Governance

Board of Trustees

The W.K. Kellogg Foundation is governed by a 12-member board of trustees that includes the foundation president and CEO. We elect our trustees from a variety of backgrounds and professional disciplines. Each trustee brings wisdom, insight, diverse perspectives and a wealth of experience to the boardroom. The board’s shared dedication to our mission and strong commitment to honoring our donor’s intent is essential to the successful governance of the foundation. Trustees meet monthly with one meeting each year reserved for strengthening governance practice and another reserved for site visits in the field. During site visits, trustees meet with community members, grantees, government and business leaders and other partners. The visits familiarize trustees with the challenges and opportunities facing the communities that are the focus of our grantmaking. The board governs in accordance with the foundation bylaws, committee charters, policies and a written code of ethics. Each document guides the foundation strategically, facilitating the successful pursuit of our mission to propel vulnerable children to success in school, work and life.

President and CEO

Our board of trustees elects the president and CEO to execute a mutually articulated and agreed upon strategy for the foundation. The president and CEO, in turn, works closely with an executive council composed of staff leaders to implement policy, support oversight and evaluation, and execute strategic direction through grantmaking, communications and related activities. In addition, the president and CEO actively shares and applies the foundation’s institutional skills and knowledge externally. Through continual conversation with business, government, community and philanthropic leaders, policymakers, grantees, researchers and others, the president and CEO identifies opportunities to further the foundation’s goals, and oversees direction of foundation personnel in pursuit of those opportunities.

Board Oversight

As fiduciaries, the board provides oversight to all aspects of the foundation’s activities. To provide program oversight, trustees engage in ongoing reviews of grantmaking, and ongoing evaluation of the impact made by the foundation’s work and grants. The board provides fiscal and legal oversight via the work of its five standing committees: the audit committee, the board development committee, the budget committee, the CEO compensation committee and the finance committee. The board chair appoints committee members annually in consultation with the president.

*New trustee
Toward a Productive New Normal

A Message from Roderick D. Gillum, board chair

In the course of the just-completed election cycle, a number of issues were raised that intersect with foundation efforts and concerns. But one that struck me with particular force did not involve a specific policy, philosophy or vision. Rather, it was the apparently almost universal belief in solutions reduced to simple transactions.

Like most people, I suspect, I share a longing for easy answers. But I also recognize that complex problems are complex because they don’t lend themselves to quick fixes. And I can think of few problems more complex than addressing the needs of vulnerable children.

This complexity goes to the heart of why the Kellogg Foundation operates in communities, and of why we operate in the ways that we do.

We work in-community first because "vulnerable children" is a universal problem that manifests locally and requires local sensibilities to resolve. The phrase sparks in me a sense of the injustice of children living in my old neighborhood, who – twice each day – must walk past abandoned, dangerous houses, simply to get an education. They persevere. Some succeed, but far too many don’t.

For a parent living in one of the six counties served by the Northeast Iowa Food & Fitness Initiative (the subject of an article in this publication), it may trigger a sense of bitter irony at seeing children who live in one of the world’s most productive agricultural regions growing up in a food desert.

In a Hispanic child living in the Northeast Heights section of New Mexico’s Bernalillo County, it may produce overwhelming hopelessness at the unfairness of knowing that, statistically, she is likely to live 22 fewer years than her white neighbor across the street in the Far Northeast Heights section. (This according to the recent WKKF-funded study, “Place Matters for Health in Bernalillo County.”)

These are insidious problems. Unresolved, each carries the potential of gradually becoming accepted by the community as a harmful “new normal,” dooming entire generations of children to risks and limitations that are all the more egregious because they are avoidable.

Smashing through this façade of stability requires changing paradigms and fresh, perhaps unconventional ways to move ahead.

They are complex problems, systemic in that they touch on a vast range of economic, political and social issues that constitute the weave of a community. They are also distinctly local in their specifics. Solving or reducing them in a durable, equally systemic way requires local, community-based solutions.

That very complexity demands what Sterling Speirn in his president’s letter called “a thorough and authentic” understanding of the communities in which we seek to have an impact. That understanding comes only with a long-term commitment to an area, the second reason we work in community.

Any organization seeking social change must concentrate its resources for maximum effectiveness. We choose to focus much of our work in communities in places of particularly great need: Michigan, Mississippi, New Mexico, New Orleans and Latin America and the Caribbean. You don’t undertake the work of facilitating social change in such places unless you are prepared to commit to a heavy lift, over the long haul. That is why we have already in place many of the resources – networks, contacts, increasingly the physical offices – necessary to support such a commitment.

Of course, we also work nationally throughout the United States and with sovereign tribes. And there, too, we focus on work in-community, having learned that the relationships formed by doing so are indispensable in achieving our desired impact.

Finally – and perhaps most urgently – we work in communities because while ours isn’t fast work, it must not be slow. Our children don’t have the luxury of waiting for perfect solutions that may never appear. We feel a solemn responsibility to work relatively quickly toward achievable social change that creates a productive, constructive “new normal”: conditions in which every child can realize his or her potential. Through our community focus, we are able to do so, and to learn and share this knowledge with other communities, who will leverage it to make further progress in shaping a larger vision of opportunity.
What We Support

Where We Work

Nationally (throughout the United States and with sovereign tribes)

Priority Places
Michigan
Mississippi
New Mexico
New Orleans

Internationally (Latin America, The Caribbean, Northeastern Brazil, Southern Africa)

Priority Places
Mexico (Chiapas Highlands, Inner Lands of the Yucatán Peninsula)
Haiti (Central Area, Southwest Corridor)

Whole Child Development

The W.K. Kellogg Foundation supports children, families and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society. Our integrated approach centers on whole child development – ensuring the emotional, social, cognitive, physical, cultural and civic development of young children, with a special emphasis on prenatal to age 8, within the context of families and communities.

Our Goals

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

We view our mission and goals through the two approaches of Community & Civic Engagement and Racial Equity, and partner with those who embrace these ideals.

Goal:
Educated Kids
SUCCESS BY THIRD GRADE

Increase the number of children who are reading-and-math proficient by third grade.

Goal:
Healthy Kids
HEALTHY BIRTH WEIGHT AND OPTIMAL DEVELOPMENT

Increase the number of children born at a healthy birth weight and who receive the care and healthy food they need for optimal development.

Goal:
Secure Families
CHILDREN AND FAMILIES AT 200 PERCENT ABOVE POVERTY

Increase the number of children and families living at least 200 percent above the poverty level.
2012 Programming & New Commitments

During the past fiscal year, Sept. 1, 2011, through Aug. 31, 2012, WKKF made $380,499,647 in new commitments to 808 new projects and paid grant and program expenditures of $304,338,072 to its 2,019 active projects. Grantmaking is divided into five primary program areas: Education & Learning (E&L); Food, Health & Well-Being (FHWB); Family Economic Security (FES); Community & Civic Engagement (CCE); and Racial Equity (RE). Over time, we envision 60 percent of grantmaking dollars going to our priority places.

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Grants</th>
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<tbody>
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<td>CCE</td>
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<td>E&amp;L</td>
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<td>RE</td>
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<td>Other</td>
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<table>
<thead>
<tr>
<th>Location</th>
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</thead>
<tbody>
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<td>Mississippi</td>
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<td>New Orleans</td>
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<tr>
<td>National</td>
<td>$200 million</td>
</tr>
<tr>
<td>International</td>
<td>$30 million</td>
</tr>
</tbody>
</table>
All children need the support of parents, caretakers and the community to ensure their optimal development for success in school, work and life. WKKF partners with organizations focused on early childhood education to ensure that children arrive prepared and ready to learn in kindergarten and to achieve early success by the third grade. This work is accomplished through parental and family engagement; effective teaching; comprehensive bundled services where programs, practices, policies, partners, networks and systems are aligned to ensure effectiveness; and efforts to achieve racial equity in education and learning.

**Sample Grants**

**Education & Learning (E&L)**

Agenda for Children, Inc.  
NEW ORLEANS, LA. | $1,000,000  
Create a work group of local experts to identify and implement best and promising practices and strategies to ensure school readiness and smooth transition from child care into the public school system.

Boys Hope Girls Hope of Michigan, Inc.  
DETROIT, MICH. | $200,000  
Promote educational achievement among high-risk students of color in Detroit and strengthen the organization’s infrastructure to evaluate and demonstrate effectiveness of their programs.

Center of Southwest Culture, Inc.  
ALBUQUERQUE, N.M. | $50,000  
Build public support for early childhood development by engaging diverse youth in creative media in New Mexico.

CFY  
NEW YORK, N.Y. | $1,000,000  
Develop K-3 digital learning that improves teacher, student and family technological skills and strengthens math and reading proficiency.

Envision Schools  
SAN FRANCISCO, CALIF. | $850,000  
Increase the number of low-income students graduating from high school with the knowledge and skills to succeed in college by increasing teacher use of research-based performance assessment practices.

Excellent Schools Detroit  
DETROIT, MICH. | $4,500,000  
Improve academic outcomes for Detroit students by supporting parents, developing community ownership of school accountability measures and investing in professional growth of educators by providing general operating support.

Girls Incorporated  
NEW YORK, N.Y. | $800,000  
Implement a literacy program designed to achieve increased reading proficiency for girls, grades K-3, by utilizing a strong professional development interface between Girls Inc., early child care and schools.

Hopa Mountain Foundation  
BOZEMAN, MONT. | $180,000  
Expand the StoryMakers program by engaging Montana health care professionals and early childhood educators in low-income communities to support positive parent and child relationships and early literacy.

...
**Institute for Economic, Educational and Environmental Design**

**OAKLAND, CALIF. | $399,411**
Increase students' access to effective teaching through the engagement of students, parents, families and communities in the development of a tool used to inform teacher professional development.

**Institute of Mental Hygiene of the City of New Orleans**

**NEW ORLEANS, LA. | $375,000**
Enhance sustainability and quality of early childhood education programs that serve vulnerable children through the creation of blended funding streams, including School Readiness Tax Credits and new business models.

**KHM International**

**KAUNAKAKAI, HAWAII | $390,000**
Improve health and education outcomes for children of Molokai, Hawaii, by engaging families in culturally-rich learning opportunities with a focus on first foods, healthy lifestyles and the importance of early learning.

**Las Cruces Public Schools**

**LAS CRUCES, N.M. | $500,000**
Develop a comprehensive plan to launch an Early College High School, preparing vulnerable children for successful entry into health care sector jobs in Doña Ana County, N.M.

**Mississippi Department of Human Services**

**JACKSON, MISS. | $468,667**
Promote an aligned data sharing system for statewide agencies and an early childhood teacher professional development program at the statewide level by supporting the efforts of the State Early Childhood Advisory Council.

**Moore Community House**

**BILOXI, MISS. | $250,000**
Improve early childhood and workforce development for residents of east Biloxi through comprehensive early childhood education, job training programs and a community needs assessment.

**Native American Community Academy**

**ALBUQUERQUE, N.M. | $930,900**
Recruit and develop teacher and public staff leadership to support a statewide initiative to create an Indigenous Education Network, and strengthen the relationships between school district and tribal leadership.

**New Venture Fund**

**WASHINGTON, D.C. | $3,253,260**
Increase accessibility of educational resources for vulnerable children in Grand Rapids, Mich., by establishing the Early Learning Collaborative Fund to provide renovation and gap-funding for early learning partners.

**Ounce of Prevention Fund**

**CHICAGO, ILL. | $4,500,000**
Expand high-quality early childhood education and care for low-income children from birth to age 5; support emergence of new champions for early childhood education across public and private sectors; and help fuel early childhood policy change for young children at risk of school failure at the local, state and national levels.

**Partners in School Innovation**

**SAN FRANCISCO, CALIF. | $81,755**
Prepare districts and school leaders to establish systems, structures and processes that improve teaching and learning in Albuquerque, N.M., and Grand Rapids, Mich., by implementing research-based instructional practices.

**President and Fellows of Harvard College**

**CAMBRIDGE, MASS. | $345,000**
Provide core operating support for the Center on the Developing Child.

**Regents of the University of New Mexico**

**ALBUQUERQUE, N.M. | $1,271,126**
Support both neighborhood and system level collective impact and capacity building strategies to build a strong foundation for early childhood education in Albuquerque.

**School District of the City of Battle Creek**

**BATTLE CREEK, MICH. | $2,000,000**
Strengthen the Battle Creek Public Schools’ capacity to lead and co-create a seamless and coherent pre-K to third grade early learning continuum with community stakeholders.

**Scottsdale Child Development and Family Resource Center of Central DeKalb**

**SCOTTSDALE, GA. | $20,000**
Provide child development and family support to children and families in DeKalb County, Ga., by expanding work with low-income, at-risk families and providing high-quality and affordable early child care and education.

**Sound Child Care Solutions**

**SEATTLE, WASH. | $1,543,198**
Improve early education provided by family/friend caregivers, early childhood and kindergarten teachers with a focus on racial equity, family support and connections for children from birth to age 8.

**Third Sector New England, Inc.**

**BOSTON, MASS. | $59,650**
Strengthen systemic capacity of Early Care Education programs in Detroit’s most vulnerable communities, using statewide and local Shared Services initiatives to help deliver sustainable, high-quality early childhood education.

**VOCES**

**BATTLE CREEK, MICH. | $200,000**
Support organizational development and programs that promote family well-being and school success for young Latino/Hispanic children in greater Battle Creek.

**Warren-Conner Development Coalition, Inc.**

**DETROIT, MICH. | $645,000**
Develop educational, recreational and cultural opportunities for youth and families in Detroit’s Eastside neighborhood through the work of the Chandler Park Promise Coalition.

**Young People’s Project, Inc.**

**JACKSON, MISS. | $75,152**
Ensure that all children in Mississippi have access to high-quality education through capacity building, training and infrastructure support by growing a network of young people.
All children deserve good food, stimulation, nurturing and safe living environments and access to quality health care. WKKF helps children get a healthy start by supporting partners that: work to support mothers’ and families’ health throughout their lives; improve access to perinatal care systems and increase breastfeeding rates; and transform food systems so children and families gain more access to healthy foods in child care settings, schools and in their communities. Through grantmaking, policy and advocacy efforts, we focus on the interrelated social determinants of health, especially for those disadvantaged by multiple societal factors, a disproportionate percentage of whom are children of color.
Los Alamos National Laboratory Foundation
ESPAÑOLA, N.M. | $100,000
Engage community organizations in San Juan and McKinley counties, N.M., to develop implementation plans for home visitation programs in these counties.

Marketumbrella.org
NEW ORLEANS, LA. | $249,735
Deploy farmers market incentive campaigns in New Orleans to trigger behavioral change among vulnerable families; design and deploy a social capital measurement tool and publish findings.

Mississippi Association of Cooperatives
JACKSON, MISS. | $250,000
Connect school food service professionals and limited-resource African American farmers to provide farm-to-school connections throughout Mississippi, facilitate local networks and help organize a coordinating committee.

Mississippi SIDS Alliance, Inc.
MADISON, MISS. | $32,850
Support a parental training and nutrition program for new and expectant mothers in vulnerable communities in Mississippi.

Morehouse School of Medicine
ATLANTA, GA. | $143,000
Convene regional stakeholders and develop policy and practice options for the utilization of dental therapist mid-level providers to meet the oral health needs of the southeastern region in a cost-effective way.

Notah Begay III Foundation, Inc.
SANTA ANA PUEBLO, N.M. | $800,000
Implement an innovative holistic program to affect positive change in the health and well-being of disadvantaged youth and their families in San Felipe Pueblo, N.M.

Outdoor Discovery Center Macatawa Greenway
HOLLAND, MICH. | $200,000
Promote good health and an appreciation of nature for preschool and early elementary students in West Michigan through outdoor education and activity.

Rio Grande Community Development Corporation
ALBUQUERQUE, N.M. | $400,000
Support La Cosecha’s Community-Supported Agriculture program designed to promote local agriculture, economic development, healthy eating and education in the South Valley of Albuquerque.

Sullivan Alliance to Transform the Health Professions, Inc.
WASHINGTON, D.C. | $100,000
Increase the diversity of the health professions workforce, with specific attention to mid-level dental providers.

Union of Concerned Scientists
CAMBRIDGE, MASS. | $750,000
Provide analytical and policy leadership and coordination for the “Forging a Good Food Future for All” initiative, and mobilize support for policies that incentivize the production of healthy food on healthy farms.

University of Houston
HOUSTON, TEXAS | $400,000
Disseminate childhood diabetes and obesity prevention programs and publish multi-media materials with a specific focus on Latino children and families to increase exercise, food security and healthful environments.

University of North Carolina at Chapel Hill
CHAPEL HILL, N.C. | $900,000
Improve breastfeeding support for underserved populations through the translation of action-oriented research and program theory into material development, toolkits and leadership training.

West Harlem Environmental Action
NEW YORK, N.Y. | $65,000
Enable the organization to achieve its mission of ensuring that people of color and low-income residents participate in the creation of sound and fair environmental policies and practices by providing general operating support.

Youth Empowerment Project
NEW ORLEANS, LA. | $300,000
Enable the organization to achieve its mission of providing intensive case management, mentoring and educational services to at-risk New Orleans youth by providing general operating support.

Family Health Center of Battle Creek
BATTLE CREEK, MICH. | $500,000
Improve birth outcomes and the health of women, infants and children in Battle Creek by improving the pregnancy and birth experience.

First Nations Development Institute
LONGMONT, COLO. | $2,677,500
Build the local and systemic infrastructure in Native communities to address food systems, food insecurity and food deserts.

HealthConnect One
CHICAGO, ILL. | $3,077,837
Expand community-based doula and breastfeeding peer counselor programs in four sites, including Michigan and New Mexico; and build the field through expanding national networks.

Healthy Schools Campaign
CHICAGO, ILL. | $150,000
Develop recommendations to integrate health and environmental priorities into education policies/programs and build support for implementation by federal agencies, health/education organizations and policy decision-makers.

Heartland Human Care Services, Inc.
CHICAGO, ILL. | $721,995
Provide a comprehensive wellness and prevention program for Latino pregnant and parenting youth focused on making healthy choices, developing healthy skills and promoting long-term positive health outcomes.
Sample Grants

Family Economic Security (FES)

WKKF works to ensure that all families have opportunities to achieve economic security and provide stable environments for children’s optimal development. We support organizations and programs that: increase families’ capability to accumulate and more effectively manage financial resources; align and strengthen industry employer training partnerships to create more quality jobs; and strengthen and integrate whole child and family support systems. We recognize that a family’s primary needs must be addressed to create pathways out of poverty for children and support efforts that reduce inequities based on class, gender and race.

TOTAL NUMBER OF 2012 FES GRANTS 64
NEW FES COMMITMENT AMOUNT $35,905,560

ACE Leadership High School
ALBUQUERQUE, N.M. | $600,000
Create the Leadership for Education Professional Development Center, which will incubate and facilitate four to five networked industry focused Leadership High Schools targeting vulnerable, underserved students.

American Association of Community Colleges
WASHINGTON, D.C. | $500,000
Identify and address workforce mobility and economic challenges through community partnerships by convening workforce development partners with community college leaders across the country.

Battle Creek Unlimited, Inc.
BATTLE CREEK, MICH. | $1,000,000
Create quality, living-wage jobs targeted to employ low-income, un- or under-employed families, and provide incentives to new or expanding employers to create new jobs and hire from the target population.

Cares of Washington
SEATTLE, WASH. | $400,000
Serve low-income, working families through coordination of asset supports and workforce mobility coaching and casework.

Clemson University Foundation
CLEMSON, S.C. | $200,000
Build a pipeline of African American male teachers in Mississippi’s K-8 classrooms by implementing a culturally relevant and responsive teacher preparation program.

Council on Foundations, Inc.
ARLINGTON, VA. | $45,000
Support activities that connect foundations in creative ways to foster collaboration, increase learning and improve the grant outcomes in the workforce development field.

Foundation for the Mid South, Inc.
JACKSON, MISS. | $700,000
Expand workforce development efforts being executed in the Mississippi Delta by increasing the number of residents benefiting from job skills training and career development opportunities.

Good Work Network
NEW ORLEANS, LA. | $120,000
Alleviate poverty and build a healthier, more stable socioeconomic environment for vulnerable families and children in New Orleans by creating accessible economic opportunities for disadvantaged business enterprises and low-income workers.
Hope Community Development Agency
**Biloxi, Miss.**  |  **$250,000**
Improve the job skills of youth by providing training workshops and summer internship placements through partnerships with local businesses and nonprofit organizations.

Invest Detroit Foundation
**Detroit, Mich.**  |  **$3,000,000**
Increase retail economic activity in core Detroit neighborhoods of Midtown, Corktown and Eastern Market, with a focus on neighborhood stores and food retail through a program-related investment.

Jobs for the Future, Inc.
**Boston, Mass.**  |  **$1,800,000**
Improve Louisiana’s economic prospects by building a strong, competitive workforce; implementing and scaling integrated pathways connected with occupational and technical careers; and providing technical assistance.

Liberty’s Kitchen, Inc.
**New Orleans, La.**  |  **$400,000**
Help young people who are out of work and out of school in New Orleans succeed in the world of work by expanding operational capacity to increase the number of students served.

Mi Casa Resource Center for Women, Inc.
**Denver, Colo.**  |  **$350,000**
Prepare low-income Hispanic parents for sector-based high-quality jobs through bundling sector employment training and culturally responsive supportive services with expanded industry employment training partnerships.

Morehouse School of Medicine
**Atlanta, Ga.**  |  **$436,800**
Improve outcomes for children of released incarcerated fathers in Mississippi by providing resources for employment, education, legal affairs, housing and health to ensure stability and reduce the likelihood of reoffending.

Northern Economic Initiatives Corporation
**Marquette, Mich.**  |  **$1,000,000**
Improve career advancement opportunities for low-income, lower-skilled residents in New Orleans by addressing educational and skills gaps through training and development in the growing bioscience industry.

Palmetto Project
**Charleston, S.C.**  |  **$100,000**
Provide technical assistance to community-based organizations’ youth employment programs.

Prosperity Works
**Albuquerque, N.M.**  |  **$299,987**
Increase long-term assets of low-income children and families through developing a plan that outlines the infrastructure needed to implement universal child savings accounts and incentivized savings for their families.

Restaurant Opportunities Center United, Inc.
**Detroit, Mich.**  |  **$500,000**
Increase opportunities for low-wage families by establishing an academy to launch worker-owned food businesses; an on-site farmers market; access to healthy meals; and on-the-job internships and college enrollment.

Roberts Enterprise Development Fund
**San Francisco, Calif.**  |  **$530,000**
Expand and develop sustainable and replicable strategies for the social enterprise model in California and nationally that will employ thousands of un- or under-employed diverse and vulnerable populations.

Southwest Housing Solutions Corporation
**Detroit, Mich.**  |  **$2,834,584**
Implement an entrepreneurial training model and micro-lending strategy, working with community partners in Detroit, that has proven effective in low-income ethnic, immigrant and minority neighborhoods.

Teachers College, Columbia University
**New York, N.Y.**  |  **$75,000**
Provide strategy and intervention recommendations to reconnect youth to post-secondary education and workforce activities by supporting the research, writing and revision of the Economic Value of Opportunity Youth Report.

The Bridge of Southern New Mexico
**Las Cruces, N.M.**  |  **$345,090**
Increase long-term family economic security in Doña Ana County, N.M., by connecting the business, education, economic development and government sectors to improve graduation rates and optimize workforce training and mobility.
We believe that people have an inherent capacity to solve their own problems and that social transformation is within reach for all communities. The foundation partners with those committed to increasing public and community participation in improving the lives of vulnerable children, families and communities. We amplify voices by supporting dialogue, leadership development and new models of organizing. We seek to accelerate philanthropy that grows giving and promotes community-led innovation. And, WKKF is committed to help build a stronger, more effective and responsive nonprofit sector.

Sample Grants

Community & Civic Engagement (CCE)

Battle Creek Community Foundation  
BATTLE CREEK, MICH.  |  $60,000  
Promote successful change and foster collective impact for vulnerable children and families in Battle Creek by connecting groups and individuals, sharing best practices and building community support.

Center for Public Integrity  
WASHINGTON, D.C.  |  $325,000  
Enable the organization to achieve its mission of bringing accountability to the public around issues affecting families, communities and children by providing general operating support.

Center for the Next Generation  
SAN FRANCISCO, CALIF.  |  $3,000,000  
Increase awareness of the state of America’s children today by providing core operating support for the public education campaign “Too Small To Fail.”

Community Catalyst, Inc.  
BOSTON, MASS.  |  $1,198,000  
Support Community Change Studies programs in Michigan, Mississippi and New Mexico to create and sustain healthy communities by and for residents of low-income communities of color.

Community Organizing and Family Issues  
CHICAGO, ILL.  |  $300,000  
Enhance leadership training and public policy knowledge of low-income parents and community members by supporting the organization’s strategic plan and future direction.

Community Partners  
LOS ANGELES, CALIF.  |  $475,000  
Advance community engagement and improve quality of life in Detroit, Los Angeles, New Mexico and nationwide by providing technical assistance, coaching and a leadership institute.

Demos: A Network for Ideas & Action, Ltd.  
NEW YORK, N.Y.  |  $60,000  
Support a planning process to engage nonprofit service agencies in New Mexico around integrating social change practices into their work that would transform service recipients into advocates for social change.

Detroit Economic Growth Association  
DETROIT, MICH.  |  $1,100,000  
Enhance the quality of life in Detroit by supporting technical and community engagement components of the Detroit Works Project’s long-term planning to draft and finalize a plan based on reliable data with community participation and support.

TOTAL NUMBER OF 2012 CCE GRANTS  |  60  
NEW CCE COMMITMENT AMOUNT  |  $21,417,258
**Grant Distribution**

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<tr>
<th>Location</th>
<th>Percentage</th>
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<td>Michigan</td>
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<td>New Orleans</td>
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<tr>
<td>National</td>
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**Federation of Community-Controlled Centers of Alabama for Child Care**

**Montgomery, Ala. | $75,000**

Recruit and train low-wealth African American and Latino parents to become community advocates and peer organizers in their schools and communities.

**Foundation Center**

**New York, N.Y. | $440,000**

Enable the organization to achieve its mission of strengthening the nonprofit sector through advancing knowledge about philanthropy by providing general operating support.

**Grantmakers for Effective Organizations**

**Washington, D.C. | $100,000**

Enable the organization to achieve its mission of bolstering community efforts to make grantmaking smarter so nonprofits grow stronger and deliver better results in communities by providing general operating support.

**National Coalition of Community Foundations for Youth**

**Kansas City, Mo. | $400,000**

Promote promising practices and effective community engagement strategies being implemented by community foundations that support vulnerable communities in building a stronger democracy and effectively solving problems.

**National Urban Fellows, Inc.**

**New York, N.Y. | $100,000**

Support public service pipelines that develop regional talent and an inclusive leadership model in conjunction with community partners in Detroit and Jackson, Miss.

**Native Ways Federation**

**Longmont, Colo. | $100,000**

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

**One Voice**

**Jackson, Miss. | $351,000**

Promote transparency, accountability and meaningful participation in the redistricting process to marginalized voters by providing assistance with community organizing strategies and relevant research and analysis.

**Pan-African Community Association**

**Milwaukee, Wis. | $75,000**

Enhance organizational effectiveness by developing a strategic plan and strengthening governance and operating systems.

**Parents United for Responsible Education**

**Chicago, Ill. | $50,000**

Improve the quality of education for low-income students by promoting alternative assessment models to measure student academic learning and skills development in Chicago’s public schools.

**Philanthropy for Active Civic Engagement**

**Washington, D.C. | $125,000**

Invigorate the civic engagement and service field through research and publications that promote diversity, the inclusion of youth and the participation of communities of color in the sector.

**Prevention Michigan**

**East Lansing, Mich. | $1,500,000**

Increase the capacity of community groups in select Detroit neighborhoods to make positive change by coordinating a resident-led grant program and providing training, technical assistance and networking opportunities.

**Regents of the University of New Mexico**

**Albuquerque, N.M. | $508,715**

Empower Pueblo Indian tribes in developing early childhood initiatives aligned to the culture and language needs of their communities through collaborative partnerships and institutional support.

**Santa Fe Community Foundation**

**Santa Fe, N.M. | $3,111,831**

Eliminate health inequities by strengthening the Alliance of Health Councils, expanding the Place Matters initiative, training community leaders in health impact assessments and forming a Health Equity Institute.

**Summit Health Institute for Research and Education**

**Washington, D.C. | $325,000**

Promote health among residents and families in targeted Washington, D.C., neighborhoods by training community members to become peer health educators.

**TechNet Foundation, Inc.**

**Palo Alto, Calif. | $100,000**

Optimize the technology-building infrastructure and organizational capacity of nonprofit partners working with military families and their children.

**The Bridgespan Group, Inc.**

**Boston, Mass. | $2,250,000**

Improve the effectiveness of social change efforts by researching and developing high impact insights and tools to support nonprofit leaders working with vulnerable families.

**Tides Center**

**San Francisco, Calif. | $300,000**

Strengthen efforts to develop extraordinary new leaders to enhance organized philanthropy and its impact on communities by supporting Emerging Practitioners in Philanthropy’s Funding the Future Campaign.

**Kellogg Community College**

**Battle Creek, Mich. | $93,937**

Engage youth and college students to contribute to local community action, better prepared with the understanding, tools and skills to maximize community impact through service-learning.

**Michigan Nonprofit Association**

**Lansing, Mich. | $1,950,000**

Equip nonprofits in Michigan with skills and tools to employ an inclusive, cross-sector approach in order to empower and foster civically engaged communities.
Sample Grants

Racial Equity (RE)

We envision a nation where Americans embrace our common humanity and children of every race and ethnicity have equal opportunities to thrive. We seek to remove structural barriers and to overcome unconscious bias to create equitable opportunities for all children. We support community-based and national organizations whose innovative and effective programs foster racial healing, and through action-oriented research and public policy work, translate insights into new strategies and sustainable solutions.

TOTAL NUMBER OF 2012 RE GRANTS: 115
NEW RE COMMITMENT AMOUNT: $77,640,567

American Prospect, Inc.
NEW YORK, N.Y. | $395,000
Enable the organization to achieve its mission of educating the public through scholarly and literary articles by providing general operating support.

Asian American-Pacific Islanders in Philanthropy
SAN FRANCISCO, CALIF. | $250,000
Reduce racial disparities experienced by Asian Americans and Pacific Islander communities by leading a planning process engaging government, philanthropy and community leadership in public and private partnerships.

Aspen Institute, Inc.
WASHINGTON, D.C. | $605,686
Help Native American and Alaska Native children succeed by creating a policy and resource platform that promotes racial healing and improves access to opportunity.

Association of Black Foundation Executives, Inc.
NEW YORK, N.Y. | $50,000
Promote and identify potential support for racial healing efforts by linking donors and nonprofits working on dismantling systemic barriers impeding the success of vulnerable children and their families.

Bend the Arc: A Jewish Partnership for Justice
NEW YORK, N.Y. | $625,000
Create a just, fair and compassionate America by engaging Jewish Americans in transformative leadership programs and grassroots racial equity projects in marginalized communities to ensure basic rights for all.

Camera News Inc. dba Third World Newsreel
NEW YORK, N.Y. | $400,000
Strengthen efforts to close the educational opportunity gap for African American boys by informing parents, educators and students at the national level on the importance of education and civic engagement.

Council of Michigan Foundations, Inc.
GRAND HAVEN, MICH. | $250,000
Transform the state of Michigan workforce to deliver government services to vulnerable children and families by creating an inclusive work environment for employees.

Detroit Hispanic Development Corporation
DETROIT, MICH. | $1,000,000
Identify and solve critical issues impacting Latinos in Detroit through a lens of self-determination and racial equity by strengthening collaboration among a consortium of Latino-led agencies and organizations.
Grant Distribution

Percentage of new commitments by location

- 11% Michigan
- 4% Mississippi
- 2% New Mexico
- 1% New Orleans
- 82% National

Eastern Michigan University
YPSILANTI, MICH. | $50,000
Promote well-being and mental health to ensure immigrant Asian American children and adolescents achieve optimal success.

Kellogg Community College
BATTLE CREEK, MICH. | $46,100
Support a program to convene and engage community partners to promote education, awareness and understanding of issues and activities relating to race and culture in Calhoun County, Mich.

Legal Services of South Central Michigan
ANN ARBOR, MICH. | $600,000
Strengthen the Michigan Immigrant Rights Center to create a positive environment for low-income immigrant families through advocate training, coalition building and a statewide welcoming campaign.

Louisiana Association of Nonprofit Organizations, Inc.
BATON ROUGE, LA. | $450,000
Promote economic prosperity, a rising standard of living and opportunity for all citizens, particularly the most vulnerable, due to systemic racism and classism, to reach their highest potential.

Michigan Roundtable for Diversity and Inclusion
DETROIT, MICH. | $1,350,000
Create community change that allows abundant opportunities for vulnerable children to succeed by creating the Michigan Racial Equity Network.

National Conference of State Legislatures
DENVER, COLO. | $3,000,000
Support the education of state legislators of color and the development of guiding principles to address structural racism and promote racial healing to improve the lives of children, focusing on children of color.

National Indian Child Welfare Association
PORTLAND, ORE. | $1,200,000
Increase culturally appropriate, community-based services grounded in racial equity and healing by building an advocacy network and encouraging dialogue among Native leaders for Native children in the child welfare system.

National Underground Railroad Freedom Center, Inc.
CINCINNATI, OHIO | $1,800,000
Increase student and public understanding and awareness about the history of racial oppression and racial healing by strengthening organizational capacity and supporting interactive and multi-media education programs.

New Detroit, Inc.
DETROIT, MICH. | $750,000
Enhance New Detroit, Inc.’s ability to partner with local community-based organizations to develop and implement racial equity strategies by providing capacity-building support.

New Mexico Center on Law and Poverty, Inc.
ALBUQUERQUE, N.M. | $150,000
Support the development of a well-founded, practical plan for strengthening the racial justice framework in New Mexico.

New Mexico Voices for Children
ALBUQUERQUE, N.M. | $450,000
Increase resources to improve the quality and access to critical services for vulnerable children and their families by supporting advocacy and state fiscal policy efforts at the state level.

Regents of the University of Minnesota
MINNEAPOLIS, MINN. | $25,000
Address the education gap in schools and improve marginalized communities’ access to quality education experiences and institutions by engaging a network of educators, community leaders and youth.

Rockwood Leadership Institute
BERKELEY, CALIF. | $400,000
Strengthen efforts to foster inclusive democracy, racial equity and healing by providing leadership training and collaboration to select senior and emerging nonprofit leaders.

Santa Fe Indian School
SANTA FE, N.M. | $600,000
Prepare skilled and conscientious educator-researcher-scholars to strengthen the network of pueblo professionals, educators and leaders addressing acute educational and community needs of New Mexico’s indigenous peoples.

Southern University System Foundation
BATON ROUGE, LA. | $100,000
Support the design and implementation of a Historically Black College University-based approach to develop black male educational opportunities by increasing bachelor’s degrees awarded and disrupting prison the pipeline.

Tides Center
SAN FRANCISCO, CALIF. | $900,000
Strengthen and expand place-based Safe Places for Advancing Community and Equity (SPACES) so it can support relationship building, reflection, racial healing, rejuvenation and collective action through leadership development.

Time Dollar Institute, Inc.
WASHINGTON, D.C. | $125,000
Create a permanent home for a developing legal strategy that seeks to dismantle structural racism in public systems at an academic institution for broader outreach, dissemination and sustainability.

University of Mississippi
UNIVERSITY, MISS. | $3,100,000
Spur civil equity and community engagement and continue to build communities both locally and globally by developing curricula and directly educate youth, groups and individuals in increasingly disparate locations.

Vietnamese American Young Leaders Association of New Orleans
NEW ORLEANS, LA. | $250,000
Develop a coalition with the capacity to research, organize, lead and advocate for greater youth and family services and opportunities by building viable relationships and trust across New Orleans communities.
Sample Grants

International (INTL)

WKKF remains focused on supporting organizations and programs in Latin America, the Caribbean, northeastern Brazil and southern Africa that work to boost education and nutrition; reduce domestic violence and child abuse; increase community engagement and action; and build meaningful partnerships to propel vulnerable children and their families to success.

African Leadership Foundation
NEW YORK, N.Y. | $1,000,000
Promote family and community leadership by enabling vulnerable African youth, ages 16-19, from Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland and Zimbabwe to participate in a scholarship program at African Leadership Academy.

Ashoka Emprendedores Sociales, A.C.
MÉXICO CITY, MEXICO | $10,590
Improve leadership development in Native and Afro-descent communities in Haiti by developing a network of social entrepreneurs.

Asociación Mexicana de Uniones de Crédito del Sector Social A.C.
MÉXICO CITY, MEXICO | $257,261
Improve families economic security in the highlands of Chiapas, Mexico, through financial education and access to credit and savings within their own region.

Baobá – Fundo para Equidade Racial
RECIFE, BRAZIL | $100,000
Enhance Afro-Brazilian history education in schools by disseminating best practices in handling cases of prejudice and by promoting racial equity in departments of school administration, curriculum and teaching.

Centro Agropecuario para el Desarrollo Rural, A.C.
SAN CRISTÓBAL DE LAS CASAS, MEXICO | $19,975
Increase family access to healthy food and promote economic development by training families in Chiapas, Mexico, to produce medicinal plants, mushrooms and vegetables.

Centro Educativo para el Desarrollo Sustentable, A.C.
MÉRIDA, MEXICO | $100,497
Increase food security and strengthen food production and nutrition for Mayan families in Cantamayec, Chankom, Mayapán, Tahdziú and Yaxcabá, Yucatán through food and poultry production and educational programs.

Concern Worldwide, US
NEW YORK, N.Y. | $400,000
Improve employment opportunities and community infrastructure and build local capacity and community leadership in Saut-d’Eau, Haiti, through a community-led participatory planning and community development process.

Conciencia e Investigación para la Salud, A.C.
MÉXICO CITY, MEXICO | $50,000
Improve nutrition in Calakmul, Campeche, for children and families through education and food production in eight schools.
The DG Murray Trust

CLAREMON T, SOUTH AFRICA | $400,000
Support early childhood development innovation to enhance and increase the delivery of quality services and programs to marginalized and poverty affected children living in rural communities in South Africa.

El Hombre Sobre la Tierra, A.C.

MÉRIDA, MEXICO | $186,830
Increase food production for family consumption, improve dietary intake of children and generate income in the Yucatán municipalities of Chankom, Chikindzonot, Tekom and Tixcacalcupul through fish ponds and family garden rehabilitation, agroecology and animal husbandry training and other activities.

Emprendedores del Desarrollo Comunitario, A.C.

MÉRIDA, MEXICO | $49,989
Increase agricultural capacity and productivity and encourage new agricultural business of Mayan farmers by providing an integral training program aimed to raise farmers’ knowledge and skills.

Fair Trade USA

OAKLAND, CALIF. | $226,616
Promote economic security and sustainable livelihoods for farmers and beekeepers from the highlands of Chiapas, through Fair Trade certification, quality improvement, capacity building, market access and access to capital.

Fidecomiso para la Salud de los Niños Indígenas de México, A.C.

MÉXICO CITY, MEXICO | $50,000
Improve the nutrition and health of indigenous children, unweaned infants and pregnant women in Chenalho, Chiapas, through education programs and the planting and harvesting of amaranth.

Fondo para la Paz, I.A.P.

MIGUEL HIDALGO, MEXICO | $600,000
Provide fresh water for residents of Calakmul, Chiapas, by constructing 400 rain catchment reservoirs.

Fundação Fundo Brasil de Direitos Humanos

SÃO PAULO, BRAZIL | $350,000
Promote strategic philanthropic investment to increase resources for human rights and racial and gender equity through establishment of a network of several grantmaking organizations that have shared goals and identities.

Fundación Televisa, A.C.

MÉXICO CITY, MEXICO | $171,830
Improve the quality of elementary and high school education by providing teachers with a set of workshops to enhance their teaching abilities in order to increase students’ learning rates.

Instituto de Liderazgo Simone de Beauvoir, A.C.

MÉXICO CITY, MEXICO | $75,000
Strengthen women’s leadership and develop alliances with public institutions in Campeche, Chiapas, and Yucatán, Mexico, to integrate indigenous women’s maternal health issues into existing programs.

KORE Foundation, Inc.

GALLATIN, TENN. | $51,000
Improve economic development and food sovereignty for families of vulnerable children in the communes of Boucan-Carré and Mirebalais, Haiti, through a small business loan fund for chicken breeding and coop construction.

Mercy Corps

PORTLAND, ORE. | $250,000
Improve economic and food security for rural farm communities in Mirebalais and Arcahale, Haiti, through establishment of post-harvest community centers for training and information sharing.

Mexicanos Primero Vision 2030, A.C.

MÉXICO CITY, MEXICO | $300,000
Enable the organization to achieve its mission of providing general operating support.

Nature Conservancy, Inc.

ARLINGTON, VA. | $847,076
Identify and implement income and job generating activities from environmental services for rural families around the Ticul, Yucatán, conservation area.

Partners in Health

BOSTON, MASS. | $1,000,000
Increase access to high-quality health care, primary medical training and community education for vulnerable populations through establishment and development of a hospital facility and programs in Mirebalais, Haití.

Project Hope – The People to People Health Foundation, Inc.

BETHESDA, MD. | $2,200,000
Facilitate hospital development for Nelson Mandela Children’s Hospital in South Africa by refining items identified in gap analysis.

Sociedad, Ecología y Bioambiente, A.C.

CHETUMAL, MEXICO | $55,782
Increase educational and economic development of marginalized youth and families living within the Calakmul, Campeche, rainforest by implementing a practical technical diploma for rural, green economic opportunities.

St. Boniface Haiti Foundation

RANDOLPH, MASS. | $54,000
Increase access to quality prenatal, maternal and child health care and adequate training and medical office space through construction of a maternity wing at St. Boniface Hospital in Fond des Blanc, Haiti.

Union de Credito Estatal de Productores de Café de Oaxaca S.A. de C.V.

OAXACA DE JUÁREZ, MEXICO | $1,000,000
Strengthen family economic security in the poorest municipalities of Chiapas, Quintana Roo and Campeche that children require to thrive by creating new jobs for low-income farmers through a program-related investment.

Unión de Empresarios para la Tecnología en la Educación, A.C.

MÉXICO CITY, MEXICO | $500,000
Improve school performance and attendance in Chiapas by providing computers, Internet access and teacher training to highly marginalized rural schools.
Mission Driven Investments (MDI)

As a complement to its traditional grantmaking efforts, the Kellogg Foundation manages a mission driven investing portfolio designed to help support, maximize and reinforce its mission and organizational goals. The approach invests endowment dollars in for-profit enterprises that both realize market rates of return and social returns in improving the lives of vulnerable children and their families. Investments are made in the foundation’s goal areas: Education & Learning; Food, Health & Well-Being; and Family Economic Security.

In 2007, the foundation earmarked $100 million in endowment dollars for MDI – $75 million for investments in the United States and $25 million for investments in southern Africa. WKKF continues to explore opportunities for an investment program for Latin America and the Caribbean. The investments on these pages represent active investments between Sept. 1, 2011 and Aug. 31, 2012.

WKKF collects a series of common metrics that enable the foundation to be more transparent with its investments. The Kellogg Foundation believes that benchmarks for social performance should be every bit as precise and rigorous as the financial benchmarks it uses to judge financial returns.

Throughout the last two years, WKKF’s impact investment portfolio in the United States had a 4.2 percent rate of return, hitting the 4- to 6-percent goal the foundation established.

As for social returns, during the 2011 calendar year, the total MDI portfolio produced the following outcomes:

<table>
<thead>
<tr>
<th>OUTCOMES OF MDI INVESTEES WORK – 2011</th>
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<tbody>
<tr>
<td>81,112</td>
</tr>
<tr>
<td>$54.7 million</td>
</tr>
<tr>
<td>4,154</td>
</tr>
<tr>
<td>171,670</td>
</tr>
<tr>
<td>2,022</td>
</tr>
<tr>
<td>11,979</td>
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<tr>
<td>$1.7 billion</td>
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</tbody>
</table>

** As of Dec. 31, 2011 for all investments with the exception of Legacy Ventures

Educated Kids

Acelero Learning
NEW YORK, N.Y. | $500,000 (EQUITY)

Improve hiring and retention practices to provide better teachers and set new standards for Head Start programs, providing better preschool educational outcomes for kids.

Canyon-Agassi Charter School Fund
LOS ANGELES, CALIF. | $2,000,000 (FIXED INCOME)

Foster growth of best-in-class charter schools by providing financing to leading charter school management organizations from the Canyon-Agassi Charter School Facilities Fund, which purchases, renovates and operates facilities for charter schools and, once the school has reached a level of financial stability, sells the facility to the school.

NCB Capital Impact
OAKLAND, CALIF. | $3,000,000 (FIXED INCOME)

Facilitate the development of charter schools, by funding construction of a temporary site for a charter elementary school in New Orleans, and building an addition on a charter school in Detroit to better serve vulnerable children in those areas.

Healthy Kids

Aequitas CarePayment
LAKE OSWEGO, ORE. | $3,000,000 (FIXED INCOME)

Provide patients with flexible and manageable payment plans for medical bills over a 25-month period with no interest, easing the financial burden on families and encouraging patients to seek medical treatment that they may otherwise forgo.

Happy Family
NEW YORK, N.Y. | $4,600,000 (EQUITY AND FIXED INCOME)

Expand the reach of the company in providing premium, organic nourishment for babies’, toddlers’ and kids’ growing bodies, and collaborate with WKKF in addressing policy barriers in the WIC program that affect vulnerable families’ access to healthy, organic foods.

NCB Capital Impact
OAKLAND, CALIF. | $3,000,000 (FIXED INCOME)

Finance facility expansion, construction and renovation of grocery retailers and food processors in markets that have traditionally lacked access to healthy food in the foundation’s priority places of Michigan, Mississippi, New Mexico and New Orleans.
FAMILY ECONOMIC SECURITY

Core Innovation Capital
CHICAGO, ILL. | $1,000,000 (PRIVATE EQUITY)
Invest in financial service companies that serve low-income, unbanked and underbanked consumers and fund programs to help banks better understand and serve those customers.

Community Capital Management
WESTIN, FLA. | $12,000,000 (FIXED INCOME)
Invest directly in schools, elder care facilities, farmers markets, hospitals, manufacturing facilities and other needed community infrastructure to improve the quality of life in low-income communities in Michigan, Mississippi, New Mexico and New Orleans.

National Federation of Community Development Credit Unions
NEW YORK, N.Y. | $550,000 (CDAR)
Increase cash investing in small, community-based credit unions in the foundation’s priority places of Michigan, Mississippi and New Mexico.

Habitat for Humanity International
ATLANTA, GA. | $2,000,000 (FIXED INCOME)
Provide truly affordable home ownership for families in Michigan who live at or below 30 to 60 percent of the area’s median income by purchasing bonds and allowing Habitat for Humanity to extend its services.

Hope Community Credit Union
NEW ORLEANS, LA. | $250,000 (CDAR)
Provide access to important financial resources to deeply disadvantaged communities in New Orleans and Mississippi through an African American-led credit union.

Proamerica Bank
LOS ANGELES, CALIF. | $2,000,000 (CDAR)
Assist entrepreneurs in growing small businesses and creating local jobs in underserved areas in and around Los Angeles.

Liberty Bank & Trust
DURHAM, N.C. | $1,250,000 (CDAR)
Support the effort to reach out to low-income and unbanked Latinos and provide membership that offers access to loans and financial literacy resources.

Liberty Bank & Trust
NEW ORLEANS, LA. | $2,000,000 (CDAR)
Develop and provide financial services in traditionally underserved areas in New Orleans through an African American-owned and -led bank.

New Mexico Bank & Trust
ALBUQUERQUE, N.M. | $2,000,000 (CDAR)
Support operations to better serve distressed communities by providing quality banking practices and lending in the top percentile of Small Business Administration loans.

Northwest Louisiana Community Development Fund
SHREVEPORT, LA. | $2,000,000 (PRIVATE EQUITY)
Develop commercial and residential real estate projects that serve to bridge persistent racial divides and revitalize underserved communities in Louisiana.

Renaissance Venture Capital Fund I and II
ANN ARBOR, MICH. | $4,000,000 (PRIVATE EQUITY)
Partner with Masco Corporation, Ford Motor Company, DTE Energy, CMS Energy, Huntington Bank, R.L. Polk & Company, AAA-Michigan, Blue Cross Blue Shield of Michigan and Detroit Renaissance to assist in diversifying the region’s opportunities by increasing entrepreneurship and economic development in Michigan.

Self Help Credit Union
DURHAM, N.C. | $250,000 (CDAR)
Strengthen the credit union’s ability to serve low-income communities by creating micro-branches and a program to help development-oriented credit unions merge to generate economies of scale to support community work.

Revolution Foods
OAKLAND, CALIF. | $5,750,000 (EQUITY AND FIXED INCOME)
Contribute to the mission of helping Revolution Foods, a mom-founded and managed company, serve more than 120,000 healthy school lunches per day to vulnerable children. Research demonstrates that vulnerable children receive a majority of their calories through school meal programs, making Revolution Foods a critical player in healthy child development.

Family Economic Security

Agri-Vie Fund
BELLEVILLE, SOUTH AFRICA | $18,380,000 (PRIVATE EQUITY)
Support job creation and retention of historically disadvantaged individuals in sub-Saharan Africa by investing in midsize agroenterprises and providing tools for better management and growth.

Southern Bancorp
ARKADELPHIA, ARK. | $5,000,000 (EQUITY)
Promote the institution’s mission of reducing poverty and unemployment by half while doubling graduation rates in the underserved communities in the Mississippi Delta by expanding the institution’s for-profit banks and nonprofit work.

Vantage Capital
JOHANNESBURG, SOUTH AFRICA | $5,000,000 (PRIVATE EQUITY)
Create and sustain jobs in core industries in sub-Saharan African countries while supporting racial equity through the Black Economic Empowerment program that increases employment and ownership by black South Africans in their portfolio companies.

Legacy Venture Fund V and VI
PALO ALTO, CALIF. | $5,000,000 (PRIVATE EQUITY)
Participate in a unique philanthropic network of leading investors and entrepreneurs who donate the principal and returns of their investment from the Legacy Venture Funds to charitable purposes of their choice. Partner to increase the market share of giving focused on vulnerable children.

International
Communities thrive—families thrive—children thrive.


Communities help children become well-balanced adults.

One's great, two's better, villages best.

Dad's illiterate. Son reads—constantly. Hallelujah!

Communities plus families.

Equation for success. Communities reflect who children ultimately become.

Because it takes a whole village.

Unjust health outcomes. Generational solutions required.

Strong communities sprout healthy futures... kids.

Teen pregnancy: seriously? After college, mister.

Communities impact kids. Good and bad.

Feel safe. Know love. Can grow.

Communities should provide roots and wings.

Community is the hub of relationships!

Because it takes a whole village.

Unjust health outcomes. Generational solutions required.

Strong communities sprout healthy futures... kids.

Communities reflect who children ultimately become.

Teen pregnancy: seriously? After college, mister.

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Six Word Stories – Communities & Kids

WKKF asked its staff and trustees to reflect on and share thoughts about why communities are so central to the lives of vulnerable children using a “Six Word Story.” Learn more about Six Word Stories at sixwordstories.net.
In the same way that work in community continues to be a core tenet of the W.K. Kellogg Foundation’s philanthropic approach, disciplined investment and financial planning strategy remain central to our operational approach. Sound fundamentals and risk management have guided us through these volatile times and have enabled the foundation to make grant commitments that meet the needs of grantee partners.

Program payments during the year totaled $341 million. Current and future year grant commitments totaled $380 million and cash distributions for the fiscal year totaled $377 million for programs and operations. For the current fiscal year, the board of trustees appropriated $450 million for new grants and direct charitable activities. Of this amount, $201 million was committed to the foundation’s priority places of Michigan, Mississippi, New Mexico and New Orleans in the United States, and internationally in Haiti and Mexico, where the foundation is committed to working in a concentrated way for at least a generation.

Combined assets of the foundation and the trust totaled $7.3 billion at Aug. 31, 2012, a decrease of 6 percent from the previous year.

During the fiscal year, the Kellogg Company stock price was affected by the announcement of increased investment in operations that lowered projections for 2011 profits and higher commodity prices. Subsequent to the fiscal year end, the stock has gained from its low, however it returned -3.5 percent for the fiscal year.

The diversified portfolio of the trust returned 2.7 percent, excluding Kellogg stock, and this positive performance contributed to the trust’s relatively flat performance of -1 percent for the year.

The foundation’s returns, excluding mission driven investing, were 4.8 percent for the fiscal year. The diversified Mission Driven Investments (MDI) portfolio of cash equivalents, fixed income and private equity continued to show positive returns for the year. This clearly validates the foundation’s MDI premise that certain investments can leverage our portfolio to deliver both social and financial returns.

The foundation also expanded its program related investments portfolio that supports grantmaking by providing below market-rate working capital loans in the United States and Latin America. These initiatives partner financial staff with our program staff and the foundation will continue seeking innovative opportunities that enable us to increase our ability to favorably affect the well-being of vulnerable children, their families and their communities.

Detailed financial statements are presented to the foundation’s board of trustees bimonthly. Fiscal operating plans prepared by management are reviewed by the budget committee and then forwarded to the full board for approval. An audit committee of the board reviews the results of the independent accountants’ and the foundation internal audit office’s examinations. Mitchell & Titus, LLP, serves as the independent accountants for the foundation and the trust.

La June Montgomery Tabron

executive vice president
for operations and treasurer
## W.K. Kellogg Foundation & W.K. Kellogg Foundation Trust

### Condensed & Combined Financial Information

*for the years ended Aug. 31, 2012 & 2011*

### Statements of Financial Position

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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td>$7,256,863,114</td>
<td>$442,281,575</td>
<td>$6,814,581,539</td>
<td>$7,696,627,040</td>
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<td><strong>LIABILITIES</strong></td>
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<td>197,073,014</td>
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<td><strong>NET ASSETS</strong></td>
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<td>39,300,185</td>
<td>6,617,508,525</td>
<td>7,175,499,635</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$7,256,863,114</td>
<td>$442,281,575</td>
<td>$6,814,581,539</td>
<td>$7,696,627,040</td>
</tr>
</tbody>
</table>

*Intercompany contributions and distribution of $330,000,000 and $338,000,000 for the years ended Aug. 31, 2012 and 2011, respectively, have been eliminated in the combined totals.

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

### Statements of Activities

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>CONTRIBUTIONS FROM W.K. KELLOGG FOUNDATION TRUST</strong></td>
<td>$ -</td>
<td>$330,000,000</td>
<td>$ -</td>
<td>$330,000,000</td>
</tr>
<tr>
<td><strong>INVESTMENT REVENUE – NET OF COST OF EARNING INCOME</strong></td>
<td>$(72,552,629)</td>
<td>13,298,798</td>
<td>$(85,851,427)</td>
<td>877,418,229</td>
</tr>
<tr>
<td><strong>OTHER REVENUE</strong></td>
<td>7,766,602</td>
<td>7,766,602</td>
<td>-</td>
<td>6,746,621</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$(64,786,027)</td>
<td>351,065,400</td>
<td>$(85,851,427)</td>
<td>884,164,850</td>
</tr>
<tr>
<td><strong>CONTRIBUTIONS TO THE W.K. KELLOGG FOUNDATION</strong></td>
<td>-</td>
<td>-</td>
<td>330,000,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>GRANT EXPENSE</strong></td>
<td>359,799,293</td>
<td>359,799,293</td>
<td>-</td>
<td>306,511,063</td>
</tr>
<tr>
<td><strong>PROGRAM ACTIVITIES</strong></td>
<td>36,403,932</td>
<td>36,403,932</td>
<td>-</td>
<td>25,543,622</td>
</tr>
<tr>
<td><strong>GENERAL OPERATIONS</strong></td>
<td>61,308,744</td>
<td>61,308,744</td>
<td>-</td>
<td>43,484,762</td>
</tr>
<tr>
<td><strong>DEPRECIATION</strong></td>
<td>2,969,747</td>
<td>2,969,747</td>
<td>-</td>
<td>3,298,703</td>
</tr>
<tr>
<td><strong>FEDERAL EXCISE TAX PROVISIONS</strong></td>
<td>$(6,576,818)</td>
<td>189,659</td>
<td>$(6,766,477)</td>
<td>11,257,554</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$453,904,898</td>
<td>460,671,375</td>
<td>$323,233,523</td>
<td>390,095,704</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>$(518,690,925)</td>
<td>$(193,605,975)</td>
<td>$(409,884,950)</td>
<td>494,099,146</td>
</tr>
<tr>
<td><strong>NET ASSETS AT BEGINNING OF YEAR</strong></td>
<td>7,175,499,635</td>
<td>148,906,160</td>
<td>7,026,593,475</td>
<td>147,302,285</td>
</tr>
<tr>
<td><strong>NET ASSETS AT END OF YEAR</strong></td>
<td>$6,656,808,710</td>
<td>$39,300,185</td>
<td>$6,617,508,525</td>
<td>$148,906,160</td>
</tr>
</tbody>
</table>

*Intercompany contributions and distribution of $330,000,000 and $338,000,000 for the years ended Aug. 31, 2012 and 2011, respectively, have been eliminated in the combined totals.

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

### Investment Asset Values & Return on Assets by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Foundation</th>
<th>Trust</th>
<th>Total</th>
<th>ROA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$320,411,035</td>
<td>$5,267,277,187</td>
<td>$5,587,688,222</td>
<td>8.40%</td>
</tr>
<tr>
<td>2004</td>
<td>387,890,987</td>
<td>6,268,687,860</td>
<td>6,656,578,847</td>
<td>24.18%</td>
</tr>
<tr>
<td>2005</td>
<td>350,227,506</td>
<td>6,796,072,705</td>
<td>7,146,300,211</td>
<td>11.98%</td>
</tr>
<tr>
<td>2006</td>
<td>384,395,869</td>
<td>7,261,425,219</td>
<td>7,647,821,088</td>
<td>12.29%</td>
</tr>
<tr>
<td>2007</td>
<td>430,995,061</td>
<td>7,798,733,829</td>
<td>8,229,728,847</td>
<td>13.23%</td>
</tr>
<tr>
<td>2008</td>
<td>429,534,145</td>
<td>7,478,548,285</td>
<td>7,908,082,430</td>
<td>0.07%</td>
</tr>
<tr>
<td>2009</td>
<td>399,059,236</td>
<td>6,293,862,729</td>
<td>6,692,921,965</td>
<td>-10.77%</td>
</tr>
<tr>
<td>2010</td>
<td>310,944,822</td>
<td>6,548,114,152</td>
<td>6,859,058,974</td>
<td>8.57%</td>
</tr>
<tr>
<td>2011</td>
<td>396,532,820</td>
<td>6,997,685,489</td>
<td>7,394,218,309</td>
<td>12.68%</td>
</tr>
<tr>
<td>2012</td>
<td>363,384,685</td>
<td>6,657,481,744</td>
<td>7,020,866,429</td>
<td>-0.79%</td>
</tr>
</tbody>
</table>

### 2012 Investment Asset Allocation

#### Trust

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percentage</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>6.9%</td>
<td>$458,226,773</td>
</tr>
<tr>
<td>Kellogg Stock</td>
<td>58.5%</td>
<td>3,894,062,664</td>
</tr>
<tr>
<td>Public Equities</td>
<td>7.0%</td>
<td>466,411,134</td>
</tr>
<tr>
<td>Fixed Income Securities</td>
<td>3.1%</td>
<td>207,589,884</td>
</tr>
<tr>
<td>Alternative Investment Securities</td>
<td>24.5%</td>
<td>1,631,191,289</td>
</tr>
</tbody>
</table>

#### Foundation

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percentage</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>17%</td>
<td>$63,072,104</td>
</tr>
<tr>
<td>Public Equities</td>
<td>21%</td>
<td>74,665,729</td>
</tr>
<tr>
<td>Fixed Income Securities</td>
<td>19%</td>
<td>70,767,431</td>
</tr>
<tr>
<td>Alternative Investment Securities</td>
<td>43%</td>
<td>154,679,421</td>
</tr>
</tbody>
</table>

### Combined Foundation & Trust Asset Allocation

- **Kellogg Stock**: 55.5%
- **Public Equities**: 7.7%
- **Alternative Investment Securities**: 25.4%
- **Fixed Income Securities**: 4.0%
- **Cash**: 7.4%

---

Further analysis and visualizations of the investment portfolio's performance and allocation can be found in the subsequent pages.
Summary of Grants

Grant Commitments by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$230,838,680</td>
</tr>
<tr>
<td>2004</td>
<td>192,806,707</td>
</tr>
<tr>
<td>2005</td>
<td>187,589,673</td>
</tr>
<tr>
<td>2006</td>
<td>346,632,494</td>
</tr>
<tr>
<td>2007</td>
<td>358,890,687</td>
</tr>
<tr>
<td>2008</td>
<td>203,845,798</td>
</tr>
<tr>
<td>2009</td>
<td>224,670,257</td>
</tr>
<tr>
<td>2010</td>
<td>360,000,857</td>
</tr>
<tr>
<td>2011</td>
<td>306,877,933</td>
</tr>
<tr>
<td>2012</td>
<td>380,499,647</td>
</tr>
</tbody>
</table>

Grant Payments by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$176,303,269</td>
</tr>
<tr>
<td>2004</td>
<td>195,007,421</td>
</tr>
<tr>
<td>2005</td>
<td>219,862,847</td>
</tr>
<tr>
<td>2006</td>
<td>262,809,343</td>
</tr>
<tr>
<td>2007</td>
<td>302,844,012</td>
</tr>
<tr>
<td>2008</td>
<td>272,511,562</td>
</tr>
<tr>
<td>2009</td>
<td>244,511,126</td>
</tr>
<tr>
<td>2010</td>
<td>270,011,667</td>
</tr>
<tr>
<td>2011</td>
<td>291,212,362</td>
</tr>
<tr>
<td>2012</td>
<td>304,338,072</td>
</tr>
</tbody>
</table>

Foundation Payout by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$237,249,174</td>
</tr>
<tr>
<td>2004</td>
<td>259,585,656</td>
</tr>
<tr>
<td>2005</td>
<td>285,275,828</td>
</tr>
<tr>
<td>2006</td>
<td>285,275,828</td>
</tr>
<tr>
<td>2007</td>
<td>374,633,330</td>
</tr>
<tr>
<td>2008</td>
<td>350,215,787</td>
</tr>
<tr>
<td>2009</td>
<td>321,052,905</td>
</tr>
<tr>
<td>2010</td>
<td>336,126,232</td>
</tr>
<tr>
<td>2011</td>
<td>355,647,496</td>
</tr>
<tr>
<td>2012</td>
<td>376,712,707</td>
</tr>
</tbody>
</table>

* Based on preliminary 2011 990-PF
Staff

W.K. KELLOGG FOUNDATION EXECUTIVE COUNCIL, NOVEMBER 2012

Pictured from left to right: Joanne Krell, vice president for communications; James McHale, vice president – program strategy; Gail Christopher, vice president – program strategy; Sterling Speirn, president and CEO; Joel Wittenberg, vice president and chief investment officer; Carla Thompson, vice president – program strategy; La June Montgomery Tabron, executive vice president for operations and treasurer.

Keith Aikens
COMMUNICATIONS OFFICER

Sally Altes
PROGRAM OPERATIONS TRAINING AND SUPPORT ANALYST

Tyler Andrews
PROGRAM SPECIALIST

Phoenix Asifa
PROGRAM SPECIALIST

Michele Babcock
SENIOR ACCOUNTANT

Denice Bates
ASSISTANT TO THE DIRECTOR OF PROGRAM OPERATIONS

Lea Ann Beacham
BUDGET AND CENTRAL PROPOSAL PROCESSING SPECIALIST

Crystal Beard
PROGRAM SPECIALIST

Annette Beecham
ASSISTANT TO THE VICE PRESIDENT – PROGRAM STRATEGY

Luz Benitez Delgado
DEPUTY DIRECTOR

Anthony Berkley
DIRECTOR OF MISSION DRIVEN INVESTMENTS

Karen Bernard
GRANT SPECIALIST

Jon-Paul Bianchi
ASSOCIATE PROGRAM OFFICER

Jody Bolhuis
ADMINISTRATIVE ASSISTANT

Donna Bradshaw
BUDGET SPECIALIST – INTERNATIONAL PROGRAMS

Emma Brechelsen
PROGRAM SPECIALIST – INTERNATIONAL PROGRAMS

Nadia Brigham
PROGRAM OFFICER

Andrew Brower
PROGRAM OFFICER

Jacqueline Burkett
PROGRAM SPECIALIST – INTERNATIONAL PROGRAMS

Laura Burr
ASSOCIATE DIRECTOR OF INTERNAL AUDIT

William Buster
DIRECTOR OF MISSISSIPPI AND NEW ORLEANS PROGRAMS

Alix Cantave
PROGRAM OFFICER FOR HAITI

Kara Carlisle
DIRECTOR OF NEW MEXICO PROGRAMS

Dessie Caulk
PROGRAM MANAGER

Gail Christopher
VICE PRESIDENT – PROGRAM STRATEGY

Renee Church
SPECIAL DINING CHEF

Cherie Clements
GRANT ADMINISTRATOR

Michelle Coleman
ASSISTANT TO THE EXECUTIVE VICE PRESIDENT FOR OPERATIONS AND TREASURER

Ciara Coleman
PROGRAM SPECIALIST

Jessica Coloma
ASSOCIATE PROGRAM OFFICER

James Craft
RECORDS TECHNICIAN

Kevin Crail
INVESTMENT ACCOUNTING ANALYST

Erin Creed
PROGRAM SPECIALIST

Jayme Culp
PROGRAM SPECIALIST

Sandra Curtis
ADMINISTRATIVE AND BUDGET SPECIALIST

Lara Das
HUMAN RESOURCES ANALYST