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When I first joined the Board of Trustees in January 2010, I learned that adaptation was standard operating procedure at the W.K. Kellogg Foundation (WKKF).

The organization had recently made a formal commitment to working in priority places for a generation. In a very short time, the foundation was moving to open offices in Mississippi and New Mexico and reorienting programming to bring the work closer to communities. Since then, the Kellogg Foundation has demonstrated an impressive capacity to manage change with purpose — successfully navigating a leadership transition, deepening its strategic focus in response to community challenges and leading the sector by making racial equity integral to business and programming decisions.

These transitions are learning experiences for all of us committed to Mr. Kellogg’s legacy. But the past year marks a particularly significant time of growth as the W.K. Kellogg Foundation has transformed itself into a networked organization to accelerate the pace of change for children.

President and CEO La June Montgomery Tabron set us on this course five years ago. She instilled Mr. Kellogg’s words and wisdom into strategic approaches and day-to-day decision-making. As Mr. Kellogg wrote in *The First Eleven Years*:

“...it is only through cooperative planning, intelligent study and group action — activities on the part of the entire community — that lasting results can be achieved.”

Under her leadership, that guidance has been a driver for integration in every aspect of operations and planning. The foundation took stock “as an entire community” and carefully considered how to organize internal operations to better reflect the dynamics of communities. This past fiscal year, that process came to fruition as the organization undertook group action to change from the inside out.

During 2017-2018, the Kellogg Foundation transitioned from separate program areas into agile, cross-discipline teams focused on our work on behalf of children. On an individual level, the change is drawing on the leadership
potential within every person and tapping into the passion for our mission that motivates all of us. As a trustee, it has been fun to watch team members at all levels bloom, draw on even more of their talents and discover some new capabilities. Across the organization as a whole — in operations, programming, investments and fiscal management — we now bring the whole team. The transformation lends depth and breadth to our partnerships and mirrors the interconnectedness of children, families and communities.

As a trustee I find myself asking, ‘Would Mr. Kellogg be proud?’ Based on his actions and his words, I think he would be.”

We saw the networked organization at work on a recent board trip to Mississippi. Grantees there are working with the entire team rather than a single program officer. Strategic efforts showcase broad coalitions that connect education with economic development, workforce training and early childhood development. In our dialogues, community leaders and team members related the ongoing work in Jackson, Mississippi, with community experience and learning in Battle Creek, Detroit, Albuquerque and across the Kellogg Foundation’s national and international programming. We felt the synergy and shared purpose that can speed up the pace of change — all, as Mr. Kellogg directed us, “to improve the health, happiness and well-being of children.”

As a trustee I find myself asking, “Would Mr. Kellogg be proud?” Based on his actions and his words, I think he would be. As a businessman, W.K. Kellogg was not afraid to innovate, and he looked far beyond the next quarter or fiscal year in planning and operations. We are doing the same at the Kellogg Foundation and I think our founder would proudly approve.
A vibrant child is a marvel — the combination of energy, curiosity, laughter and confidence fused into one human being. When we’re near thriving children, we feel close to the deep rhythm of life.

But making certain that all children grow into healthy, hopeful, vibrant human beings remains beyond reach in many communities.

In 1930, when Will Keith Kellogg established our foundation to promote “the health, happiness and well-being of children,” he did so mindful of the interconnections between children, families and their communities.

He believed that in order to change children’s lives for the better, adults in a community had to come together, recognize their power to lead and affirm the dignity and value of each person’s contribution in shaping society.

From his legacy we have centered on these intersecting principles — community engagement, leadership and racial equity.

We call them our DNA because they are integral to everything we undertake and interwoven into all of our work on behalf of children. As part of the W.K. Kellogg Foundation’s legacy, they continue to ground our practices and guide programming. And in the wider world, research continues to affirm that Mr. Kellogg’s sense about the interplay between children, the adults around them and their communities was right on target.

Children learn through imitation. What they see and hear from adults delivers powerful messages about their own self-worth and possibilities. Our actions and words guide their behaviors and eventually map their world.

In a family circle and early childhood education, that means helping toddlers grow beyond the “terrible twos” and into 5-year-olds capable of feeling empathy. Even very young children can learn to listen to others and recognize what they are feeling. That capability opens the door for respect, collaboration and other human behaviors that hold the potential for creating societies where all children can thrive.
“Leadership, community engagement and racial equity are learned behaviors. When they are drawn into the design and delivery of every programming effort, they model and illustrate the interconnections between a child’s experiences, family circumstances and community conditions.”

As a philanthropic organization, our work requires that we take that knowledge and infuse it in our program approaches to children, families and communities.

Leadership, community engagement and racial equity are learned behaviors. When they are drawn into the design and delivery of every programming effort, they model and illustrate the interconnections between a child’s experiences, family circumstances and community conditions. For children to thrive, their families need to be able to provide for them and their communities need to be equitable places of opportunity.

The stories in this year’s annual report highlight interconnections like these at many levels — between workforce and early childhood education, business capital and neighborhood leadership, industry standards and maternal-infant health, traditional practices and national models for change.

As grantees illustrate beautifully:

- Investments in parents help children thrive.
- Lasting change for children begins with deep community engagement that draws leaders together from every sector of society.
- Equity is the starting point for reimagining systems that will improve children’s lives.

We offer the examples that follow to contribute to our shared learning, and as inspiration for all of us to make a deeper commitment on behalf of children — to model the change we desire in society and show them a world filled with hopeful possibilities. Children are watching us. What we do and say matters in their lives. Together we can change outcomes for the next generation of children.
Children are at the heart of everything we do at the Kellogg Foundation. Our goal is lasting, transformational change for children. But we recognize that children live in families and families live in communities. The well-being of children is interconnected with their families and communities. For that reason, our three program priorities — Thriving Children, Working Families and Equitable Communities — are broad areas of interdependent and dynamic work. Achieving strong outcomes for children happens by connecting what families need — at home, in child care settings, at school, at work and in their communities.

OUR PRIORITY PLACES:
Michigan • Mississippi • New Mexico • New Orleans • Central and South Haiti • Chiapas and the Yucatán Peninsula in Mexico
THRIVING CHILDREN:
We support a healthy start and quality learning experiences for all children.

WORKING FAMILIES:
We invest in efforts to help families obtain stable, high-quality jobs.

EQUITABLE COMMUNITIES:
We want all communities to be vibrant, engaged and equitable.

OUR DNA:
Advancing racial equity and racial healing • Developing leaders • Engaging communities in solving their own problems
Thriving Children

Children are more likely to thrive when they have a healthy start and quality learning experiences.

To ensure children thrive, we focus on improving access to high-quality, early childhood education and education systems, where families are engaged in schools and practices are rooted in a community’s culture and language.

To support families in giving their children a healthy start, we advance models that are proven to support healthy birth outcomes, quality maternal-infant health care and children’s early development. We invest in efforts that increase breastfeeding rates, especially in communities of color; that expand access to oral health care through providers called dental therapists; and that increase access to fresh, local, healthy food and improve nutrition for children and families in early child care settings, in schools and across communities.

To promote greater health equity, we promote community voices and leverage strategic partnerships, as well as policy and systems changes, to help families and civic leaders play an active role in making children’s development and well-being central to their decision-making.
Working Families

Children are more likely to thrive when their families are economically secure.

In the United States, we work alongside grantees and employers to widen pathways to stable, high-quality jobs and to create more equitable employment opportunities. We seek to expand support for tribal-, minority- and women-owned business enterprises and to accelerate small business growth. Some families may need short-term assistance or other supports to move from poverty to financial stability, so we support efforts that inform policies and change systems to create greater economic stability for families and communities.

In Mexico and Haiti, agriculture offers the strongest opportunities for families to generate and sustain income. We support local efforts that develop, improve and strengthen agricultural production, product development, value chains and microenterprises. Grantee efforts also honor and preserve each region’s cultures as part of improving their community’s economic well-being.

Equitable Communities

Children are more likely to thrive in vibrant and equitable communities.

Equitable communities are places of opportunity where all children and families can develop, grow and contribute — where people recognize that community well-being depends on the participation of every person.

Making communities more equitable requires all of us to confront how racism and bias affect our history and present-day experiences, to heal from the resulting fractures to our relationships and to begin reshaping the systems that hold back so many among us.

By first acknowledging and understanding the root causes of inequity, communities can then come together to envision and chart a course for the transformation.

Advancing racial equity and racial healing, engaging communities in solving their own problems and developing leaders capable of guiding change on this scale are essential to creating vibrant, equitable communities. These three approaches, known as our DNA, are embedded in all we do.
Our grantees across the United States, Haiti and Mexico understand interconnections — how a child’s experiences, family circumstances and community conditions are woven together. Children’s lives are inextricably linked to the stability and resources of their families. Yet families live in communities, where access to opportunities can determine whether a child’s path to well-being is broad or narrow. Our grantees understand these critical interconnections and how to create conditions where children will thrive. In the following stories, you’ll read how grantees are working at local, state, tribal and national levels to address inequities and upend expectations — creating new models and new narratives that cultivate opportunities for all children.
Parents in entry-level or low-paying jobs may know they need more education to move up the ladder. But even the most determined run up against the practical challenges of raising children, earning a paycheck, attending class and studying.

Aurora Butler, a mother of three, tried to return to school three times. She was fed up with juggling restaurant shifts and children’s schedules, and motivated to find a better-paying job that worked for her and her family.

But after three tries, she began to doubt herself. If Butler hadn’t found the training program at Brighton Center in Newport, Kentucky, she might have given up entirely.

Supporting Transitions to Employment for Parents (STEPS) — one of two Kellogg Foundation pilot programs — combines workforce training with high-quality child care in a support system structured around the whole family’s well-being.

For Butler, involvement in STEPS at Brighton Center made it possible for her to become a certified medical assistant — and prove something important to herself in the process. “Now I know I could go on and finish something else,” Butler says. “That was my biggest fear to try to overcome — that I wouldn’t finish the certification.” The STEPS program at Brighton Center made all the difference. “You’re doing all the work, but they were constantly checking to make sure I was OK.”

Melissa Hall Sommer, senior director of family economic success at Brighton Center, says, “The strategies are designed to consider the needs of the whole family. It’s really about their family’s future and not just getting that job.”

Behind the scenes, STEPS spurs integration of systems with families at the center, creating space for innovation to accelerate some training programs. “The magic happens when we create

At Brighton Center, more than 100 moms have completed training, and 80% have moved into higher-paying jobs...

... with an average wage increase of $24,697

13 organizations in STEPS and MOVE UP provide job training to more than 1,860 entry-level, low- and middle-skilled workers, mostly single parents.
an environment that is responsive to families’ hopes and dreams.”

Butler agrees that the new career has eased the strain on the whole family. “Now everybody — me and my kids — are on the same schedule,” she explains.

The Brighton Center program is one of seven sites in the U.S. reaching more than 900 parents like Butler, almost all women. At Brighton Center alone, more than 100 moms completed training for credentials in business and computer technologies, health care technology, medical assisting and child development. Of those, more than 80 percent moved into better-paying jobs, with an average wage increase of $24,697. The immediate effect on their families — including 270 children — continues to create more stable, hopeful futures.

**Connecting Working Parents to Better Jobs**

Seeing workers as parents is just as critical in the success of Mobility and Opportunity for Valuable Employment by Upskilling Parents (MOVE UP), six workforce development pilot programs tailored to meet the needs of working families and employer partners.

MOVE UP has made it possible for 960 parents already working in low- or middle-skill jobs to start the journey to higher-skilled, higher-paying careers. More than 70 percent are single parents. In one example, Healthcare Career Advancement Program (H-CAP), a national labor and management workforce development organization, leveraged employer-based funding to provide 200 parents working in health care with access to education and training. Fifty percent have earned industry-recognized degrees, and twenty-five percent have better jobs with higher pay. And even more are in the pipeline.

H-CAP bolstered its standard services with child care, transportation, English-language learning and other services tailored to particular communities. The wider array enabled more working parents to participate and complete the program. In New York City, Philadelphia and Seattle, this training-plus approach helps women, immigrants and workers of color break through the barriers to career advancement often faced by parents of young children.

Through tracking and evaluation, H-CAP is learning how to accelerate parents’ transitions to higher-skill jobs. Data across MOVE UP programs will help develop an evidence-based model for upskilling working parents — critical information for the health care sector, which is expected to be the largest employer in the U.S. by 2026.

According to Daniel Bustillo, executive director of H-CAP, MOVE UP is providing opportunities to new and existing health care workers while also focusing on job quality.

“Now I know I could go on and finish something else. That was my biggest fear to try to overcome — that I wouldn’t finish the certification.”

– Aurora Butler, STEPS program participant and mother of three
Local Farmers Enter Untapped Markets, Build Income and Nourish Their Children to Excel in School

A single hard-boiled egg packs six grams of protein and five grams of fat. In Haiti, those nutrients represent opportunity.

For children, an egg is the chance to grow healthy and strong, to concentrate in school.

For family farmers, eggs offer the opportunity to increase their incomes, diversify their crops as a hedge against unpredictable weather, and contribute to local food production and strengthen local economies.

But most eggs are not harvested in Haiti, which only produces enough food for less than half of its population. Instead, they are imported, part of more than $700 million spent annually by the small island nation on food imports.

Redirecting some of those millions to local farmers could be a game changer for the communities of rural Haiti, where two-thirds of children are malnourished and most families live in chronic poverty. Facilitating these important community connections can increase the income of local farmers and improve children’s health and education, and is exactly what the W.K. Kellogg Foundation has partnered with the KORE Foundation to do.

In 2017, the organization piloted a small project to train and equip farmers in Haiti’s Central region to produce eggs for local school children. The four participating farmers collectively provide one egg a day to more than 800 students, and are projected to earn at least $1,200 annually through the sale of eggs and poultry meat — an enormous amount of money in a country where 70 percent of rural households live on less than $2 a day.

With that money comes greater economic stability, food security and independence for the farmers, their families and their communities.

“I have big dreams for my daughter,” says Solange Taillefer, a participating farmer and mother who received only five years of formal education and is using the extra income to pay school fees for her daughter and grandchild. “I send her to school and her child too. I wish for her to learn something and make a living for herself to be able to provide for her family.”

– Solange Taillefer, farmer and mother
and her child too. I wish for her to learn something and make a living for herself to be able to provide for her family."

**Connecting Successful Models**

In 2018 the KORE Foundation expanded the project to include an additional 48 farmers, with the goal of providing one egg per day during the school year, and three eggs per week during the summer, to more than 8,000 area school children. In most cases, this will be the only protein and fat that the students receive each day.

The program targets school children because research shows that access to healthy food makes it easier for children to attend school and to learn. Participating schools are members of the Model School Network Initiative (MSN), a coalition of three school networks that are working together to increase the quality of education in Central Haiti with support from the Kellogg Foundation and other institutions.

The MSN operates more than 200 primary schools, serving more than 55,000 students and 2,000 teachers, trainers and administrators who benefit from curriculum development, infrastructure support, sanitation programs, materials, supplies and most importantly, teacher training.

By helping children succeed in school, these partners are helping children succeed in life. 
Reviving Indigenous Cultures by Preserving Native Languages in New Mexico

The Pueblo de Cochiti is home to about 1,300 Native American people, where vividly painted landscapes and the Kasha-Katuwe “white cliffs” Tent Rocks protrude from the earth with resilient symbolism. This pueblo is the only place on Earth where the Cochiti dialect of the Indigenous Keres language is spoken.

Jeff Suina, 46, was born and raised on the Pueblo de Cochiti, one of 23 sovereign Native Nations in New Mexico. He grew up hearing his people’s Indigenous language that, like many other Native languages, has endured centuries of colonial destruction through intentional government-mandated policies. In boarding schools, Native children were forced to assimilate to the Western culture and eradicate their identities by purging their languages, beliefs and customs.

In 2006, parents and community leaders, led by co-founder Trisha Moquino, came together to create the Keres Children’s Learning Center (KCLC), a nonprofit Montessori school on the Pueblo de Cochiti reservation where Keres is spoken for all daily instruction. KCLC is working to sustain the Cochiti Keres dialect, reclaim Native children’s education and honor their heritage with support from the Kellogg Foundation and other institutions.

“Our language is the code to our survival. It tells us who we are and how to flourish,” explains Suina, creative director at an engineering firm and Cochiti potter whose two youngest sons attend the school.

Children between the ages of 2 and 6 are taught exclusively in Keres before transitioning to the elementary classroom, where they receive 50 percent of their instruction in Keres and 50 percent in English. Elders are vital to the school’s mission. They are in the classrooms each day to direct language curriculum and programming, which enables cultural learning and helps make classrooms feel like home.

The KCLC officially opened in 2012, and has an impact far beyond the classroom. “Engaging parents and community members is an important part of our work,” says Tracey M. Cordero, KCLC director.
Parents participate in bi-monthly seminars, an annual parent retreat and a leadership project designed to further nurture their language and culture, introduce the Montessori approach to education and help them advocate for their children’s educational needs.

Cordero explains that language holds the worldview and emotional core of the people — many concepts within the Keres language do not have English translations. “There is nothing in the English dictionary that can hold as much weight as just one word in Keres,” says Cordero. “The language dictates a way of having a relationship with one another. Our language is buried in feeling and emotion. Keres is a language of love — a genuine wish for the well-being of one another.”

**New Models for Native Language Learning**

In addition to running an immersion and dual language program, KCLC provides teacher training programs through its Indigenous Montessori Institute, where people from various Indigenous communities receive training on the Philosophy of Indigenous Education and the Montessori methodology.

Another community pursuing dual language education is the nearby Pueblo of San Felipe, which converted its Head Start and Early Childhood Head Start programs into dual language programs in 2017. “Focusing on Head Start and Early Head Start programs just made sense,” says Arlene Sandoval from the Pueblo of San Felipe. “The programs serve young children at an age when their brains are primed to learn a language.”

As other early learning programs replicate these curriculum approaches, new models are emerging for redesigning early childhood education programs to embrace and embody Native languages and culture throughout Native communities.

“Language revitalization is crucial to us because it might be the only thing that makes us Cochiti,” says Cordero. “Without the language, what makes us different from anyone else in the world?”
Mississippi Moms Give Their Babies the Best Start in Life

Moms who breastfeed give their little ones a boost, according to research.

Children who receive only breast milk for the first six months of life are healthier and do better in school. Their brains even develop better.

That’s why Titeyana Knight is determined to breastfeed her son. And even though her fiancé supports the decision, she says almost no one else in her community does.

“When I bring up the idea of breastfeeding to church members and friends and family, the response isn’t as welcoming as I want it to be or as I think it should be. But I believe that’s because breastfeeding is really a foreign language down here,” she explains.

By “here” Knight means Mississippi, where she was born and raised, and where breastfeeding rates are among the lowest in the nation, especially among African American women like her.

“She” also is where a genuine revolution is underway to change that. Mississippi Communities and Hospitals Advancing Maternity Care Practices (MS CHAMPS) is reworking how hospitals engage with women at the time of birth, and empowering moms to give babies the best start in life. This program, part of the Boston Medical Center, is supported by the W.K. Kellogg Foundation.

In partnership with Blue Cross & Blue Shield of Mississippi, the Mississippi Perinatal Quality Improvement Collaborative and WIC, MS CHAMPS is assisting hospitals across the state to adopt the World Health Organization’s Baby-Friendly Hospital Initiative and become designated Baby-Friendly through Baby-Friendly USA. Baby-Friendly hospitals ensure that all women are supported in their feeding choice, and provide the help needed for women to breastfeed successfully. The approach is a paradigm shift from standard practices that assume moms will use formula, reserving breastfeeding assistance for those who request it.

By providing every mom with supports in the first hours and days after delivery — the key time to establish breastfeeding — Baby-Friendly hospitals can significantly increase the likelihood that a mom will breastfeed in those critical first six months.
As a result of the initiative, breastfeeding initiation rates at Mississippi CHAMPS hospitals have already increased significantly — from 49 percent in 2015 to 65 percent in 2018. Eight hospitals across the state are certified as Baby-Friendly and about 95 percent of hospitals that deliver babies in Mississippi are on track to become certified as Baby-Friendly facilities.

**Breaking with Tradition**

Once a mom leaves the hospital, she must incorporate breastfeeding into daily life. “If African American women decide to breastfeed, we have to go against what our moms, our grandmas and everyone else in our community tells us to do. There’s a cultural break that our community needs to make,” explains Beneta Burt, president of the Mississippi Urban League (MUL), another Kellogg Foundation partner in Mississippi.

Based in Jackson, MUL is encouraging that break. The organization helps local businesses to create breastfeeding policies and private spaces onsite for moms to express milk. It also organizes outings for African American women to gain confidence in nursing in public while exposing community members to the idea. “If community members can see Black women breastfeeding, it will start to normalize the practice,” Burt says.

**The Baby Café**, a weekly gathering of African American pregnant women and moms, is one tool for transformation. MUL hosts the Jackson-based SIPPS Café, one of 13 across the state. Supported by the University of Mississippi Medical Center and the Mississippi Department of Health, Baby Cafés are designed to help African American women feel supported in their decision to nurse. One of Mississippi’s few African American certified lactation consultants is onsite to assist with breastfeeding, and most printed materials feature women and children of color.

Knight attends the Baby Café and calls it, “Inspiring. I am learning how I can really change my child’s life. ... And I am learning to continue to be insistent on a lot of things because I am learning how important they can be for my child.”

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**BREASTFEEDING RATES INCREASED FROM 49% TO 65% IN MS CHAMPS HOSPITALS FROM 2015 TO 2018**

**8 HOSPITALS IN MISSISSIPPI ARE CERTIFIED AS BABY-FRIENDLY**

**95% OF HOSPITALS THAT DELIVER BABIES IN MISSISSIPPI ARE IN THE PROCESS OF ACHIEVING THE BABY-FRIENDLY CERTIFICATION**

— Beneta Burt, president of the Mississippi Urban League
Small Business Lending in Michigan Promotes Equity and Spurs Growth

Angel Paris, 49, was stunned when she was denied a business loan by her bank.

She’d been a customer for more than a decade and had a successful, eight-year track record as owner and operator of Power, Light and Technical, an electrical contracting firm with revenues of roughly $1.5 million last year.

Her business was growing and the opportunities in Detroit were coming fast and furious. She needed capital to stay competitive.

Undeterred, Paris turned to the Entrepreneurs of Color Fund (EOC Fund), established in 2015 by the W.K. Kellogg Foundation and JPMorgan Chase to provide financing and technical assistance to Detroit-based business owners like Paris. Through the fund, Paris secured a $200,000 line of credit, which she describes as “a game changer” for her business.

“We have been able to purchase specialized equipment and also pay suppliers even when we are waiting to get paid, which as a contractor is tremendously important. We haven’t had to turn down a contract since getting our line of credit. In fact, we have grown to eight full-time employees.”

Paris is one of many entrepreneurs of color with a great idea or poised for growth who struggles to secure small business financing. African American, Latino and other entrepreneurs of color experience loan denial rates roughly three times that of other applicants, and if approved, frequently receive lower
loan amounts and higher interest rates. According to the Federal Reserve, Black women have more difficulty accessing credit, a barrier making it harder to get the necessary funding for their businesses to grow.

The result is a financing system that perpetuates inequitable access to capital for entrepreneurs of color launching or expanding small businesses. These obstacles persist, despite the fact that half of all new jobs in the U.S. come from small businesses. And research shows that entrepreneurs of color locate their businesses within communities of color and hire employees of color — effectively generating jobs in neighborhoods that often struggle to attract investment.

Leveling the Playing Field for Michigan Entrepreneurs of Color

To illustrate the power and potential of equitable financing, the Kellogg Foundation launched the EOC Fund with a $3.5 million investment and $3 million from JPMorgan Chase. In the past three years, the fund has deployed more than $6 million to 58 businesses in Detroit and has a default rate of less than 2 percent. Ninety-eight percent of the borrowers are people of color and 57 percent are female.

EOC Fund businesses have helped to create or retain 642 jobs in Detroit, many in communities of color that are still working to recover from decades of systemic disinvestment and the city’s bankruptcy. In 2018, the fund hit an important milestone, more than tripling in size to $22 million in only three years. And it is still attracting new investors.

Building on that success, the Kellogg Foundation established a similar fund in the foundation’s hometown of Battle Creek, Michigan. The Battle Creek Small Business Loan Fund is modeled after the EOC Fund. Launched with an initial $1 million investment and contributions from local investors (Battle Creek Unlimited, The Miller Foundation, Kellogg Company and Consumers Energy Foundation), the fund is rapidly growing — up to $6.6 million with a goal of $10 million — and already making loans. Eight small businesses in Battle Creek received loans in 2018.

JPMorgan Chase has also replicated the model with fund launches in additional sites including the South Bronx, Chicago and San Francisco.

According to Paris, the value of the EOC Fund is not only its financing, but also the technical assistance that business owners often need to flourish and is offered by the Fund. “Working with the Entrepreneurs of Color Fund to apply for the loan helped us to put the infrastructure in place around bookkeeping that we need to have.” Today, Paris says, “our business is stronger at its core.”

“...
Movements Powered by Indigenous Women Advocate for Family and Community Health, Economic Gains

In Mexico, the women of Chiapas traditionally have been unheard.

An Indigenous people, many live in the mountains and forests of the area’s rural highlands, and often speak the Mayan language of their ancestors. In the institutional halls of power where Spanish is the dominant language, their voices have been muted.

But not anymore.

Today, women in Chiapas are organizing, elbowing their way into conversations that traditionally excluded them. They are led by the Movement of Midwives of Chiapas Nich Ixim (Nich Ixim), a coalition of more than 200 midwives from 25 municipalities who have come together to demand respect and recognition. This intergenerational group is reorienting perspectives on how to promote health in Chiapas, where midwives often are the preferred or primary source of medical care.

Midwives attend half of the births in rural Chiapas, and the majority of births in Indigenous communities. They play essential roles in promoting the health of mothers and infants, and in reducing maternal and infant deaths. Last year alone, 199 midwives from 19 municipalities across Chiapas collectively conducted 3,338 prenatal check-ups, attended 4,994 births and made 1,438 visits in the weeks following birth. Even so, they are often systematically sidelined or excluded by Mexico’s health care system.

With support from Kellogg Foundation grantees Global Pediatric Alliance and Formación y Capacitación, Nich Ixim has become a formal organization, and convened a series of meetings to collect more data on midwifery’s impact on women’s and children’s health. They have also organized workshops on how to best meet the medical needs of new mothers, and trainings to strengthen Nich Ixim’s leadership.

IN 2017, ROUGHLY 200 MIDWIVES FROM 19 MUNICIPALITIES ACROSS THE STATE OF CHIAPAS:

- CONDUCTED 3,338 PRENATAL CHECK-UPS
- ATTENDED 4,994 BIRTHS
- MADE 1,438 VISITS IN THE WEEKS FOLLOWING BIRTH
“Our objectives are to demonstrate that traditional midwives have helped women survive under dangerous conditions in remote places,” says Martha Moreno, the training program director with Global Pediatric Alliance. “Without them, the rate of maternal deaths would be much higher.”

In the past two years, the Movement of Midwives of Chiapas Nich Ixim has met with officials from Mexico’s National Human Rights Commission, the Supreme Court of Justice and the Ministry of Health to ensure that traditional midwives are supported as they help pregnant women deliver healthy babies in their communities. They also have elevated these issues to the Special Rapporteur of the United Nations Commission on the Rights of Indigenous People. The Commission incorporated the midwives into a recent report, and acknowledged Nich Ixim’s work on the issue.

**Empowering Women Across Industries**

Like the midwives, women who work as artisans in Chiapas are organizing to improve their economic well-being. Many Indigenous women in the region support families by creating and selling intricate textiles, but receive little pay and may have designs copied without permission or compensation.

As weaver Sandra Xinico Batz explains, “If we, the Indigenous people, make it, it is [considered] handicrafts, whereas if ‘ladinos’ or ‘mestizos’ do it, it is art. This is stealing from the Indigenous people because they believe we are inferior.”

In response, these artisans are organizing a network, Red de Cooperativas del SUR, throughout Chiapas and across Latin America to have their cultural images classified as intellectual property and protected by law. This designation would allow the artisans to enlist legal help to prevent the pirating of their designs and increase earnings for their work. In partnership with the Kellogg Foundation, K’inal Antsetik provides the artisans with training to strengthen their businesses, develop their leadership skills, and grow their movement.

“No more silence,” says Xinico Batz. “From now on … who we are and what we know must be valued.”

“No more silence. From now on … who we are and what we know must be valued.”

– Sandra Xinico Batz, weaver
Strong Commitments to Racial Equity by Business Leaders are Helping to Fuel Buffalo’s Recovery

For decades, Buffalo, New York’s second largest city with 258,000 people, faced formidable economic and social challenges.

In the 1970s and 1980s, its anchor industries — including manufacturing, transportation and automobile production — were decimated by overseas business transfers and increased automation.

As in many communities, job loss and disinvestment disproportionately affected people of color. In Buffalo, that meant half of the city’s population faced a shrinking opportunity landscape.

But change agents like the Community Foundation for Greater Buffalo (CFGB) are focusing on the region’s economic health to ensure that racial equity is part of Buffalo’s comeback story.

The community foundation incorporated racial equity in its first strategic plan in 2007. Its committed leadership and compelling record of engaging business leaders in its collaborative racial equity work led to Buffalo being named as one of the Kellogg Foundation’s 14 Truth, Racial Healing & Transformation (TRHT) places in 2017.

“Our Board recognized the staggering statistics about race in our community and decided to do something different, more proactive to address this challenge,” says Felicia Beard, director of racial equity initiatives at the CFGB. “By rooting our work in data, we moved forward to develop and lead innovative cross-sector partnership to better serve the universal desire to ‘do good’.”

Raising the Bar Even Higher

Born from that commitment was the formation of the Greater Buffalo Racial Equity Roundtable (Roundtable). The Roundtable is an unprecedented cross-sector collaboration, comprised of 39 leaders from public, private, nonprofit and faith institutions, convened to “advance racial equity and promote the change required to accelerate a shared regional prosperity.”

In 2016, the Roundtable released its comprehensive and visionary report, The Racial Equity Dividend:

“You don’t have to have bad intentions to create barriers to success for people of color. But you do have to be intentional to remove these barriers.”

– Felicia Beard, director of racial equity initiatives at the Community Foundation for Greater Buffalo
Buffalo’s Great Opportunity. The report detailed racial disparities across four interconnected areas — education and job readiness; criminal justice and safety; quality of life and neighborhoods; and income and wealth — and proposed policies to guide Buffalo’s continued transformation. The members of the Roundtable — CEOs, directors and community leaders — used the report to guide the development of a 9-Point Agenda focused on: racial equity training for business leaders; racial healing circles; strategies for an inclusive workforce and workplace practices; increasing academic achievement for males of color; juvenile justice reform; and improving outcomes for reentering citizens.

Furthermore, as individuals, Greater Buffalo Racial Equity Roundtable members are committed to supporting and promoting racial equity. The members have contributed more than $500,000 to the community foundation’s TRHT growth fund — an endowment created to sustain these efforts for the long-term.

Retired State Supreme Court Justice Rose Sconiers observed the devastating impacts of health, educational and economic inequities from her bench. Now the Roundtable chair, Hon. Sconiers has been a fixture in Buffalo’s legal and civic communities since the 1970s. “What distinguishes the community foundation, and the Roundtable, is our reach and influence in Buffalo,” says Hon. Sconiers. “We are all committed to achieving an expanded, more inclusive economy together.”

As part of the Roundtable, each member participates in “Racial Equity Impact Analysis Tool Training,” which prepares them to use a racial equity lens in all decision-making practices. This rigorous training helps leaders recognize the barriers to success people of color face within their organizations and institutions, and to develop innovative and meaningful changes in all relevant policies, practices, and procedures, including recruitment, retention, purchasing and contracting. To date, more than 1,100 decision-makers representing 78 organizations have participated in the training, which is supported by the community foundation.

“The Roundtable’s work is focused on the systems in our community that have traditionally held back people of color,” says Beard. “By bridging gaps in racial equity together, we can ensure that every one of our residents can live, work and raise their children to reach their highest potential.”
OUR YEAR IN REVIEW

“Everyone has to be a part of this if we’re going to move Jackson Public Schools forward.”
– Mississippi Governor Phil Bryant

Mississippi Governor Phil Bryant, Jackson Mayor Chokwe Antar Lumumba, the Jackson Public School District and WKKF launch the Better Together Commission to work alongside the community to co-create a plan to ensure all students’ academic success.

WKKF releases updated Step-By-Step Evaluation Guide.

2017 NOVEMBER

With support from WKKF and The Kresge Foundation, more than 18,000 community members in Detroit contribute to Hope Starts Here, a framework for commitment to early childhood education for Detroit’s children.

DECEMBER

Grand opening of two unified, historical museums in Jackson, Mississippi; La June Montgomery Tabron delivers speech during celebratory event, announcing additional $1 million matching grant for museums’ endowment.

Rick Tsoumas elected WKKF board chair.
Forty-four proclamations in 20 states recognize the 2nd annual National Day of Racial Healing, along with dozens of events across the United States bringing people together.

WKKF partners with Altarum to release the Business Case for Racial Equity, which demonstrates how advancing racial equity can translate into meaningful increases in economic output in consumer spending and federal, state and local tax revenues. In addition to the national report, WKKF releases a Business Case for Racial Equity for priority places including Michigan, Mississippi, New Mexico and New Orleans. To date the reports have been downloaded more than 27,000 times.

La June Montgomery Tabron delivers closing remarks at the Hispanics in Philanthropy conference, asserting that children’s success requires solidarity across interest groups so that all children can thrive.

NBA All-Star pre-game telecast features WKKF’s Truth, Racial Healing & Transformation efforts.

WKKF introduces the Sustainable Village and Learning Community, based in Akayè, Haiti, at the Grantmakers for Effective Organizations Funder’s conference.
La June Montgomery Tabron hosts conversation at The Detroit Regional Chamber’s Mackinac Policy Conference on Michigan’s economic outlook featuring the Michigan Business Case for Racial Equity.

WKKF president and CEO joins Montana Governor Steve Bullock for a discussion on the Business Case for Racial Equity at the National Governor Association’s Summer Meeting in Santa Fe, New Mexico.

WKKF announces additional investment in Brazil’s Baobá Fund for Racial Equity.

WKKF president and CEO suggests that all investment opportunities should be viewed with a racial equity lens at the Global Philanthropy Forum.

“Working in this space around racial equity... it’s been a journey for us and in our funding. One thing I would tell you: please make sure you’re taking the journey yourself as you are doing this work externally.”

– La June Montgomery Tabron, WKKF President and CEO

WKKF’s Joel Wittenberg, vice president and chief investment officer, announces $10 million commitment to the new Battle Creek Small Business Loan Fund. Seeded with $1 million from WKKF and contributions from local partners including the Kellogg Company, The Miller Foundation, Battle Creek Unlimited and Consumers Energy Foundation. The Fund has $6.6 million available for local businesses and entrepreneurs.
In the historic Yazzie/Martinez v. State of New Mexico lawsuit, the judge rules in favor of New Mexico’s children, finding that the state’s education system fails to provide sufficient public education as mandated by the state constitution. Plaintiffs are represented by WKKF grantees, the Mexican American Legal Defense and Educational Fund and the New Mexico Center on Law and Poverty.

La June Montgomery Tabron joins Slack CEO Stewart Butterfield, along with celebrities like John Legend, for an all-staff Slack session to celebrate the technology company’s Next Chapter apprenticeship program, in partnership with The Last Mile and WKKF. Designed for formerly incarcerated individuals, the program teaches participants how to code and assists them to transition into apprenticeship programs in the technology industry, starting with opportunities at Slack.

WKKF hosts the Seeding Alliances convening in Mexico City for grantees, partners and community leaders from Chiapas and the Yucatán Peninsula to continue to build alliances to strengthen communities for children.

WKKF launches a new educational hub (http://dentaltherapyresources.wkkf.org) offering tools, videos, reports, knowledge and data to support communities and organizations considering the ways dental therapists can address oral health care needs for tribes and communities across the U.S.

“[My son’s] school doesn’t have the curriculum or resources to push him to his full potential.”
– James Martinez, plaintiff, Yazzie/Martinez v. State of New Mexico
WHO WE ARE

The W.K. Kellogg Foundation is an independent, private foundation established by breakfast cereal innovator and entrepreneur Will Keith Kellogg in 1930. Learn more about the Kellogg Foundation by visiting wkkf.org.

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

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

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

* To view financial statements, please visit wkkf.org.