Creek, Michigan  
enable students to gain the real-life experience of running a business in a competitive environment by bringing the business skills and knowledge students have gained through their participation in the Junior Achievement Titan classroom program together to compete against teams from other high schools.

Kalamazoo Public Schools $40,000  
Kalamazoo, Michigan  
pilot a summer child literacy program to combat the declines in summer reading levels of children from low-income homes.

Kansas Farm Bureau $160,000  
Manhattan, Kansas  
provide an opportunity for every Kansas hometown to be prosperous, establish Kansas as a national rural development model, and help leverage a national rural development movement in HomeTown Competitiveness.

Kellogg Community College $105,071  
Battle Creek, Michigan  
expand the number of Associate Degree Nurses within the coming year by overcoming funding barriers and building the capacity to continue providing educational programs at an increased level.

Kellogg Fellows Leadership Alliance $60,000  
Denver, Colorado  
enable communities to gain clarity of their leadership skills in times of a food contamination crisis by redesigning a case study on food security, enhance awareness of the plight of street children worldwide by completing a documentary, and strengthen the networking capacity of Kellogg fellows by enhancing technology.

Lake Michigan College $50,000  
Benton Harbor, Michigan  
improve the success of high-risk students and students of color by developing a four-year plan for the Achieving the Dream Initiative with broad engagement from the campus and external communities, informed by strategic data analysis.

Land Information Access Association $319,100  
Traverse City, Michigan  
preserve and manage cultural and natural resources on a statewide basis through intergovernmental cooperation and coordination in land-use planning and regulation.

Legacy Scholars $5,971,047  
Battle Creek, Michigan  
support the Legacy Scholars endowment expansion and five years of core operating support for the Legacy Scholars Program.

Legacy, A Regional Community Foundation $25,900  
Winfield, Kansas  
engage and empower rural communities to take action for themselves in entrepreneurship, wealth retention, leadership, and youth attraction/retention by continuing to build an organizational framework for a statewide hometown competitiveness-based implementation initiative.

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

Local Initiatives Support Corporation $2,000,000  
New York City  
support the sustainable communities work in targeted investment areas of Detroit.

Lummi CEDAR Project $150,000  
Bellingham, Washington  
help youth and adults collectively shape the common good by building new pathways for youth to serve as community leaders and social change agents.

MacNeil/Lehrer Productions $99,650  
Arlington, Virginia  
create broad public involvement in community and national civic life via a process of democratic consultations.

Management Assistance Group $75,000  
Washington, D.C.  
advance the social justice advocacy sector by developing best practices tools, workshops, seminars, research, and capacity-building programs that support sound leadership, management, governance, and program effectiveness.

Marketumbrella.org $188,343  
New Orleans, Louisiana  
demonstrate the success of domestic fair-trade direct marketing of seafood as a means for Gulf fishermen to reinvent their traditional livelihoods in the wake of the Katrina and Rita hurricane disasters by means of short films distributed via YouTube.

Mary Imogene Bassett Hospital $555,147  
Cooperstown, New York  
promote the health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers.

Massachusetts 2020 Foundation, Inc. $200,000  
Boston, Massachusetts  
improve student achievement and enable a well-rounded education by supporting the National Center on Time and Learning and the Expanded Learning Time Initiative.

Matching Grants Program $4,011,754  
Battle Creek, Michigan  
provide incentives for increased giving by matching gifts of employees, retirees, and trustees to qualified charities.

MDC, Inc. $423,808  
Chapel Hill, North Carolina  
facilitate the development of state policies that support greater student success by engaging Michigan community colleges in the demonstration phase of the “Achieving the Dream” initiative.

MDC, Inc. $1,617,498  
Chapel Hill, North Carolina  
support greater student success by enrolling Michigan community colleges into the implementation phase of the Achieving the Dream: Community Colleges Count Initiative and facilitating the development of state policies.
Medical College of Virginia Foundation  
$25,000  
Richmond, Virginia  
provide funds to sponsor a charitable event, an evening reception featuring Dr. Jocelyn Elders at the Women’s Health 2008 annual congress

Meharry Medical College  
$50,000  
Nashville, Tennessee  
provide global perspectives on the social determinants of health and the impact of those determinants on vulnerable children by publishing a supplemental issue of the “Journal of Health Care for the Poor and Underserved”

Mi Casa Resource Center for Women, Inc.  
$150,000  
Traverse City, Michigan  
help youth and adults collectively shape the common good by building new pathways for youth to serve as community leaders and social change agents

Miami Workers Center  
$50,000  
Miami, Florida  
advance an integrated voter engagement that addresses the need for targeted “black-brown” racial alliance building, and educate stakeholders about the challenges to civic engagement and racial alliance building in a profoundly divided and impoverished urban setting

Michael Fields Agricultural Institute, Inc.  
$20,000  
East Troy, Wisconsin  
address practical, social, and political circumstances involving a wide range of urban agriculture stakeholders by supporting a conference

Michael Fields Agricultural Institute, Inc.  
$168,000  
East Troy, Wisconsin  
support the sustainable agriculture movement through federal policy and movement-building initiatives

Michigan Community Service Commission  
$20,000  
Lansing, Michigan  
provide funds to sponsor a charitable event: the Governor’s Service Awards, to annually honor and celebrate Michigan volunteers

Michigan Department of Community Health  
$5,000  
Lansing, Michigan  
address specific aspects of infant mortality reduction, especially in areas with high black infant mortality, by conducting a meeting of key stakeholders

Michigan Integrated Food & Farming Systems  
$100,000  
East Lansing, Michigan  
enhance organizational capacity by developing a plan for sustained core funding and clarifying the organization’s role in the future of the movement toward healthy, green, fair, and affordable food in Michigan and nationally

Michigan Land Use Institute  
$150,000  
Traverse City, Michigan  
develop new systems that help farms better plan production and help buyers better plan purchasing of clean, healthy, and fair local foods

Michigan State University  
$55,000  
East Lansing, Michigan  
increase the number and diversity of students participating in the Residential Opportunities program at the Kellogg Biological Station by providing scholarship support

Michigan State University  
$3,500,000  
East Lansing, Michigan  
address the needs articulated by urban school districts interested in school meals reform by developing and delivering peer-tested procurement change models and tools to shift purchasing and procurement to healthier, local foods

Michigan State University  
$5,962,266  
East Lansing, Michigan  
leverage university, foundation, and government support to sustain the land-use network and to establish a permanent infrastructure for land-use innovation in research, public policy, and community action in Michigan

Michigan Virtual University  
$75,000  
Lansing, Michigan  
enhance the ability to reach more students, teachers, and districts – in both rural and urban areas of the state – by supporting the initial research, facilitation, and development of a mutually beneficial partnership plan between the Michigan Mathematics and Science Centers Network and Michigan Virtual University

Michigan’s Children  
$1,000  
Lansing, Michigan  
provide funds to sponsor a charitable event on closing the racial and ethnic gaps by raising awareness and skills of youth and adults

Mikva Challenge Grant Foundation, Inc.  
$350,000  
Chicago, Illinois  
strengthen youth participation in the formation, implementation, and evaluation of public policy in city government through the creation of issue-based youth councils

Miner County Community Revitalization  
$100,000  
Howard, South Dakota  
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Minnesota Public Radio d/ b/ a American Public Media  
$100,000  
St. Paul, Minnesota  
provide general support to help build a partnership with the public through radio, related technology, and services

Mississippi Action for Community Education, Inc.  
$100,000  
Greenville, Mississippi  
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Mississippi Center for Education Innovation  
$16,286,790  
Jackson, Mississippi  
transform Mississippi’s education system by engaging traditionally under-represented community stakeholders, leveraging goodwill generated in the region post-Hurricane Katrina, and establishing early childhood education as a statewide priority

Mississippi State University Foundation, Inc.  
$349,793  
Mississippi State, Mississippi  
improve child care facilities in the Mississippi Delta by developing a recruitment campaign for attracting the best qualified professionals

Montana Community Development Corporation  
$1,050,000  
Missoula, Montana  
provide innovative financing and technical assistance to low-income people and communities in Montana by creating a Community Development Financial Institution growth model
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Geographic Area</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montezuma County Partners, Inc.</td>
<td>$100,000</td>
<td>Cortez, Colorado</td>
<td>Build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
</tr>
<tr>
<td>Morgan State University Foundation, Inc.</td>
<td>$185,000</td>
<td>Baltimore, Maryland</td>
<td>Support partnerships that link academic scholars with community-based organizations to address the complex issues facing segments of the Baltimore community by sustaining the momentum and direction of the National Center for Health Behavioral Change</td>
</tr>
<tr>
<td>Ms. Foundation for Women, Inc.</td>
<td>$200,000</td>
<td>New York City</td>
<td>Address poverty in the southern United States, with an emphasis on low-income single heads of household, via capacity building, grantmaking, and supporting women to engage in policy change</td>
</tr>
<tr>
<td>Murray State University Foundation</td>
<td>$400,000</td>
<td>Murray, Kentucky</td>
<td>Improve the capacity of graduates to be more valuable assets in service to their communities through a more holistic student development strategy that integrates personal health, civic engagement, and leadership skills with quality academic preparation</td>
</tr>
<tr>
<td>Music Center of South Central Michigan</td>
<td>$1,595</td>
<td>Battle Creek, Michigan</td>
<td>Support capacity building in order to respond to regional needs with life-changing and cost-effective programming</td>
</tr>
<tr>
<td>National Academy of Sciences</td>
<td>$350,000</td>
<td>Washington, D.C.</td>
<td>Provide farmers, policymakers, scientists, advocates, regulators, and consumers with a better understanding of how agricultural practices can be implemented to support farmers' livelihoods and social well-being by publishing an expert report on 21st century agricultural systems</td>
</tr>
<tr>
<td>National Assembly on School-Based Health Care</td>
<td>$30,000</td>
<td>Washington, D.C.</td>
<td>Promote the health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers</td>
</tr>
<tr>
<td>National Association for the Advancement of Colored People - Battle Creek Branch</td>
<td>$400,000</td>
<td>Battle Creek, Michigan</td>
<td>Maintain momentum and commitment to the mission of eliminating racial prejudice and removing all barriers of racial discrimination through democratic processes by supporting implementation of an executive leadership transition</td>
</tr>
<tr>
<td>National Association for the Advancement of Colored People - Battle Creek Branch</td>
<td>$5,000</td>
<td>Battle Creek, Michigan</td>
<td>Provide funds to sponsor a charitable event: the Annual Freedom Fund dinner</td>
</tr>
<tr>
<td>National Association of County and City Health Officials</td>
<td>$25,000</td>
<td>Washington, D.C.</td>
<td>Enable local health departments to strategize how to advance the goal and objectives of the National Coalition for Health Equity by attending a national summit</td>
</tr>
<tr>
<td>National Association of County and City Health Officials</td>
<td>$250,000</td>
<td>Washington, D.C.</td>
<td>Strengthen the organizational influence of public health in eliminating health disparities by supporting a public health learning community that leverages lessons and relationships from the Turning Point initiative and the health equity and social justice work</td>
</tr>
<tr>
<td>National Association of Development Organizations Research Foundation, Inc.</td>
<td>$100,000</td>
<td>Washington, D.C.</td>
<td>Build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative</td>
</tr>
<tr>
<td>National Black Child Development Institute, Inc.</td>
<td>$195,000</td>
<td>Washington, D.C.</td>
<td>Support quality improvements in Washington, D.C., preschools by building a partnership with District of Columbia Public Schools to pursue accreditation through the National Association for the Education of Young Children</td>
</tr>
<tr>
<td>National Black Nurses Association</td>
<td>$5,000</td>
<td>Kentwood, Michigan</td>
<td>Provide funds to sponsor a charitable event to provide scholarship awards to nursing students currently enrolled in nursing programs at Michigan colleges</td>
</tr>
<tr>
<td>National Black Nurses Association, Inc.</td>
<td>$40,000</td>
<td>Silver Spring, Maryland</td>
<td>Strengthen the capacity of the National Black Nurses Association through the development and implementation of training and education strategies</td>
</tr>
<tr>
<td>National Black Women’s Health Project, Inc.</td>
<td>$24,760</td>
<td>Washington, D.C.</td>
<td>Improve understanding of how local and national organizations can help seek solutions and identify strategies for changing the health outcomes of black women and their families and communities</td>
</tr>
<tr>
<td>National Civic League of Colorado, Inc.</td>
<td>$60,000</td>
<td>Denver, Colorado</td>
<td>Seed community-wide discussions on race and inclusiveness in All-America Cities throughout the nation</td>
</tr>
<tr>
<td>National Coalition on Health Care</td>
<td>$399,600</td>
<td>Washington, D.C.</td>
<td>Implement a program of work designed to advance the prospects for comprehensive reform of the American health care system</td>
</tr>
<tr>
<td>National Community Development Institute</td>
<td>$300,000</td>
<td>Oakland, California</td>
<td>Establish capacity-building networks for communities of color and other marginalized communities in urban and rural areas by means of a training program throughout the country</td>
</tr>
<tr>
<td>National Conference of State Legislatures</td>
<td>$100,000</td>
<td>Denver, Colorado</td>
<td>Engage in authentic policy conversations regarding the rights of the Native Hawaiian community in preserving their culture and sovereignty</td>
</tr>
<tr>
<td>National Conference of State Legislatures</td>
<td>$200,000</td>
<td>Denver, Colorado</td>
<td>Enhance the development of the National Caucus of Native American State Legislators while highlighting civic engagement and outreach</td>
</tr>
</tbody>
</table>
Medical students

- National Congress of American Indians, $50,000, Washington, D.C.
  - Support and expand citizen engagement in Native communities

- National Congress of American Indians, $249,992, Washington, D.C.
  - Explore the issues and potential opportunities associated with trying to expand the dental health aide therapist model to American Indian communities beyond Alaska

- National Congress of American Indians, $300,000, Washington, D.C.
  - Provide technical assistance to tribal leaders to address specific aspects of tribal governance and develop partnerships needed to expand support for tribal governance work

- National Conference of State Legislatures, $245,293, Denver, Colorado
  - Inform state legislators about policies that will help to support healthy lifestyles nationwide through increased opportunities for physical activity; availability of healthy, nutritious food in schools, workplaces, and communities; and improvements in food systems and the built environment

- National Endowment for the Arts, $250,000, Washington, D.C.
  - Increase the scope and reach of the “Big Read” national literacy initiative by providing funding to underwrite the production and distribution of an educational film about the living authors whose works are featured in the program

- National Endowment for the Arts, $150,000, Washington, D.C.
  - Revitalize the role of literature in the nation’s popular culture and bring the transformative power of literature into the lives of its citizens

- National Endowment for the Arts, $250,000, Washington, D.C.
  - Increase the scope and reach of the “Big Read” national literacy initiative by providing funding to underwrite the production and distribution of an educational film about the living authors whose works are featured in the program

- National Indian Youth Leadership Development Project, Inc., $250,000, Gallup, New Mexico
  - Raise the visibility of and promote a national youth leadership project to transition from a regional to a national organization

- National Medical Fellowships, Inc., $351,821, New York City
  - Enhance current National Medical Fellowships, Inc., capacity-building programs of need-based scholarships and community externships by providing emergency scholarship aid for third- and fourth-year eligible underrepresented minority medical students

- National Organization of Black County Officials, Inc., $20,000, Washington, D.C.
  - Address health and well-being, with a focus on obesity, by conducting conversations and documenting findings

- National Resource Center for the Healing of Racism, $25,000, Battle Creek, Michigan
  - Strengthen the capacity to connect more effectively with the community and expose the community to the National Resource Center for the Healing of Racism’s services and resources by supporting the development of “Yes we can!” communication tools and strategies

- National Resource Center for the Healing of Racism, $300,000, Battle Creek, Michigan
  - Foster social change that addresses institutional and structural racism by strengthening the organizational capacity of the National Resource Center for the Healing of Racism to promote local, regional, and national programming

- National Trust for Historic Preservation, $100,000, Washington, D.C.
  - Build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

- National Youth Leadership Network, Inc., $100,000, Pierre, South Dakota
  - Build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

- Native Americans in Philanthropy, $250,000, Minneapolis, Minnesota
  - Strengthen the organization’s ability to respond to complex membership needs, expand Native-focused philanthropy, and leverage growth and momentum

- Nebraska Community Foundation, $35,000, Lincoln, Nebraska
  - Teach rural community foundation volunteers and staff about the opportunity associated with transfer of wealth and demonstrate how participants might adapt strategies currently implemented in rural areas across the United States by supporting a rural philanthropy conference to expand on lessons learned over the past year

- Nebraska Community Foundation, $400,000, Lincoln, Nebraska
  - Continue to grow and refine Home Town Competitiveness in Nebraska as a critical rural community economic development framework to capitalize on the opportunity afforded by the transfer of wealth

- Neighborhoods, Inc. of Battle Creek, $125,000, Battle Creek, Michigan
  - Strengthen the capacity of organizations to meaningfully engage residents by planning and presenting a “Yes we can!” networking event

- Network for Good, Inc., $150,000, Bethesda, Maryland
  - Provide tools and training that advance the effectiveness of nonprofits supporting communities in New Mexico

- New Heights Neighborhood Center, Inc., $500,000, New York City
  - Provide comprehensive and longitudinal employment, social, and educational services to disconnected young adults, with the objective of raising this group from initial intake to sustainable employment
Category: 2008 Grants
Geographic Area: United States

New Level Sports
Battle Creek, Michigan
build capacity around leadership development, resource development, and infrastructure development

New World Foundation
New York City
build capacity of Emerging Practitioners in Philanthropy to educate and inspire funders to move resources toward a healthy inter-generational transfer of leadership in the nonprofit and social change workforce, with an emphasis on emerging leaders of color

New York Regional Association of Grantmakers, Inc.
New York City
support a diversity initiative dedicated to expanding philanthropic leadership and mutual support on questions of demographic inclusivity

North Carolina Agricultural and Technical State University
Greensboro, North Carolina
strengthen a national network in sustainable agricultural systems by establishing an endowed chair

North Carolina Agricultural Foundation, Inc.
Raleigh, North Carolina
strengthen a national network in sustainable agricultural systems by establishing an endowed chair

North Carolina Association of Black Lawyers
Land Loss Prevention Project, Inc.
Durham, North Carolina
address issues of racial equity and social justice by collecting and disseminating the voices, vision, issues, concerns, and current conditions of socially disadvantaged farmers and create partnerships to focus on policy issues that affect socially disadvantaged Farmers

North Carolina Minority Support Center
Durham, North Carolina
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

North Carolina State University
Raleigh, North Carolina
strengthen capacity of independent farmers through market development, infrastructure support, and technical training by implementing a community-supported agriculture marketing model

North Central Michigan College
Petoskey, Michigan
improve the success of high-risk students and students of color by developing a four-year plan for the Achieving the Dream Initiative with broad engagement from the campus and external communities, informed by strategic data analysis

Northern Great Plains, Inc.
Fargo, North Dakota
strengthen leadership capacity and develop demonstrated models to promote the economic and social viability of the northern Great Plains region through the Meadowlark Leadership Laboratory

Nuestras Raíces (Our Roots)
Holyoke, Massachusetts
grow new leaders, crops, producers, awareness, and a constituency for food systems change focusing on socioeconomic development opportunities for urban immigrant and ethnic communities throughout the Northeast

Nurse Family Partnership
Denver, Colorado
develop a growth capital fund to scale up the Nurse Family Partnership by participating in a philanthropic collaboration

Ohio State University Foundation
Columbus, Ohio
deepest the understanding of the nature and causes of, and solutions to, racial and ethnic disparities and hierarchies for the purpose of developing and advancing policies with the potential to disestablish these hierarchies

Oklahoma Institute for Child Advocacy
Oklahoma City, Oklahoma
improve access to quality school-age care for Oklahoma’s most vulnerable children and youth by providing data and information regarding the state of after-school programs

Oregon Environmental Council, Inc.
Portland, Oregon
create healthier families and communities by reducing young children’s exposure to consumer products and chemicals that can contribute to asthma and other environmentally related illnesses, especially in lower income and disadvantaged communities

Oregon School-Based Health Care Network
Portland, Oregon
promote health of children, adolescents, and their families by developing their capacity to mobilize and engage communities and exploring models that financially secure the future of school-based health centers

Paine College
Augusta, Georgia
engage the community to identify strategies that will be successful at decreasing violence, increasing the knowledge/awareness of HIV/AIDS, and increasing access to credible health care for area citizens; and expand the use of Community-Based Participatory Research to enable the community to have a more effective voice in working with a vast array of community partners

Parents for Public Schools, Inc.
Jackson, Mississippi
develop parents to be effective advocates and change agents in their local schools, school districts, and at the state level to provide high-quality public education opportunities in collaboration with other organizations by expanding Parents for Public Schools across Mississippi

Partnership of African American Churches
Institute, West Virginia
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Pegasus Players
Chicago, Illinois
enhance the career opportunities of young playwrights and provide diverse leadership and cultural exchange in the field nationally by providing support to the Young Playwrights Festival
W.K. Kellogg Foundation 2008 Annual Report

Pennsylvania State University
University Park, Pennsylvania
$303,895
develop and implement a universal and comprehensive early childhood development and educational program for all three- and four-year-olds in the district

Pickaway County Community Foundation
 Circleville, Ohio
$165,700
support the actions of volunteers currently under way to strengthen economic, social, and environmental efforts in the county by providing a central contact point for volunteer efforts of the Pickaway Competitiveness Network

PolicyLink
Oakland, California
$15,000
provide insight into the issues and possible solutions to poverty in America through a radio series, “Below the Line: The Changing Face of American Poverty”

PolicyLink
Oakland, California
$250,000
address issues of equity, opportunity, and challenges facing rural America by developing and supporting the programming and sessions for the Regional Equity ‘08 Summit

PolicyLink
Oakland, California
$300,400
support site-based and case-based learning for action among Civic Engagement Learning Community participants

Positive SPIN, Inc.
Tampa, Florida
$250,000
assist parents in strengthening natural support systems to enhance family health and safety

Poverty and Race Research Action Council
Washington, D.C.
$400,000
support ongoing work regarding race, health disparities, social determinants of health, and poverty by acting as a clearinghouse, forum, convener, and sponsor of applied research linked to advocacy, policy development, and public education

Power of People Leadership Institute
Robinsdale, Minnesota
$300,000
decrease and prevent violence among high school girls located in high-risk urban areas while re-engaging them in academics, service learning, and positive leadership through the Girls in Action Project

Practical Farmers of Iowa
Ames, Iowa
$399,853
enable consumers to consider the present state and future options of the nation’s food and agricultural systems by supporting the national rollout of a documentary film

Precious Faith Ministries, Inc.
Cochran, Georgia
$255,000
eliminate racial and ethnic health disparities by uniting communities, grassroots organizations, students, and faculty at Historically Black Colleges and Universities in Georgia

President and Fellows of Harvard College
Cambridge, Massachusetts
$400,000
develop an understanding of the experience of undergraduates of color attending predominantly white institutions of higher education

Program Initiatives Fund
Battle Creek, Michigan
$6,465,175
Encourage creativity and new initiatives on the part of program staff

Project Hope - The People to People Health Foundation, Inc.
Bethesda, Maryland
$400,000
highlight and disseminate the role of the policy narrative in key policy health debates and the health policymaking process in the United States by recognizing ten years of past “Narrative Matters” programming and exploring new directions for its future

Proteus Fund, Inc.
Amherst, Massachusetts
$399,025
support collaboration, learning, and field development within the Civic Engagement Learning Community through a mini-grant program

Public Agenda Foundation, Inc.
New York City
$100,000
facilitate rapid responses to communities seeking help in dealing with fast-breaking, complex issues for which a public engagement approach is appropriate

Public Health Institute
Oakland, California
$50,000
address pediatric obesity, including components linked to food systems and built environment, using a policy and environmental approach by supporting the planning process for the development of a conference to gather professionals on the topic

Public Interest Projects
New York City
$50,000
support activities to educate the philanthropic community about barriers to full civic participation, strategies for fostering civic involvement, and the means by which effective strategies can be supported through grantmaking

Red Tomato, Inc.
Canton, Massachusetts
$665,200
meet the increasing demand for healthy, green, fair, and affordable food in the northeastern United States and provide major support for local food security by enabling sustainable agriculture to survive and grow

Regents of the University of California - Berkeley
Berkeley, California
$10,000
improve public health by informing health professionals on the importance of changes in food and agricultural policy

Regents of the University of Michigan
Ann Arbor, Michigan
$350,000
improve the educational outcomes of vulnerable children in Michigan communities by designing an innovative demonstration project

Resolution, Inc., d/b/a California Newsreel
San Francisco, California
$277,000
increase public awareness of the social and economic determinants of health and the role of racial inequality as a determinant of health by developing and implementing a national communication dissemination protocol in partnership with key policy and program stakeholders

Resource Conservation and Development for Northeast Iowa, Inc.
Postville, Iowa
$25,000
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Northeast Iowa Food and Fitness Initiative
Category: 2008 Grants
Geographic Area: United States

Restaurant Opportunities Center of New York, Inc. $70,000
New York City
provide pathways for low-wage restaurant employees to become owners and entrepreneurs in the movement toward healthy, green, fair, and affordable food by providing educational programs for workers and owners and by developing cooperative models of restaurant worker ownership

Robert B. Miller College $15,908
Battle Creek, Michigan
enable the Binda Dyslexia Center to sponsor an Expert in Residence visit by Emerson Dickman and Michael Ryan to provide area educators and the community with the most current research and findings about dyslexia

Roca, Inc. $150,000
Chelsea, Massachusetts
help youth and adults collectively shape the common good by building new pathways for youth to serve as community leaders and social change agents

Rockefeller Philanthropy Advisors, Inc. $900,000
New York City
honor tradition and promote innovative approaches to giving that originate from communities of color, share learning, and bring practices to light across and among the various races and cultures, as well as in the broader field of philanthropy

Rural Action, Inc. $100,000
Trimble, Ohio
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Rural Organizing Project $50,000
Scappoose, Oregon
ensure community involvement by tracking new and expanded relationships that grow long-term pro-democracy civic engagement throughout Oregon

Rural School and Community Trust $1,597,120
Arlington, Virginia
organize rural people in the poorest rural places to advance local, state, and national education policies that produce and maintain good rural community schools, improve learning and eliminate achievement gaps, and make schools effective institutions of community building

Rutgers University Foundation $175,000
New Brunswick, New Jersey
promote socioeconomic sustainability in the rebuilding and transformation of the Gulf Coast region and promote and encourage knowledge-building, learning, and dissemination by building relationships and collaborations among local and national philanthropic organizations as well as civil society groups

Rutgers University Foundation $1,000,000
New Brunswick, New Jersey
support the educational success of vulnerable children through a cost-benefit analysis of the Chicago Parent-Child Centers that can be used to inform funding decisions and lead to widespread adoption of proven strategies in Chicago and nationally

Saint Hope Academy $500,000
Sacramento, California
grow a corps of volunteers committed to furthering educational and economic development efforts in low-income, inner-city neighborhoods

Salish Kootenai College $50,000
Pablo, Montana
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity

School District of the City of Battle Creek $1,000
Battle Creek, Michigan
provide funds to sponsor a charitable event: the Carson Scholarship Recipient Reception

School District of the City of Battle Creek $25,000
Battle Creek, Michigan
strengthen the capacity to connect more effectively with the community and expose the community to the Battle Creek Public Schools and Lakeview School District’s literacy services and resources by supporting the development of “Yes we can!” communication tools and strategies

School District of the City of Battle Creek $261,000
Battle Creek, Michigan
increase the capacity of area educators to help close the achievement gap between Caucasian and minority students by implementing a professional development model

Search for Common Ground $50,000
Washington, D.C.
create bipartisan and consensus-based recommendations and actions to improve United States-Muslim relations

Seattle-King County Department of Public Health $25,000
Seattle, Washington
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the King County Food and Fitness Initiative

Seattle-King County Department of Public Health $100,000
Seattle, Washington
achieve long-term and permanent change for all residents in King County by correcting inequities and promoting equal opportunity

Sisters of Charity Foundation of Canton $1,500,000
Canton, Ohio
improve early education outcomes for vulnerable children through a centralized replication hub focused on scaling proven ready kids/ready schools partnership strategies in the state of Ohio

Sisters of Mercy Health System $400,000
Jackson, Mississippi
engage community, health and social service, and other stakeholders to determine feasibility of implementing the Nurse-Family Partnership Program in Mississippi

South Central Michigan Substance Abuse Commission Minority Program Services $25,000
Albion, Michigan
develop a stronger collaborative approach to substance abuse prevention and youth leadership by engaging in a capacity-building process of learning and sharing

S.A.F.E. Place $100,000
Battle Creek, Michigan
create a safe and healthy environment for clients, staff, and volunteers
Southern Education Foundation, Inc. $320,000
Atlanta, Georgia
improve the educational attainment and achievement of low-income students in Mississippi and assist in supporting a diverse emergent network of Mississippi civic, business, education, community, and advocacy organizations to effectively advocate for increasing public education resources and increasing high-quality education for low-income students at all levels, beginning with pre-kindergarten

Southwest Center for Economic Integrity $100,000
Tucson, Arizona
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Southwestern Michigan Urban League $2,500
Battle Creek, Michigan
provide funds to sponsor a charitable event: the Martin Luther King Celebration and Awards Banquet

Southwestern Michigan Urban League $25,000
Battle Creek, Michigan
strengthen the capacity to connect more effectively with the community and expose the community to the Southwestern Michigan Urban League’s services and resources by supporting the development of “Yes we can!” communication tools and strategies

St. Mark Christian Methodist Episcopal Church $280
Battle Creek, Michigan
provide funds to sponsor a charitable event: the annual Purple and Gold Banquet

State University of New York at Stony Brook $137,000
Stony Brook, New York
reduce high-risk behavior using tested methods of youth and elder dialogues on health promotion

Success A New Beginning, Inc. $100,000
Los Angeles, California
enhance the individual and collective capacity of residents in south central Los Angeles to take more meaningful roles in the policies and systems affecting the community

Taos Health Systems, Inc. $100,000
Taos, New Mexico
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Tapetes de Lana $250,000
Las Vegas, New Mexico
improve family and community assets through job creation and market outlets with the Tapetes Spinning Mill

Teachers College, Columbia University $35,432
New York City
facilitate the development of state policies that support greater student success by engaging Michigan community colleges in the demonstration phase of the “Achieving the Dream” initiative

Teachers College, Columbia University $225,000
New York City
advance the early education transition and alignment efforts for young children through creation of new knowledge products and a series of special convenings

Temple University $1,200,000
Philadelphia, Pennsylvania
promote new approaches for intergenerational community planning through the Communities for All Ages Initiative

Tenants and Workers United $50,000
Alexandria, Virginia
actively engage newly-naturalized citizens in the social, cultural, and political fabric of their communities through the New Virginians Program

The Independent School $25,000
Wichita, Kansas
enhance teachers’ abilities to utilize kinetic and visual strategies to teach vulnerable students with dyslexia, attention deficit hyperactivity disorder, and cognitive learning challenges by providing whiteboards and whiteboard training

Third Sector New England, Inc. $16,000
Boston, Massachusetts
create a co-learning environment for funders committed to and engaged in efforts to change policy that will improve oral health in their communities

Thomas Jefferson Agricultural Institute $95,000
Columbia, Missouri
enhance and support creative media and communication activities of food and agriculture leaders to lead to a more just, diverse, and sustainable food and agriculture system

Tides Center $59,529
San Francisco, California
support a planning grant to study the feasibility of a land management company that will serve primarily women farmers and land owners and will focus on ecologically and financially sustainable farming practices

Tides Center $200,000
San Francisco, California
provide comprehensive, authentic, and relevant information and policy recommendations on Indigenous Peoples by increasing internal capacity of First Peoples Worldwide to transition to a free-standing organization with an established structure and reputation

Tides Center $260,078
San Francisco, California
increase the amount and effectiveness of resources aimed at combating institutional and structural racism, primarily through capacity-building, education, and convening of grantmakers and grantseekers

Tides Center $275,770
San Francisco, California
expand the impact of leadership investments by generating and disseminating learning on ways to develop, mobilize, and connect leaders across boundaries, communities, and fields to achieve breakthrough changes

Tides Center $322,531
San Francisco, California
support and examine organizational capacity of education reform advocacy groups in Mississippi

Tides Center $2,679,257
San Francisco, California
enable disconnected youth in New York City to transition successfully to adulthood by building a citywide system to assure that young people complete high school or receive their GED and transition to the next stages of their lives
Tohono O’odham Community Action $25,000
Sells, Arizona
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the Tohono O’odham Food, Fitness, and Wellness Initiative

Traditional Chinese Medicine World Foundation, Inc. $50,000
New York City
promote cross-discipline learning that supports understanding and linkage between western and complementary medicine through the use of training scholarships

Tri County Rural Health Network, Inc. $100,000
Helena, Arkansas
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Trust for Conservation Innovation $1,000,000
San Francisco, California
create a sustainable food system in the state of California by the year 2030 by building and supporting a network of leaders and institutions

Trust for Public Land $100,000
Portland, Oregon
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Trustee Mini-Grants $3,800,000
Battle Creek, Michigan
Kellogg Foundation trustees award a limited number of mini-grants each year to support small-scale efforts that show special creativity and potential. Mini-grants allow trustees involvement with grantmaking.

Trustees of Columbia University in the City of New York $1,200,000
New York City
improve outcomes for vulnerable young children by providing state and community leaders with a pathways framework to align programs, policies, and finances

Trustees of Phelps Stokes Fund $298,533
Washington, D.C.
deliver a strategy and action plan for formerly incarcerated men of color to become contributors and participants in healthy, strength-based communities

Twenty-First Century Foundation $1,000,000
New York City
help fund the long-term strategies focused on permanent and equitable recovery in the Gulf Coast region

Twink Frey Charitable Trust $100,000
Grand Rapids, Michigan
gather and analyze data that affects women’s economic self-sufficiency in Michigan to inform staff, service providers, policymakers, and other stakeholders

United Arts Council of Calhoun County $150,000
Battle Creek, Michigan
support Artist in Residence grants related to the arts, culture, and heritage in Calhoun County

United Neighborhood Centers of America, Inc. $50,000
Milwaukee, Wisconsin
leverage civic engagement by activating commitment to engaging neighbors in democratic participation at multiple levels

United Way of Greater Battle Creek, Inc. $400,000
Battle Creek, Michigan
support innovative opportunities for vulnerable children and their families by providing supplemental funds for Bright Futures programming

United Way of Greater Battle Creek, Inc. $2,450,000
Battle Creek, Michigan
support the local United Way communitywide fund drive by supporting a 100 percent guarantee which assures individual donors that every dollar of their contributions is used to support programming and not administration or fundraising

United Way of Metropolitan Atlanta, Inc. $200,000
Atlanta, Georgia
set the stage for improving early learning outcomes for vulnerable children through development of the National Parent Engagement and Policy Initiative

University of Maryland Foundation, Inc. $30,000
Adelphi, Maryland
assure greater diversity at the 2008 Sustainable Agriculture Research and Education Conference by sponsoring travel, lodging, and registration for students and farmers of limited resources

University of Massachusetts at Amherst $96,634
Amherst, Massachusetts
investigate the relationships between state social policies, county contextual factors, and the health of infants, with a special focus on black infant mortality

University of Minnesota $80,000
Minneapolis, Minnesota
strengthen Minnesota’s civic values and traditions by creating a sense of interconnection, common language, and developing resources to counter negative trends and generate civic revitalization

University of Minnesota $125,000
Minneapolis, Minnesota
place the food system, food, agriculture, agriculture policy, and practices at the center of healthy diet and obesity prevention discussions among scholars and practitioners by supporting a conference

University of Minnesota $149,555
Minneapolis, Minnesota
explore the viability of a national philanthropic cooperative composed of small- and medium-sized natural foods companies, targeted toward strategic investment in sustainable regional food systems across the United States

University of Mississippi $100,000
Oxford, Mississippi
support a community-based effort to heal relationships and deepen and strengthen the fabric of the communities through story-based retreats aimed at surfacing and reconciling the local histories around race
University of Nebraska Medical Center  $400,000
Omaha, Nebraska
address racial disparities in infant mortality through coordinated systems building in communities with a disproportionate occurrence of infant mortality

University of New Mexico $200,000
Albuquerque, New Mexico
demonstrate how to sustain safety net providers through partnerships with community and health and human services providers

University of North Carolina at Chapel Hill $345,000
Chapel Hill, North Carolina
study, design, develop, and disseminate a new elementary public school model in a North Carolina school district to assure a successful school entry experience for all children

University of South Florida $254,007
Tampa, Florida
address the factors contributing to an increase in the black infant mortality rate in Florida by leveraging community interest and investments

University of Texas at Austin $383,235
Austin, Texas
facilitate the development of state policies that support greater student success by engaging Michigan community colleges in the demonstration phase of the “Achieving the Dream” initiative

Urban Alliance Foundation, Inc. $100,000
Washington, D.C.
develop a combination strategy to break the cycle of poverty and alleviate the nursing shortage by supporting low-income District of Columbia youth in their pursuit of a registered nurse degree

Urban Institute $200,000
Washington, D.C.
advance the Future of Civil Society Initiative by enabling Urban Institute’s Center on Nonprofits and Philanthropy to assess the status of civic participation and advocacy in the United States through a literature scan, analysis of data on small, new nonprofits throughout the country, and a pilot study of immigrant-serving organizations in the Washington, D.C., metropolitan region

Van Andel Education Institute $9,400
Grand Rapids, Michigan
promote science learning for students, grades 4 and 5

Virginia Commonwealth University $150,000
Richmond, Virginia
inform the public and policymakers on the prevalence and status of societal distress by producing the Center on Human Needs’ first comprehensive report

Virginia Economic Bridge, Inc. $100,000
Raford, Virginia
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Voices of America’s Children $95,000
Washington, D.C.
enhance policy development capacity throughout the Voices for America’s Children network

Voices of Detroit Initiative $50,000
Detroit, Michigan
assist other communities, philanthropy, and other stakeholders in responding to the continuing issue of quality health care for all by supporting community discussion and dissemination of “Taking Care of the Uninsured: A Path to Reform,” a publication of the Voices of Detroit’s W.K. Kellogg Foundation-funded Community Voices initiative

Volunteer Center of Battle Creek, Inc. $400,000
Battle Creek, Michigan
engage youth in the enhancement of their community

Washington Area Women’s Foundation, Inc. $300,000
Washington, D.C.
establish a successful leadership transition process

Washington Area Women’s Foundation, Inc. $800,000
Washington, D.C.
increase access to quality child care and early education for low-income, women-headed families in the Washington, D.C., metropolitan area through the Stepping Stones initiative

Washington State University $250,000
Pullman, Washington
create a community environment that supports healthy children, youth, and families by making available and sustaining local healthy foods and space and structure for physical activity on behalf of the King County Food and Fitness Initiative

Washington, D.C., Martin Luther King, Jr. National Memorial Project Foundation, Inc. $3,000,000
Washington, D.C.
address the need to educate current and future generations of Dr. Martin Luther King, Jr.’s legacy, his stand for democracy and justice, and his undying hope and love for humankind by building a national memorial in his honor on the National Mall

Way to Grow $395,000
Minneapolis, Minnesota
ensure that teen mothers and their children are prepared for life success through the Dream Tracks Project, which focuses on high school graduation, moving from poverty to economic independence, and parenting/life skills

Wayne State University $5,000
Detroit, Michigan
promote Detroit as a demographically strong region by providing funds to the Detroit Orientation Institute to complete a video

Wayne State University $50,000
Detroit, Michigan
enhance the understanding of neighborhood effects on the success of vulnerable children by disseminating findings from a study of public housing residents on child outcome variables related to health, education, employment, social skills, and behaviors

West Michigan TEAM $120,000
Grand Rapids, Michigan
improve the lives of workers, increase the success of businesses, and intensify the impact of government in Battle Creek
West Virginia Center on Budget and Policy $150,000
Charleston, West Virginia
promote economic well-being by strengthening the research and analytical capacity of the West Virginia Center on Budget and Policy to provide timely, credible, and independent policy analysis on tax and budget issues to policymakers, the media, and the public

White Earth Land Recovery Project $100,000
Gillaway, Minnesota
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Willamette Valley Law Project $50,000
Woodburn, Oregon
increase civic engagement of the Latino immigrant community in Oregon by providing leadership training

Women’s eNews, Inc. $300,000
New York City
increase the information available about the complex and interlocking causes and costs of the high maternal mortality rate among African American women through the power of the news media

Women’s Foundation for a Greater Memphis $800,000
Memphis, Tennessee
create a model for social change in Memphis through community, public, and private partnerships to empower women, children and families to achieve economic self-sufficiency

Women’s Foundation of Colorado, Inc. $200,000
Denver, Colorado
research state- and county-funded child care challenges in Colorado, engage a “think tank” of key leaders and advocates to find solutions, and improve the standard and access to informal child care networks in various communities

Women’s Foundation of Minnesota $250,000
Minneapolis, Minnesota
ensure that the long-term vision of equality and justice for women and girls in Minnesota is advanced, magnify the impact of the Women’s Foundation of Minnesota’s mission of gender equality, and accelerate the investment in social change by completing a campaign to double their endowment

Women’s Funding Network $250,000
San Francisco, California
improve the lives of disadvantaged families, their children, and communities worldwide by strengthening organizational capacity to implement a new strategic plan to aid women’s funds

Women’s Funding Network $300,000
San Francisco, California
provide leadership training and economic justice workshops in preparation for a network-wide anti-poverty grantmaking program

Women’s Leadership Fund $375,000
New York City
increase civic leadership opportunities for women of color in Michigan by creating a nonpartisan pipeline for women’s political leadership and representation

World Agricultural Forum – St. Louis $250,000
St. Louis, Missouri
provide general support of programs to enable those who can affect agriculture to engage in dialogue in order to meet the growing needs for food, fuel, fiber, and water

Young People’s Project, Inc. $100,000
Cambridge, Massachusetts
build and strengthen rural policy networks as a participating organization in the Rural People, Rural Policy Initiative

Young Presidents’ Organization Peace Action Network $59,900
Los Gatos, California
help identify effective new pathways of employment opportunity for out-of-school youth, ages 16 to 24

Young Women’s Christian Association of Kalamazoo $25,000
Kalamazoo, Michigan
strengthen the capacity to connect more effectively with the Battle Creek community and expose the community to the Young Women’s Christian Association of Kalamazoo’s mentoring program by supporting the development of “Yes we can!” communication tools and strategies
The Kellogg Foundation began programming in southern Africa in the mid-1980s. Our work in southern Africa focuses on strengthening the capacity of rural communities to drive their own development and become healthy, viable, and sustainable in addressing the problems related to rural poverty — especially as it affects women, children, and family life. Foundation grants focus on the seven countries of Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, and Zimbabwe. Across the region, the Foundation’s program themes are Civic Engagement, Economic Opportunities, Education and Learning, and Health and Well-Being. These four themes are nurtured and supported by three strategies:

> Strengthening the Capacity of Rural Communities
This programming strategy targets specific geographic sites and provides comprehensive support to communities where citizens are determined to achieve more positive outcomes for their children and families, and seeks to engage rural youth in social and economic development in the communities where they live.

> Strengthening Leadership Capacity
Programming seeks to build the capacity of leaders at the local, district, provincial, national, regional, and global levels as it relates to the four themes and three strategies. It also is concerned with increasing community voices in the policy development process to strengthen young leaders in rural areas for the future.

> Organizational and Institutional Development and Transformation
With this strategy, attention is focused on improving the southern African social and economic infrastructure through institutions of higher education, organizations that create employment and productivity such as lending institutions, and information systems that support integrated social and economic development in rural areas.
### A

**Africa Cooperative Action Trust – Swaziland**
$397,170
Mbabane, Swaziland
facilitate social and economic capacity of the Shiselweni communities to self-determine their own development

**Africa University**
$120,000
Mutare, Zimbabwe
support local program facilitation, promote performing arts for school youths, and strengthen Africa University’s outreach activities in the Chimanimani district site program

**African Investment Climate Research**
$400,000
Cape Town, South Africa
support the development of a regionally accredited Master’s Program in Development Finance

**Afrikaanse Handelsinstituut**
$450,000
(Afrikaanse Institute of Commerce)
Lynnwood Pretoria, South Africa
develop self-sustaining businesses in poor communities in southern Africa by exploring, developing, and facilitating the application of the Base of the Pyramid Protocol

**Aga Khan Foundation – Mozambique**
$400,000
Maputo, Mozambique
promote inclusive economic growth in northern Mozambique, with a particular focus on women and the rural poor

**Aid to Artisans, Inc.**
$20,830
Hartford, Connecticut
incubate an indigenous handcraft service provider organization and continue to expand market links and craft entrepreneurship for the craft sector in Mozambique

**Aid to Artisans, Inc.**
$400,000
Hartford, Connecticut
develop entrepreneurship for the arts and craft industry in Lesotho by building local capacity in product design, innovation, and market linkages

**Associação Moçambicana para a Ajuda de Desenvolvimento de Povo para Povo**
$400,000
(Maputo, Mozambique)
( Mozambican Association of the Development Aid from People to People)
improve the quality of primary education in the rural areas and create communities with self-drive mindset and capabilities by expanding the program of the Pedagogical Workshops as a tool for graduate teachers to collaborate with the local communities

### B

**Ba Isago University College**
$400,000
Gaborone, Botswana
enable Botswana leadership, including traditional, elected, and other community leadership and rural communities, to develop skills and facilitate informed involvement aimed at enhancing a self-drive mindset

**Bokamoso Trust**
$400,000
Ghanzi, Botswana
provide quality formal training to early childhood caregivers while conserving the culture and identity of the Basarwa (San) people and giving the children access to early learning as a sound platform for formal learning for the development and self-reliance of disadvantaged rural societies

**Bulilima Rural District Council**
$600,000
Plumtree, Zimbabwe
strengthen planning and program implementation capabilities of community structures at village and ward levels in Bulilima District

### C

**C.I.D.A. City Campus**
$535,000
Marshalltown, South Africa
establish a first-rate educational institution for school drop-outs that develops them personally and career-wise

**C.I.D.A. City Campus**
$1,000,000
Marshalltown, South Africa
strengthen institutional capacity to build academic excellence and good governance structures for C.I.D.A. City Campus

**Cape Craft and Design Institute**
$450,000
Cape Town, South Africa
enable artisans, technologists, designers, and entrepreneurs in southern Africa to collaborate along product development, innovation, and learning by developing a product design and innovation program

**Catholic Commission for Justice and Peace**
$150,000
Maseru, Lesotho
enhance the capacity of citizens and civil society in general to have an input in the policymaking and legislative processes

**Caversham Centre for Artists and Writers, Ltd.**
$400,000
Balgowan, South Africa
build community capacity and nurture leadership and innovation in underserved communities by using creativity and arts as a transformational and empowerment tool

**Centre For Public Participation**
$350,000
Durban, South Africa
strengthen the capacity of community groups to understand and engage with structures and processes of governance and advance the achievement of civil, political, and socioeconomic rights and poverty alleviation

**Centro de Estudos e Desenvolvimento de Artesanato**
$450,000
(Maputo, Mozambique)
( Center of Studies and Crafts Development)
support the development of the craft sector in Mozambique through improved services to the sector by a newly established local service provider

**City of Johannesburg**
$499,640
Johannesburg, South Africa
enhance economic sustainability through the recognition and promotion of African art, crafts, and culture by supporting the celebration of the annual Africa Day Festival

**Committee for Economic Development**
$100,034
Washington, D.C.
motivate the South African private sector to play an active and sustained role in public policy discussions and ultimately advance economic development efforts, particularly in the improvement of early childhood care and education

**Council for Scientific and Industrial Research**
$587,000
Pretoria, South Africa
establish institutional capacity to build learning capabilities of rural communities in several southern African countries
<D>

Diocese de Chimoio
(Diocese of Chimoio)
Chimoio, Mozambique
$50,000
Improve rural communities’ capacity to use internal and external available resources to progress toward better health in the province of Manica, Mozambique.

Durban African Art Centre
Durban, South Africa
$400,000
Support the development of Durban African Art Centre artisans and craft producers in KwaZulu-Natal through the implementation of market-driven craft interventions.

D>

First Voice Africa
Nairobi, Kenya
$909,815
Build capacity in rural communities in southern Africa through a comprehensive communication and information dissemination strategy.

Foundation for Irrigation and Sustainable Development
Lilongwe, Malawi
$250,000
Improve the livelihoods of smallholder farmers and HIV/AIDS-affected households in rural areas of Lilongwe District through promotion of improved and sustainable agricultural production and income diversification activities.

F>

Helen Keller International, Inc.
New York City
$400,000
Improve community capacity to address health needs through a school-based health education and promotion program in the Gondola District, Manica, Mozambique.

IDEAA-CA, Associação dos Produtores de Oleaginosas
(IDEAA-CA, Oilseeds Commodity Association)
Vanduzy, Mozambique
$250,000
Support the development of a viable and locally-owned market institution for oil seeds in the Manica Province in Mozambique.

Imbewu Community Volunteers
Port Elizabeth, South Africa
$336,000
Create sustainable change and expand delivery of services to disadvantaged children and youth by enhancing staff skills in the areas of fundraising, social marketing, and project management.

Independent Development Trust
Pretoria, South Africa
$595,000
Strengthen and expand the community planning and program implementation capacities of the Nyandeni Development Trust to facilitate intensive social and economic development in Nyandeni.

International Crops Research Institute for the Semi-Arid Tropics
Andhra Pradesh, India
$399,998
Build the capacity of smallholder farmers in southern Africa to develop, produce, and market improved varieties of food legumes of quality acceptable to processors and exporters.

< H >

Leratong Hospice
(The Place of Love Hospice)
Atteridgeville, South Africa
$50,000
Provide palliative care for the terminally ill.

Letlhakeng District Development Foundation Trust
Letlhakeng, Botswana
$300,000
Strengthen leadership institutions and governance systems for improved knowledge management, and facilitate processes to engage local entrepreneurs in developing strong business ventures in Letlhakeng sub-district.

Lundy Foundation
Denver, Colorado
$25,000
Improve the lives of orphaned and vulnerable children in southern Africa by participating in conferences.

L>

Maharishi Education for Invincibility Trust
Marshalltown, South Africa
$250,000
Enhance educational opportunities for young school leavers and school drop-outs in southern Africa, mainly from marginalized rural communities, by strengthening organizational capacity of the Maharishi Invincibility Institute and establishing the Stepping Stones Learning Academy as a key initiative to create financial sustainability for both the institute and its students.

Mangwe Rural District Council
Plumtree, Zimbabwe
$942,288
Strengthen existing smallholder beef breeding associations to engage in commercial cattle production and marketing.

Maputaland Development and Information Centre
Kwangwanase, South Africa
$400,000
Strengthen the capacity of the Maputaland Development and Information Centre to develop a one-stop Local Business Service Centre in Umkhanyakude District.

Mineworkers Development Agency
Johannesburg, South Africa
$500,000
Contribute toward poverty reduction and provide support for community sustainable livelihoods through promoting job creation and self-employment opportunities.

Molteno Project Trust
Johannesburg, South Africa
$395,000
Assist poor and unemployed youth and adults with literacy and other learning skills by providing an innovative model to utilize multimedia-based information and communications technologies learning tools in local languages.

Mont de Dieu
(Desmond Tutu Centre for Leadership)
White River, South Africa
$400,000
Increase the technical and managerial capacities of civil society organizations in order to ensure organizational growth by developing an internet-based training system.

N>

National University of Lesotho
Maseru, Lesotho
$800,000
Support the transformation of the National University of Lesotho toward a more relevant role in the development of rural Lesotho through improved capabilities for inquiry and innovation.
National Youth Council of Malawi
Lilongwe, Malawi
$200,000
improve the livelihood of youths currently scavenging in dumping sites

Nelson Mandela Metropolitan University
Port Elizabeth, South Africa
$380,000
enhance the economic resilience of low-income, female-headed households in Jeffrey’s Bay

Organisation for the Promotion of Traditional Medicine
Maputo, Mozambique
$500,000
strengthen traditional medical practices and knowledge in order to facilitate their integration to modern medical and health care systems

People’s Welfare and Development
Pretoria, South Africa
$200,000
curtail the incidence and the spread of HIV/AIDS through partnership mobilization, advocacy, cultural activities, and training of youth, women, and community leaders

Sedibeng Sa Tshepo Drop-In Centre
(Knowledge of Hope Center)
Klerksdorp, South Africa
$100,000
enable indigent people who are in need of care to restore their human dignity by offering holistic and effective intervention and training programs

Semonkong Community Council
Semonkong, Lesotho
$250,000
strengthen the capacity of the Semonkong Community Council to play its role as a driver of rural community development

Sir Ketumile Masire Foundation
Gaborone, Botswana
$100,000
enhance the organizational capacity of Sir Ketumile Masire Foundation to promote the social and economic well-being of Botswana

Skillshare International
Gaborone, Botswana
$222,588
strengthen village-level planning, governance, and development structures through community-driven approaches and processes

Swaziland National Network of People Living with HIV/AIDS
Mbabane, Swaziland
$350,000
enhance economic resilience of people living with HIV and AIDS through income generation projects

Swaziland Trading House
Mbabane, Swaziland
$380,000
provide meaningful and sustainable wealth creation to rural Swazis through the creation of viable knitting and cultural industries by providing support for institutional capacity building to the Swaziland Trading House

Synergos Institute, Inc.
New York City
$300,000
strengthen the organizational capacity of Synergos so that it can better enable stakeholders to address the underlying causes of poverty and inequity, particularly in Latin America, the Caribbean, and Africa

TechnoServe Organization
Mbabane, Swaziland
$380,000
ensure small enterprise development by Swazi youth through entrepreneurial and business skills training

Teresa Group-Child and Family Aid
Toronto, Canada
$25,000
increase visibility of global issues concerning children affected by HIV/AIDS by supporting the activities of the Coalition on Children Affected by AIDS and facilitating the convening of an international symposium

Training and Resources for Early Education
Durban, South Africa
$395,000
improve the lives of young children and increase access to quality and sustainable early childhood development programs through an integrated and multi-targeted community-based Early Childhood Development Program

TrustAfrica
Dakar-Fann, Senegal
$15,000
enable contributors to the “State of Philanthropy in Africa” publication to participate at the 8th International Conference of the International Society for Third Sector Research in Barcelona, Spain

Umsobomvu Youth Fund
Johannesburg, South Africa
$300,000
strengthen and build the technical capacity of Umsobomvu Youth Fund in improving opportunities for disadvantaged youth through building affordable homes for their communities

University of Pretoria
Pretoria, South Africa
$227,000
enhance understanding of the needs of under-resourced South African communities by producing a book on rural development challenges and strategies for graduate students, policymakers, practitioners, and other key players in the South African rural economy

University of the Free State
Bloemfontein, South Africa
$938,000
manage the initial exploratory phase toward building alternative, cost-effective educational and production development models for Africa’s smallholder family farmers
< W >

Winrock International Institute for Agricultural Development  $395,000
Little Rock, Arkansas
expand employment and revenues in historically disadvantaged agribusinesses in rural South Africa through building the capacity of smallholder farmers to produce, process, and market essential oils

Winterveldt Citrus Project  $250,000
Rosslyn, South Africa
improve the efficiency and effectiveness of smallholder citrus farmers’ collective action and capacity in the production and commercialization of citrus fruit

Women Make Movies, Inc.  $10,000
New York City
raise awareness about the challenges facing young people in the South African educational system through a documentary film that chronicles the lives of aspiring students as they work toward their crucial final high school exams in South Africa

World Affairs Councils of America  $35,000
Washington, D.C.
engage grassroots American communities in current issues confronting human development in the southern Africa region

< Y >

Youth Against AIDS Organization  $150,000
Mangochi, Malawi
increase behavior change through information, education and communication, and improved care and support to those affected and infected with the HIV/AIDS pandemic

Youth Net and Counseling  $250,000
Zomba, Malawi
increase the effectiveness of HIV/AIDS prevention and mitigation through improved food security and livelihoods for the rural communities infected and affected by the HIV/AIDS epidemic in Malawi

< Z >

Zimbabwe Women’s Empowerment Group  $75,000
Harare, Zimbabwe
empower women for effective participation in local government, politics, and in parliament

Zululand Crafters Association  $310,000
Richards Bay, South Africa
support the establishment of organizational, management, and capacity-building systems within the Zululand Crafters Association
In Latin America and the Caribbean, the Foundation is ending a decade of programming that worked to break the cycle of poverty by promoting healthy youth development and greater participation in socially and economically vibrant communities.

Building off recent and past investments in the region, the Foundation’s future work in Latin America will increasingly focus on Mexico and Central American countries.

While new strategies are being formulated, the Foundation will maintain its strong commitment to vulnerable families, children, and communities. We will continue to focus on food, health, education, and economic development as we work with communities to build leadership, supportive policy, civic engagement, and community infrastructure. In addition, a social and racial equity lens will be applied to investments as the Foundation seeks to address those systems and structures that have hindered children from achieving success.

In addition, a special program in Northeast Brazil will promote racial equity and social inclusion and will seek to develop sustainability by focusing on assets and leadership from local citizens. The Foundation is seeking to develop partnerships and leadership in order to further mobilize resources for this cause.

For more information, visit the Latin America and Caribbean section of the Foundation’s website, www.wkkf.org/lac.
2008 Grants

Geographic Area: Latin America and the Caribbean

< A >

Asociación de Capacitación e Investigación para la Salud Mental
(Association for Mental Health Training and Investigations)
San Salvador, El Salvador

strengthen the capacities of infants and youth and their organizations in various municipalities of El Salvador to improve the family, community, and socio-structural environment.

$53,500

Associação das Mulheres Iguaçuenses
(Iguatenses Women’s Association)
Iguatu, Brazil

promote regional development through the implementation of a comprehensive cluster of projects in the region of Medio Jaguaíba, state of Ceará, northeast Brazil, with a focus on increasing access to basic human rights.

$36,000

< B >

Balé Afro Majé Mole
(Afró Majé Mole Ballet)
Olinda, Brazil

enable marginalized black children and youth to foster more conscious citizenship and effective action and the development of the feeling of belonging to their community through a series of arts and cultural activities.

$75,000

< C >

Care Internacional Brasil
(Care International Brazil)
São Paulo, Brazil

improve the economic, political, social, and cultural situation of youth in the area of Parnaíba Delta River, state of Piauí, in northeast Brazil, by strengthening an articulated set of development projects.

$570,670

Care Peru
Lima, Peru

improve the quality of education in the province of Azangaro, Peru, through the preparation and implementation of a comprehensive and innovative educational plan involving students, teachers, principals, educational authorities, and the community.

$200,000

Centro das Mulheres da Vitória de Santo Antão
(Women’s Center of the City of Vitória de Santo Antão)
Vitória de Santo Antão, Brazil

improve the economic, political, social, and cultural situation of youth in the area of the Goiã River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects focused on gender, ethnicity, and class relations.

$192,000

Centro de Desarrollo de la Mujer Negra Peruana
(Center for Development of the Black Peruvian Woman)
Lima, Peru

improve the situation of black women in the Andean Region by gathering information and informing decision makers.

$100,530

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

foster youth engagement and social responsibility using sports as a tool through the comprehensive clusters of social development projects in northeast Brazil and the Andean region.

$100,000

Centro de Estudios para el Desarrollo de los Pueblos Andinos
(Study Centre for the Development of the Andean Peoples)
La Paz, Bolivia

increase income of rural families through the incubation of micro-enterprises dedicated to processing and trading products derived from llama meat in the Azanáque region in Oruro, Bolivia.

$36,000

Centro de Estudios y Promoción del Desarrollo
(Center for the Study and Promotion of Development)
Lima, Peru

promote the exchange of information and experiences among the evaluators trained by Center for the Study and Promotion of Development from organizations involved with the Comprehensive Clusters initiative in the Andean region.

$20,000

Centro de Estudios y Promoción del Desarrollo
(Center for the Study and Promotion of Development)
Lima, Peru

develop the capacity of grantee organizations in the Andean region to systematize their lessons learned through local development initiatives.

$81,668

Centro de Investigaciones de Energía y Población
(Centre of Investigation of Energy and Population)
La Paz, Bolivia

increase income for youth and their families through the creation of micro-businesses and enhance youth involvement in local planning and decision-making spaces in District 6 of El Alto, Bolivia.

$100,000

Centro de Multiservicios Educativos
(Multiservices Educative Center)
La Paz, Bolivia

improve the quality and management of the education in El Alto, La Paz, Bolivia, through the consolidation of an educational network as a model to be disseminated and replicated at the municipal level.

$199,697

Centro para la Participación y el Desarrollo Humano Sostenible
(Center for Human Sustainable Development and Participation)
Santa Cruz, Bolivia

strengthen the management capacity of municipal consortia (mancomunidades) in Bolivia through training and exchange of best practices and provide technical advice in the implementation of local economic development strategies.

$179,810

Consejo Asesor Internacional de la Juventud Rural
(Rural Youth International Advisory Council)
Santo Domingo, Dominican Republic

improve the income generation opportunities for youth in the Sierra of Dominican Republic by developing agro-export business and craft activities through a training and financing program.

$100,000

Corporación de Estudios y Desarrollo “Norte Grande”
(Corporation of Studies and Development Grande North)
Arica, Chile

enhance awareness of effective practices for alleviating poverty in the Latin American and Caribbean region by providing an incentive to the organizations awarded with the Social Innovation Award.

$85,000

Corporación para la Innovación en Ciudadanía
(Corporation for Innovation and Citizenship)
Providencia, Chile

design and implement a knowledge management system to monitor and disseminate best practices and innovative initiatives aimed at the social, economic, political, and cultural development of Latin America and the Caribbean.

$100,000

W.K. Kellogg Foundation 2008 Annual Report
**Escola de Formação Quilombo dos Palmares**
(Quilombo of the Palmares Training School)
Recife, Brazil
promote the strengthening and the development of youth leadership in northeastern Brazil

**Escuela Agrícola Panamericana**
(Panamerican Agricultural School)
Tegucigalpa, Honduras
create opportunities for talented youth from the semi-arid regions of Central America, Bolivia, Peru, and Ecuador to access quality college education at Zamorano and reinforce the development strategies in their own regions

**Facultad Latinoamericana de Ciencias Sociales – Sede Chile**
(Latin American School of Social Science. FLACSO – CHILE)
Santiago, Chile
empower youth in Latin America and the Caribbean through the creation of a Latin American Collective of Youth Promoters and the organization of a regional conference

**Fomento de la Vida**
(Fostering of Life)
Lima, Peru
promote local development in the Yacu Valley, Peru, through capacity building of the association of municipalities and strengthening of producers and youth networks

**Formação – Centro de Apoio a Educação Básica**
(Formation Center of Support to Basic Education)
São Luís, Brazil
improve the economic, political, social, and cultural situation of youth and poor families in the area of Baiacu Ocidental, Maranhão, northeast Brazil, through the creation and development of a community foundation

**Fundación de Desenvolvimento da Pesquisa**
(Foundation for Research Development)
Belo Horizonte, Brazil
generate, systematize, and disseminate knowledge about experiences of local development in northeast Brazil through the production and distribution of a book

**Fundación para el Desarrollo y Educación de la Mujer Indígena**
(Foundation for the Development and Education of Indigenous Women)
San Pedro Carchá, Guatemala
strengthen the capacity for sustainability of the local development process in San Juan Chamelco, Guatemala, by consolidating social and productive local human capacities

**Fundación Pueblo**
(Village Foundation)
La Paz, Bolivia
improve the access to school and the quality of education for indigenous children from rural municipalities of North Potosí, Bolivia, by the extension and replication of a successful Student Family Lodging Program

**Hermanas Dominicas Nuestra Señora del Rosario de Monteils**
(Dominica Sisters of Our Lady of the Monteils Rosary)
Santo Domingo, Dominican Republic
improve production and income among poor-resource farming families in Valdejuelo, Dominican Republic, by facilitating access to credit through the establishment of a collateral fund
**Imaginario Comunicación para la Paz y el Cambio Social**
(Imaginario: Communications for Peace, Education and Social Change)
Bogotá, Colombia

*Imaginario: Communications for Peace, Education and Social Change* supports advances in the effectiveness and scale of communication interventions for positive development through a full range of communication and media activities and strategies related to those issues.

**Instituto Agéncia de Integração Regional do Litoral Leste do Ceará**
(Institute Agency for the Regional Integration of the East Coast of Ceará)
Aracati, Brazil

Improve the economic, political, social, and cultural situation of youth in the area of the eastern shoreline of Ceará by strengthening an articulated set of development projects focused on fishing, agriculture, community, youth, management, microcredit, and technology.

**Instituto Cultural Beneficente Steve Biko**
(Steve Biko Cultural and Benefit Institute)
Salvador, Brazil

Reduce race differences in the state of Bahia, northeast Brazil, through the institutional development of the Steve Biko Cultural Institute.

**Instituto Cultural e Económico de Quixelô**
(ICEQUI – Economic and Cultural Institute of Quixelô)
Quixelô, Brazil

Promote regional development through the implementation of a comprehensive cluster of projects in the region of Medio Jaguaribe, state of Ceará, northeast Brazil, with a focus on improving the local cultural identity with youth and families.

**Instituto de Fomento de una Educación de Calidad**
(Institute for the Promotion of a Quality Education)
Lima, Peru

Improve the quality of education and promote youth participation in the Yacu Valley, Peru, as part of a comprehensive cluster of projects, by consolidating and expanding the services offered by a pedagogical resource center.

**Instituto de los Hermanos de las Escuelas Cristianas/Instituto Politécnico La Salle**
(Christian School Brothers Institute/ La Salle Politechnical Institute)
León, Nicaragua

Strengthen key roles of local organizations and youth and reactivate the local economy by facilitating human, social, economic, and environmental development in areas of the Los Maníbols region in Nicaragua.

**Instituto de Responsabilidad e Inversion Social**
(Social Responsibility and Investment Institute)
Salvador, Brazil

Promote the practice of social responsibility and social investment in the private and public sectors in the state of Bahia, northeast Brazil.

**Instituto Elo Amigo**
(Link Friend Institute)
Iguatu, Brazil

Promote regional development through the implementation of a comprehensive cluster of projects in the region of Medio Jaguaribe, state of Ceará, northeast Brazil, with a focus on enhancing family agriculture through youth leadership.

**Oficina de Defensoría de los Derechos de la Infancia, A.C.**
(Children’s Rights Defense Office, Civil Association)
México City, Mexico

Strengthen public actions in favor of youth rights and promote procedural methods that guarantee adequate access for youth to the justice system by establishing litigation-based precedence.

**Organización Fuerza Ciudadana, A.C.**
(Citizens Force Organization, Civil Association)
Benito Juarez, Mexico

Observe government actions and policies related to youth during the 2006 to 2012 presidential period in order to ensure that proper and consistent attention is paid to this key sector of the population.

**Pontificia Universidad Católica del Perú**
(Pontifical Catholic University of Peru)
Lima, Peru

Develop a diploma-level program on public youth policies and establish an observatory to assess the implementation and outcomes of youth policies and programs in Peru.

**Prefeitura Municipal de Feira Nova**
(City Hall of Feira Nova)
Feira Nova, Brazil

Improve the economic, political, social, and cultural situation of youth in the area of the Goita River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects focused on reading and educational issues in the city of Feira Nova.

**Prefeitura Municipal de Lagoa de Itaenga**
(City Hall of Lagoa de Itaenga)
Lagoa de Itaenga, Brazil

Improve the economic, political, social, and cultural situation of youth in the area of the Goita River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects focused on reading and educational issues in the city of Lagoa de Itaenga.

**Project Concern International – Bolivia**
(La Paz, Bolivia)

Promote local development through the creation and consolidation of youth participation opportunities and the development of institutional alliances in the district of El Alto, Bolivia.
Category: 2008 Grants

Geographic Area: Latin America and the Caribbean

< S >

Serviço Assistencial Salão do Encontro $300,000
(Assistance Service of the Meeting Place)
Betim, Brazil
improve the institutional capacity to support children in Latin America and the Caribbean by systematizing the experience of Serviço Assistencial Salão do Encontro and establishing a center for training and dissemination in Betim, Belo Horizonte, Brazil

Serviço de Tecnologia Alternativa $1,066,043
(Alternative Technological Service)
Glória do Goitá, Brazil
improve the economic, political, social, and cultural situation of youth in the area of the Goitá River Basin in the state of Pernambuco, Brazil, by strengthening an articulated set of development projects

Sinergia para el Desarrollo Integral Sustentable, A.C. $100,000
(Synergy for Sustainable Integral Development, Civil Association)
San Antonio de la Cal, Mexico
improve living conditions in rural communities in Oaxaca, Mexico, by strengthening institutional capacity to coordinate efforts

< U >

Universidad Centroamericana "José Simeón Cañas" $111,000
(Central American University "José Simeón Cañas")
San Salvador, El Salvador
promote social and institutional changes related to addressing youth violence in Central America

Universidad Centroamericana "José Simeón Cañas" $112,000
(Central American University "José Simeón Cañas")
San Salvador, El Salvador
promote an interdisciplinary, inter-sectorial and holistic approach to youth violence and youth gangs in the Central American region and contribute to a better understanding of the phenomenon and closely related issues
### Grantee Index

#### <A>
- A. Philip Randolph Educational Fund ........................................... 55
- Academy of Breastfeeding Medicine ........................................... 55
- Action Against Crime & Violence Education Fund .......................... 55
- Africa Cooperative Action Trust – Swaziland ............................... 76
- Africa University ........................................................................ 76
- African Investment Climate Research ......................................... 76
- Afrikaanse Handelsinsituut ......................................................... 76
- Afrikaanse Institute of Commerce ............................................. 76
- Afro Majè Mole Ballet ................................................................ 81
- Aga Khan Foundation – Mozambique .......................................... 76
- Aid to Artisans, Inc. ................................................................. 76(2)
- Alameda County Community Food Bank, Inc. ............................. 55
- Albany, Georgia, Tools for Change, Inc. ................................. 55
- Albion College ........................................................................ 55
- Alliance for Children and Families, Inc. .................................... 55
- Alliance for Healthy Homes ....................................................... 55
- Alternative Technological Service .............................................. 84
- American Association of Community Colleges .......................... 55
- American Public Media ............................................................ 65
- American Sunrise, a Non Profit Community Builder .................. 55
- Americans for Indian Opportunity .............................................. 55
- America’s Promise, the Alliance for Youth ............................... 55
- AmericaSpeaks, Inc. ................................................................. 55
- Anthropologists of the South Andes Foundation ....................... 82
- Appalachian Center for Economic Networks, Inc. .................... 55
- Appalachian Sustainable Agriculture Project ......................... 55
- Appalachian Sustainable Development ..................................... 55
- Appalshop, Incoroporated ......................................................... 55
- Arab Community Center for Economic and Social Services ........ 55
- Argentinean Institute of Corporate Social Responsibility .......... 82
- Arkansas Public Policy Panel, Inc. ............................................ 55
- Arts Engine, Inc. ..................................................................... 56
- Asian American Justice Center, Inc. ......................................... 56
- Asian Americans-Pacific Islanders in Philanthropy ................. 56
- Asian Pacific American Legal Center of Southern California, Inc. 56
- Asociación de Capacitación e Investigación para in Salud Mental 81
- Aspen Institute, Inc. ................................................................. 56(2)
- Assistance Service of the Meeting Place ................................... 84
- Associação das Mulheres Iguatuenses ....................................... 81
- Associação dos Produtores de Oleaginosas, IDEAA-CA ........... 77
- Associação Moçambicana para a Ajuda de Desenvolvimento de 76
- Povo para Povo ................................................................. 76
- Association for Mental Health Training and Investigations .......... 81

#### <B>
- Ba Isago University College ..................................................... 76
- Balé Afro Majè Mole ............................................................... 81
- Bates College ......................................................................... 56
- Battle Creek Area Catholic Schools Foundation, Inc. ............... 56
- Battle Creek Area Chamber Foundation .................................. 56
- Battle Creek Area Chamber of Commerce .............................. 56
- Battle Creek Area Educators’ Task Force ................................. 56
- Battle Creek Area Habitat for Humanity, Inc. ......................... 56
- Battle Creek Community Foundation, .................................... 56(3), 57(3)
- Battle Creek Unlimited, Inc. ................................................... 57
- Bay de Noc Community College ............................................. 57
- Belgrade Community Action Association ................................ 57
- Big Creek People in Action, Inc. ............................................. 57
- Board of Trustees of the University of Illinois ......................... 57
- Bokamoso Trust ................................................................. 76
- Boston Medical Center Corporation ....................................... 57
- Boston Public Health Commission .......................................... 57
- Boys and Girls Club of Battle Creek, Michigan ....................... 57
- Boys and Girls Club of Benton Harbor, Michigan .................... 57
- Brass Band of Battle Creek ...................................................... 57(2)
- Bridging the Gap, Inc. ............................................................ 57
- Bulilima Rural District Council ............................................... 76
- Burnham Brook Center .......................................................... 57

#### <C>
- Calhoun County Community Mental Health Authority ............. 57
- Calhoun County Public Health Department .............................. 57
- California Center ................................................................. 57
- California Newsreel ............................................................... 81
- Campus Kitchens Project, Inc. .................................................. 57
- Cape Craft and Design Institute ............................................. 76
- Care Internacional Brasil ......................................................... 81
- Care International Brazil ........................................................ 81
- Care Peru ............................................................................. 81
- Catholic Commission for Justice and Peace ............................ 76
- Caversham Centre for Artists and Writers, Ltd. ....................... 76
- Center for Civic Participation .................................................. 57
- Center for Civic Policy ........................................................... 57

---

W.K. Kellogg Foundation 2008 Annual Report

www.wkkf.org
<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Community Change</td>
<td>57, 58</td>
</tr>
<tr>
<td>Center for Community Economic Development</td>
<td>58</td>
</tr>
<tr>
<td>Center for Development of the Black Peruvian Women</td>
<td>81</td>
</tr>
<tr>
<td>Center for Economic Progress</td>
<td>58</td>
</tr>
<tr>
<td>Center for Effective Philanthropy, Inc.</td>
<td>58</td>
</tr>
<tr>
<td>Center for Ethical Leadership</td>
<td>58</td>
</tr>
<tr>
<td>Center for Human Sustainable Development and Participation</td>
<td>81</td>
</tr>
<tr>
<td>Center for Michigan</td>
<td>58</td>
</tr>
<tr>
<td>Center for Rural Affairs</td>
<td>58</td>
</tr>
<tr>
<td>Center for Sustainable Change</td>
<td>58</td>
</tr>
<tr>
<td>Center for the Advancement of Health</td>
<td>81(2)</td>
</tr>
<tr>
<td>Center for the Study and Promotion of Development</td>
<td>81(2)</td>
</tr>
<tr>
<td>Center for the Study of State and Society</td>
<td>81</td>
</tr>
<tr>
<td>Center for the Study of the Americas</td>
<td>58</td>
</tr>
<tr>
<td>Center of Studies and Crafts Development</td>
<td>76</td>
</tr>
<tr>
<td>Central American University &quot;José Simón Cañas&quot;</td>
<td>84(2)</td>
</tr>
<tr>
<td>Centre for Public Participation</td>
<td>76</td>
</tr>
<tr>
<td>Centre of Investigation of Energy and Population</td>
<td>81</td>
</tr>
<tr>
<td>Centro das Mulheres da Vitória de Santo Astácio</td>
<td>81</td>
</tr>
<tr>
<td>Centro de Desarrollo de la Mujer Negra Peruana</td>
<td>81</td>
</tr>
<tr>
<td>Centro de Estudios de Estado y Sociedad</td>
<td>81</td>
</tr>
<tr>
<td>Centro de Estudios para el Desarrollo de los Pueblos Andinos</td>
<td>81</td>
</tr>
<tr>
<td>Centro de Estudios y Promoción del Desarrollo</td>
<td>81(2)</td>
</tr>
<tr>
<td>Centro de Investigaciones de Energía y Población</td>
<td>81</td>
</tr>
<tr>
<td>Centro de Multiservicios Educativos</td>
<td>81</td>
</tr>
<tr>
<td>Centro do Estudos de Artesanato</td>
<td>76</td>
</tr>
<tr>
<td>Centro para la Participación y el Desarrollo Humano Sostenible</td>
<td>81</td>
</tr>
<tr>
<td>Charity Union</td>
<td>58</td>
</tr>
<tr>
<td>Chez Panisse Foundation</td>
<td>58</td>
</tr>
<tr>
<td>Chicago Council on Global Affairs</td>
<td>58</td>
</tr>
<tr>
<td>Chicago Foundation for Women</td>
<td>58</td>
</tr>
<tr>
<td>Children’s Action Alliance</td>
<td>58</td>
</tr>
<tr>
<td>Children’s Action Alliance</td>
<td>58</td>
</tr>
<tr>
<td>Children’s Clinic</td>
<td>58</td>
</tr>
<tr>
<td>Children’s Rights Defense Office, Civil Association</td>
<td>83</td>
</tr>
<tr>
<td>Christian School Brothers Institute</td>
<td>83</td>
</tr>
<tr>
<td>C.I.D.A. City Campus</td>
<td>76(2)</td>
</tr>
<tr>
<td>CIF of the San Francisco Foundation</td>
<td>58</td>
</tr>
<tr>
<td>Citizens Force Organization, Civil Association</td>
<td>83</td>
</tr>
<tr>
<td>Citizens Research Council of Michigan, Inc.</td>
<td>58</td>
</tr>
<tr>
<td>City Connect Detroit</td>
<td>58</td>
</tr>
<tr>
<td>City Hall of Feira Nova</td>
<td>83</td>
</tr>
<tr>
<td>City Hall of Lagoa de Itaenga</td>
<td>83</td>
</tr>
<tr>
<td>City Harvest</td>
<td>58(2)</td>
</tr>
<tr>
<td>City of Hollywood</td>
<td>59</td>
</tr>
<tr>
<td>City of Johannesburg</td>
<td>76</td>
</tr>
<tr>
<td>Cnaturenet</td>
<td>59</td>
</tr>
<tr>
<td>Collins Center for Public Policy, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Columbia University, Teachers College</td>
<td>83(2)</td>
</tr>
<tr>
<td>Columbia University in the City of New York, Trustees of</td>
<td>84</td>
</tr>
<tr>
<td>Committee for Economic Development</td>
<td>76</td>
</tr>
<tr>
<td>CommonHealth ACTION</td>
<td>59(2)</td>
</tr>
<tr>
<td>Communications Consortium Media Center</td>
<td>59</td>
</tr>
<tr>
<td>Community Action Agency of South Central Michigan</td>
<td>59</td>
</tr>
<tr>
<td>Community Catalyst, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Community Economic Development Association of Michigan</td>
<td>59</td>
</tr>
<tr>
<td>Community Foundation Alliance of Calhoun County</td>
<td>59</td>
</tr>
<tr>
<td>Community Foundation for Southeast Michigan</td>
<td>59</td>
</tr>
<tr>
<td>Community Foundation of Greater Jackson, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Community Health and Social Services Center</td>
<td>59</td>
</tr>
<tr>
<td>Community Inclusive Recreation, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Community Involved in Sustaining Agriculture, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Community Policy, Research and Training Institute</td>
<td>59</td>
</tr>
<tr>
<td>Community Services Unlimited, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Connecticut Association of Directors of Health, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Consejo Asesor Internacional de la Juventud Rural</td>
<td>81</td>
</tr>
<tr>
<td>Consensus Building Institute, Inc.</td>
<td>59</td>
</tr>
<tr>
<td>Consortium to Lower Obesity in Chicago</td>
<td>81</td>
</tr>
<tr>
<td>Corporación de Estudios y Desarrollo “Norte Grande”</td>
<td>81</td>
</tr>
<tr>
<td>Corporación para la Innovación es Ciudadanía</td>
<td>81</td>
</tr>
<tr>
<td>Corporate Giving</td>
<td>59</td>
</tr>
<tr>
<td>Corporate Voices for Working Families, Inc.</td>
<td>60</td>
</tr>
<tr>
<td>Corporation for Enterprise Development</td>
<td>60</td>
</tr>
<tr>
<td>Corporation for Innovation and Citizenship</td>
<td>81</td>
</tr>
<tr>
<td>Corporation for National and Community Service</td>
<td>60</td>
</tr>
<tr>
<td>Corporation of Studies and Development Grande North</td>
<td>81</td>
</tr>
<tr>
<td>Council for Adult and Experiential Learning</td>
<td>60</td>
</tr>
<tr>
<td>Council for Scientific and Industrial Research</td>
<td>76</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Inc.</td>
<td>60(3)</td>
</tr>
<tr>
<td>Council on Foundations, Inc.</td>
<td>60(2)</td>
</tr>
<tr>
<td>Curators of the University of Missouri System</td>
<td>60</td>
</tr>
<tr>
<td>D Squared Foundation</td>
<td>60</td>
</tr>
<tr>
<td>Delta Citizens Alliance, Inc.</td>
<td>60</td>
</tr>
<tr>
<td>Demos: A Network for Ideas &amp; Action, Ltd.</td>
<td>60(3)</td>
</tr>
<tr>
<td>Desmond Tutu Centre for Leadership</td>
<td>77</td>
</tr>
<tr>
<td>Developing Families Center, Inc.</td>
<td>60</td>
</tr>
<tr>
<td>Diocese de Chimolo</td>
<td>77</td>
</tr>
<tr>
<td>Diocese of Chimolo</td>
<td>77</td>
</tr>
<tr>
<td>Dominican Sisters of Our Lady of the Montella Rosary</td>
<td>82</td>
</tr>
<tr>
<td>Duke University</td>
<td>60</td>
</tr>
<tr>
<td>Durban African Art Centre</td>
<td>77</td>
</tr>
</tbody>
</table>
2008 Grants Index

Note: A parenthetical number following a page number designates the frequency of a grantee mentioned on that page.

< J >

Jackson Community College .......................... 63
Jobs for the Future, Inc. .............................. 63
Joint Center for Political and Economic Studies, Inc. ....... 63(2)
Junior Achievement of Southwest Michigan, Inc. ........ 64

< K >

Kalamazoo Public Schools ............................... 64
Kansas Farm Bureau .................................. 64
Kellogg Community College ......................... 64
Kellogg Fellows Leadership Alliance ................. 64

< L >

La Salle Politechnical Institute ......................... 83
Lake Michigan College ................................. 64
Land Information Access Association ................ 64
Latin American School of Social Science, FLACSO – CHILE ... 82
Legacy, A Regional Community Foundation .......... 64
Legacy Scholars ...................................... 64
Leratong Hospice ..................................... 77
Lethlakeng District Development Foundation Trust ...... 77
Link Friends Institute ................................. 83(2)
LM Strategies Consulting ................................ 64
Local Initiatives Support Corporation .................. 64
Lummi CEDAR Project ................................ 64
Lundy Foundation ...................................... 77

< M >

MacNeil/Lehrer Productions ............................. 64
Maharishi Education for Invincibility Trust .............. 77
Management Assistance Group ........................ 64
Mancomunidad de Municipios Azanake ................. 83
Mangwe Rural District Council ........................ 77
Maputaland Development and Information Centre ...... 77
Marketumbrella.org ................................... 64
Mary Imogene Bassett Hospital ......................... 64
Massachusetts 2020 Foundation, Inc. .................... 64
Matching Grants Program ............................... 64
MDC, Inc. .................................................. 64(2)
Medical College of Virginia Foundation ............... 65
Meharry Medical College ................................ 65
Mentor Foundation ..................................... 82
Mi Casa Resource Center for Women, Inc. .............. 65
Miami Workers Center .................................. 65
Michael Fields Agricultural Institute, Inc. ............... 65(2)
Michigan Community Service Commission ............ 65
Michigan Department of Community Health .......... 65
Michigan Integrated Food & Farming Systems ........ 65
Michigan Land Use Institute ........................... 65
Michigan State University ............................. 65(3)
Michigan Virtual University ........................... 65
Michigan’s Children .................................... 65
Micro Región El Balsamo ................................ 83
Mikva Challenge Grant Foundation, Inc. ............... 65
Miner County Community Revitalization ............... 65
Mineworkers Development Agency ..................... 77
Minnesota Public Radio .................................. 65
Mississippi Action for Community Education, Inc. ...... 65
Mississippi Center of Education Innovation .......... 65
Mississippi State University Foundation, Inc. .......................... 65
Molteno Project Trust ....................................................... 77
Mont de Dieu ................................................................. 77
Montana Community Development Corporation ....................... 65
Montezuma County Partners, Inc. ........................................... 66
Morgan State University Foundation, Inc. ................................. 66
Mozambique Association of the Development Aid from 
People to People ............................................................... 64
Ms. Foundation for Women, Inc. ............................................. 66
Multiservices Educative Center ............................................... 81
Murray State University ....................................................... 66
Music Center of South Central Michigan ................................... 66

National Academy of Sciences ................................................. 66
National Assembly on School-Based Health Care ......................... 66
National Association for the Advancement of Colored People ....... 66
National Association for the Advancement of Colored People – 
Battle Creek Branch ........................................................... 66
National Association of County and City Health Officials .......... 66(2)
National Association of Development Organizations Research 
Foundation, Inc. ............................................................... 66
National Black Child Development Institute, Inc. ....................... 66
National Black Nurses Association, Inc. .................................... 66
National Black Women’s Health Project, Inc. ............................. 66
National Civic League of Colorado, Inc. .................................... 66
National Coalition on Health Care ........................................... 66
National Community Development Institute ............................ 66
National Conference of State Legislatures, ............................... 66(2), 67
National Congress of American Indians .................................. 67(4)
National Council of La Raza ................................................. 67
National Council of Nonprofit Raza ......................................... 67
National Endowment for the Arts ............................................ 67(2)
National Indian Youth Leadership Development Project, Inc. .... 67
National Medical Fellowships, Inc. .......................................... 67
National Organization of Black County Officials, Inc. ............... 67
National Resource Center for the Healing of Racism ............... 67(2)
National Trust for Historic Preservation .................................. 67
National University of Lesotho .............................................. 77
National Youth Council of Malawi ......................................... 78
National Youth Leadership Network, Inc. ............................... 67
Native Americans in Philanthropy .......................................... 67
Nebraska Community Foundation .......................................... 67(2)
Neighborhoods, Inc. of Battle Creek ...................................... 67
Nelson Mandela Metropolitan University .................................. 78
Network for Good, Inc. ..................................................... 67
New Heights Neighborhood Center, Inc. ................................. 67

New Level Sports .................................................................. 68
New Wise Foundation .......................................................... 82
New World Foundation .......................................................... 68
New York Regional Association of Grantmakers, Inc. ............... 68
North Carolina Agricultural and Technical State University ....... 68
North Carolina Agricultural Foundation, Inc. ......................... 68
North Carolina Association of Black Lawyers Land Loss Prevention 
Project, Inc. ..................................................................... 68
North Carolina Minority Support Center .................................. 68
North Carolina State University .............................................. 68
North Central Michigan College ............................................. 68
Northern Great Plains, Inc. .................................................... 68
Nuestras Raices ..................................................................... 68
Nurse Family Partnership ........................................................ 68

Oficina de Defensoría de los Derechos de la Infancia, A.C. ........ 83
Ohio State University Foundation .............................................. 68
Oilseeds Community Association, IDEAA-CA ......................... 77
Oklahoma Institute for Child Advocacy .................................... 68
Oregon Environmental Council, Inc. ......................................... 68
Oregon School-Based Health Care Network .......................... 68
Organisation for the Promotion of Traditional Medicine ........... 78
Organización Fuerza Ciudadana, A.C. ...................................... 83
Our Roots ............................................................................. 68

Paine College ....................................................................... 68
Panamerican Agricultural School .............................................. 82
Parents for Public Schools, Inc. ............................................... 68
Partnership of African American Churches .............................. 68
Pegasus Players ...................................................................... 68
Pennsylvania State University ................................................... 69
People’s Welfare and Development ......................................... 78
Phelps Stokes Fund, Trustees of ............................................. 84
Pickaway County Community Foundation ............................. 69
PolicyLink ................................................................. 69(3)
Pontificia Universidad Católica del Perú ................................ 83
Pontificia University Catholic of Peru ..................................... 83
Positive SPIN, Inc. .............................................................. 69
Poverty and Race Research Action Council ........................... 69
Power of People Leadership Institute ..................................... 69
Practical Farmers of Iowa ..................................................... 69
Precious Faith Ministries, Inc. ................................................. 69
Prefeitura Municipal de Feira Nova ......................................... 83
2008 Grants Index

Note: A parenthetical number following a page number designates the frequency of a grantee mentioned on that page.

Prefeitura Municipal de Lagoa de Itaenga ........................................ 83
President and Fellows of Harvard College .................................. 69
Program Initiatives Fund ............................................................. 69
Project Concern International – Bolivia ..................................... 83
Project Hope – the People to People Health Foundation, Inc. .... 69
Protoes Fund, Inc. ........................................................................ 69
Public Agenda Foundation, Inc. .................................................. 69
Public Health Institute ............................................................... 69
Public Interest Projects ............................................................... 69

Quilombo of the Palmares Training Shool ................................... 82

Red Tomato, Inc. ........................................................................ 69
Regents of the University of California – Berkeley ...................... 69
Regents of the University of Michigan ........................................ 69
Resolution, Inc. ........................................................................ 69
Resource Conservation and Development for Northeast Iowa, Inc ........... 69
Restaurant Opportunities Center of New York, Inc. .................... 70
Robert B. Miller College ............................................................. 70
Roca, Inc. .................................................................................... 70
Rockefeller Philanthropy Advisors, Inc. ...................................... 70
Rural Action, Inc. ......................................................................... 70
Rural Organizing Project ............................................................ 70
Rural School and Community Trust ......................................... 70
Rural Youth International Advisory Council ............................ 81
Rutgers University Foundation .................................................. 70(2)

S.A.F.E. Place ............................................................................. 70
Saint Hope Academy ................................................................. 70
Salish Kootenai College .............................................................. 70
School District of the City of Battle Creek ................................. 70(3)
Search for Common Ground .................................................... 70
Seattle-King County Department of Public Health ..................... 70(2)
Sedibeng Sa Tshepo Drop-in Centre ......................................... 78
Semonkong Community Council ............................................. 78
Serviço Assistencial Salão do Encontro ..................................... 84
Serviço de Tecnologia Alternativa .......................................... 84
Sinergia para el Desarrollo Integral Sustentable, A.C. ............... 84
Sir Ketumile Masire Foundation .............................................. 78
Sisters of Charity Foundation of Canton ................................... 70
Sisters of Mercy Health System ................................................ 70
Skillshare International ............................................................. 78

Social Responsibility and Investment Institute ............................ 83
South Central Michigan Substance Abuse Commission .......... 83
Minority Program Services ......................................................... 70
Southern Education Foundation, Inc. ....................................... 71
Southwest Center for Economic Integrity ................................. 71
Southwestern Michigan Urban League .................................... 71
St. Mark Christian Methodist Episcopal Church ....................... 71
State University of New York at Stoney Brook ....................... 71
Steve Biko Cultural and Benefit Institute ................................ 83
Study Centre for the Development of the Andean Peoples ....... 81
Success A New Beginning, Inc. ............................................... 81
Summit Pointe ........................................................................ 57
Swaziland National Network of People Living with HIV/AIDS .... 78
Swaziland Trading House ......................................................... 78
Synergia para el Desarrollo Integral Sustentable, Civil Association .. 84

Taos Health Systems, Inc. .......................................................... 71
Tapetes de Lana ........................................................................ 71
Teachers College, Columbia University .................................... 71(2)
TechnoServe Organization ....................................................... 78
Temple University .................................................................. 71
Tenants and Workers United .................................................. 71
Teresa Group-Child and Family Aid ........................................ 78
The Independent School .......................................................... 71
The Place of Love Hospice ....................................................... 77
Third Sector New England, Inc. ............................................... 71
Thomas Jefferson Agricultural Institute .................................. 71
Tides Center ............................................................................ 71(6)
Tohono O’odham Community Action ...................................... 72
Traditional Chinese Medicine World Foundation, Inc. .......... 72
Training and Resources for Early Education ............................. 78
Tri County Rural Health Network, Inc. ..................................... 72
Trust for Conservation Innovation .......................................... 72
Trust for Public Land ............................................................... 72
TrustAfrica .............................................................................. 78
Trustee Mini-Grants ................................................................. 72
Trustees of Columbia University in the City of New York ....... 72
Trustees of Phelps Stokes Fund .............................................. 72
Twenty-First Century Foundation ........................................... 72
Twink Fey Charitable Trust ...................................................... 72

UFW Foundation ..................................................................... 72
Umsoobomvu Youth Fund ....................................................... 78
United Arts Council of Calhoun County ................................... 72
United Neighborhood Centers of America, Inc. .......................... 72
United Way of Greater Battle Creek, Inc. ........................... 72(2)
United Way of Metropolitan Atlanta, Inc. ......................... 72
Universidad Centroamericana "José Simeón Cañas" ......... 84(2)
University of California – Berkeley, Regents of the ........... 69
University of Illinois, Board of Trustees of the ................. 57
University of Maryland Foundation, Inc. ...................... 72
University of Massachusetts at Amherst ....................... 72
University of Michigan, Regents of the ......................... 69
University of Minnesota ........................................... 72(3)
University of Mississippi .......................................... 72
University of Missouri System, Curators of the ............... 60
University of Nebraska Medical Center ......................... 73
University of New Mexico .......................................... 73
University of North Carolina at Chapel Hill ................... 73
University of Pretoria ............................................. 78
University of South Florida ....................................... 73
University of Texas at Austin ..................................... 73
University of the Free State ....................................... 78
Urban Alliance Foundation, Inc. ................................ 73
Urban Institute .................................................... 73
Van Andel Education Institute ..................................... 73
Village Foundation ................................................ 82
Virginia Commonwealth University ............................... 73
Virginia Economic Bridge, Inc. ................................ 73
Voices for America’s Children .................................... 73
Voices of Detroit Initiative ....................................... 73
Volunteer Center of Battle Creek, Inc. ......................... 73
Washington, D.C., Martin Luther King, Jr. National Memorial Project Foundation, Inc. ......................... 73
Washington Area Women’s Foundation, Inc. .................. 73(2)
Washington State University ..................................... 73
Way to Grow ...................................................... 73
Wayne State University ........................................... 73(2)
West Michigan TEAM ........................................... 73
West Virginia Center on Budget and Policy .................... 73
White Earth Land Recovery Project .............................. 74
Willamette Valley Law Project .................................. 74
Winrock International Institute for Agricultural Development .... 79
Winterveild Citrus Project ....................................... 79
Women Make Movies, Inc. ..................................... 79
Women’s Center of the City of Vitória de Santo Astão ... 81
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Our Mission

To support children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.
Facing Up to the Future: What do today’s children need from us now?