



W.K.
KELLOGG
FOUNDATION®

seeing with **Fresh Eyes**

Our DNA In Action
2019 Annual Report



04 FROM OUR BOARD CHAIR

06 FROM OUR PRESIDENT & CEO

08 WKKF PRIORITIES & OUR DNA

10 GRANTEE STORIES

- 10 Summer Reading Club = Safe Space for Community Healing
- 13 WKKF CLN profile: *Shaping the Next Generation of Indigenous Leaders*
- 14 Haitian Scholarship Spawns Leaders for Community Growth
- 16 Rewriting the Narrative for New Orleans Children
- 17 WKKF CLN profile: *Building One Albuquerque, From Inside Out*
- 19 If Kids Can See It, They Can Be It
- 21 Seeding the Next Generation of Cultural Farmers
- 23 A Good Career is a Good Series of Jobs
- 24 WKKF CLN profile: *Cash with No Strings Attached*
- 26 Leveraging Lived Experience to Expand Opportunity
- 27 WKKF CLN profile: *Closing the Racial Wealth Gap, One Investment at a Time*
- 28 Unlocking Opportunities for Justice-Involved People, Families
- 31 A Landscape of Racial Healing Spaces
- 33 Equity and Leadership Spur Dental Therapy Tipping Point
- 35 WKKF CLN profile: *Self-Transformation Reshapes the Food Landscape for New Orleans Children*

36 YEAR IN REVIEW

40 WHO WE ARE

42 BY THE NUMBERS

42 ABOUT THE W.K. KELLOGG FOUNDATION

The Lens for Our Work

RICK TSOUMAS, BOARD CHAIR

Your internal lens on leadership changes from year to year if you continue to grow.

When I started out as a CPA, I would work with one company after another for a week or longer to complete audits. Teaming up with different people at each place – the CEO, CFO, head of purchasing and others – I saw a wide range of leadership traits and management styles. Some I wanted to pick up; others to avoid. They were like mini mentorships and helped shape my internal lens.

Serving as a W.K. Kellogg Foundation (WKKF) trustee over the last decade has continued to broaden my view.

From a board perspective, **we are leading with our eyes primarily on the future.** Within the culture of the Kellogg Foundation, our charge is to see where we need to move on behalf of vulnerable children. In hockey, the great Wayne Gretzky's dad told him: *"Skate where the puck is going, not where it has been."* For us the question is: "Where do we need to go from a leadership perspective so that more children will be thriving five years, ten years from now?"

Racial equity, community engagement and developing leadership – what we call the Kellogg Foundation's DNA – are essential to every discussion. WKKF's priorities (thriving children, working families, equitable communities) sharpen the focus and cohesion of our programming. Our DNA is the lens through which we view all of our work.



There is a responsibility with leadership that is so important in community. It takes real courage to break through the old guard.

As a board, that way of looking at things represents an ongoing progression.

When I first became a trustee, the focus was on separate programming areas. All the pieces were potentially there, but not cohesively drawn together. Over time, and in response to the pace of societal change, the foundation's program approaches have become much more strategic and interconnected. In recent years, especially in WKKF's transformation to a networked organization, **we are seeing how connecting common threads generates the momentum for positive change for children.** That is our DNA in action.

The WKKF Community Leadership Network (WKKF CLN) is a great example of that positive dynamic.

Candidate selection and WKKF CLN curriculum all grew from our community engagement. The focus on a racial equity lens, the clarity on leadership of and for the community — meeting the Class Two fellows brought that to life.

At their initial session in Battle Creek, I felt their excitement about the learning year ahead. But more than that, I recognized the desire to grow so they could help to change their communities. Each was chosen because of those strong ties and the willingness to lead on behalf of children, families and their communities.

They are part of a network now, a long continuum of leadership strengthened as each WKKF CLN fellow steps up and commits to

motivating positive change. There is a responsibility with leadership that is so important in community. It takes real courage to break through the old guard. As part of the WKKF Community Leadership Network, they know they're not in it alone.

In the following sections, you will meet some of the Class One fellows — leaders who are a few years ahead of the Class Two cohort and already changing their communities. **As you will see, every learning journey is unique. But the ripple effect they are creating is inspiring others.**

As a board, we are seeing a ripple effect within the Kellogg Foundation as well. With a great leader like La June Montgomery Tabron — and a leadership team aligned and operating at top capacity — our board can assess the landscape at a higher level. As we do, our DNA is top of mind. We see it in action and continue to learn from it. It permeates our work and makes it better. ■



Our DNA is the lens through which we view all of our work.

- RICK TSOUMAS, BOARD CHAIR



A Shift in Consciousness, the Skillset for Change

LA JUNE MONTGOMERY TABRON, PRESIDENT & CEO

Community engagement, racial equity and leadership — our DNA. A very few syllables in our shorthand, and easy to say. But they represent a very long learning journey.

In my three decades at the W.K. Kellogg Foundation, it has been a continuous process. In our collective almost 90 years, the learning has been cumulative and the shift in consciousness a response to growing awareness of what is required to open pathways to change.

Our founder, Will Keith Kellogg, envisioned children healthy, happy and approaching the future with confidence. His vision for children encompassed identity, belonging and safety — for the individual child, as for their families and communities. Our deep grounding in community has its roots in that vision and in the voices of grantees. Through community experience, we see the powerful interplay between racial equity and identity in children. We feel how community engagement forms trusting relationships and the sense of safety that leads to healing conversations. We recognize that leadership rests on the identity, safety and confidence needed to take action on behalf of others.

Today we recognize that those three essentials, when woven together, represent a new theory of change — one that is practical, relevant and already shifting the consciousness of our partners. Our DNA is not something we fund, but something we do — foundational skills embedded in every aspect of our programming.

In the grantee stories you will read, we offer live examples of our DNA in action — how weaving them into our programming is changing the partnerships, practices and policies that emerge through our work on behalf of children.

OUR DNA IN PARTNERSHIPS...

A visionary urban greenspace in Richmond, Virginia, is attracting a wide range of partners to local Truth, Racial Healing & Transformation efforts. Here in Battle Creek, Michigan, a groundbreaking partnership involving Grand Valley State University and Battle Creek Public Schools is opening pathways to learning and opportunity. In New Mexico, food sovereignty partnerships are engaging farmers and reshaping sustainable practices. Nationally, investing with a racial equity lens is sparking innovative partnerships that are widening equitable opportunity.

OUR DNA IN PRACTICES...

In New Orleans, Louisiana, trauma-informed care is reorienting practice approaches to children in schools and care settings both locally and nationwide. A scholarship program in Haiti that changes the calculus on who receives higher education is effectively returning more leaders to their communities. Hiring and advancement practices at a health system in Grand Rapids, Michigan, are spurring changes at the national level. A national collaboration with the American Library Association on racial equity and healing inspired a librarian in Zion, Illinois, to draw high school students, civic leaders and law enforcement into a conversation that is changing the local narrative about racial equity.



Our DNA is not something we fund, but something we do – foundational skills embedded in every aspect of our programming.



How can we help people see what they don't see?

**- LA JUNE MONTGOMERY TABRON,
PRESIDENT & CEO**



OUR DNA IN POLICIES...

The momentum shift in the Dental Therapy effort over the past year holds lessons for how health equity can fuel a national change movement. And across the U.S., policy efforts to remove barriers to employment for the more than 600,000 men and women returning to their communities from state and federal prisons are creating practical, scalable approaches to change.

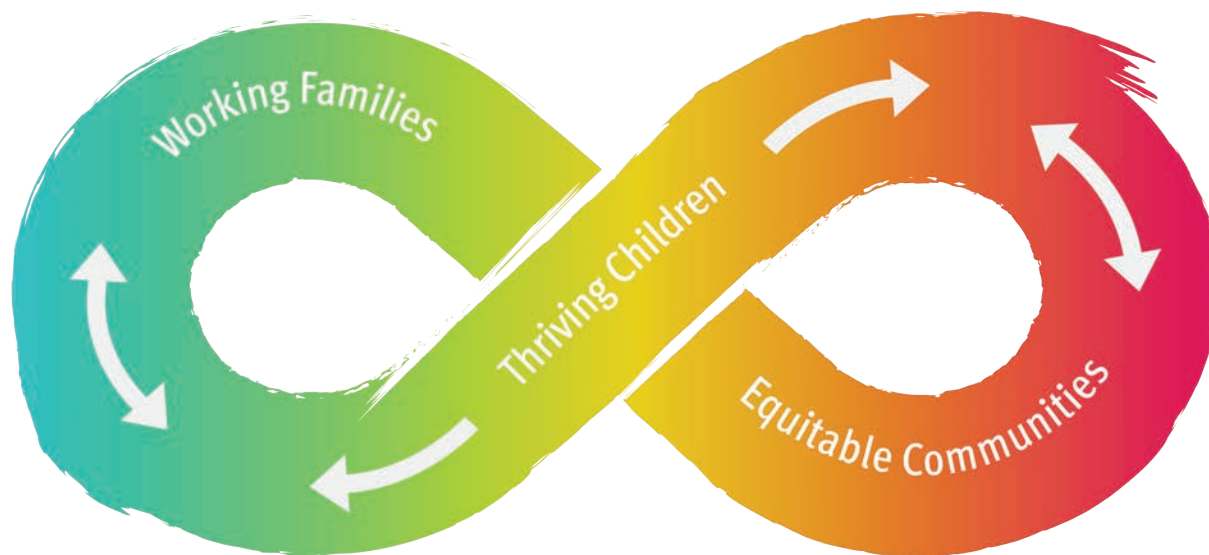
How can we help people see what they don't see? That is the challenge for all of us – and the opportunity of our DNA in action.

On a personal level, **racial equity, community engagement and developing leadership change how we look at the world.** In relationships and in community work, our DNA hold the skillset for authentic, truthful conversations that get to root causes and lift up different approaches.

Advances and setbacks are part of the journey, as all of us engaged in this work recognize. But we continue to strive toward the ideal because when we do, we tap into the power and energy that lead to thriving children, working families and equitable communities. In this 2019 Annual Report, our grantees share their strides and illustrate the impact of our collective journey. We invite you to join us! ■

Our grantees recognize that children are at the heart of everything we do at the W.K. Kellogg Foundation (WKKF). But they also know that children live in families and families live in communities. As a result, WKKF's three program priorities — Thriving Children, Working Families, Equitable Communities — are intricately connected. We know that lasting, transformational change for children happens when we link their well-being to the stability of their families and the broader opportunities available across communities.

Every year, grantee experiences deepen our understanding of how to create conditions where children can thrive. When they do, they add to lessons accumulated across decades of Kellogg Foundation efforts — some of which are so consistent and profound they are embedded in all of our work. We call these fundamentals our DNA because they characterize WKKF's commitment and codify what we understand to be necessary for creating transformational change on behalf of children.



OUR DNA IN ACTION

In the following stories, you will see the many ways grantees are embedding racial equity, community engagement and leadership into the models and approaches they create. Although each is unique, together they illustrate the growing impact of our DNA in action.



RACIAL EQUITY

is an aspirational pursuit insisting that all people, regardless of their racial/ethnic group identification, skin color or physical traits, will have **equal opportunity to experience well-being in a just society**. Achieving racial equity means that an individual's identity would not be predictive of their day-to-day experiences or their life outcomes. **Racial equity is a two-strand approach that focuses on systems transformation and racial healing.**



COMMUNITY ENGAGEMENT

is the **process of working collaboratively with communities** to address issues they have identified as priorities, as they relate to thriving children, working families and equitable communities. Our approach to community engagement is a continuous cycle of cooperative planning, intelligent study and group action. When communities drive how problems are defined, decisions are made and solutions are created, meaningful and enduring change becomes possible.



LEADERSHIP

driven by those directly impacted by systemic racism and oppression will ensure **meaningful and enduring change**. Leaders emerging from communities have unparalleled expertise and experience to identify and address needs and gaps in how their children are educated; public and private resources and opportunities are distributed; their families and communities are made healthy, whole and safe; and success is defined and measured.

Summer Reading Club = Safe Space for Community Healing

As a high school librarian and local leader, Deborah Will brings her head, heart and hands to developing and supporting students in Zion, Illinois – a diverse community situated halfway between Milwaukee and Chicago on Lake Michigan.

Her students often tell her how they hope for more unity in the community. With a population that is one-third Black, Latino and White respectively, and a small number of Filipino residents, 70% of residents experience poverty.

“There is a lot of healing that needs to happen here,” says Will. “We need to make certain that everybody’s included, that everyone has a voice and that everyone is respected.”

In early 2018, Will learned about the **American Library Association’s (ALA) Truth, Racial Healing & Transformation (TRHT) Great Stories Club**, a project supported by the W.K. Kellogg Foundation. Through this initiative, the ALA has awarded 130 grants to libraries in 40 states, and engaged more than 5,000 young people in transformative reading and discussion programs and racial healing sessions.

Librarians like Deborah Will are central to the WKKF-supported TRHT efforts happening across the country. They are leaders in how libraries are changing their practices by creating spaces, engaging community partners and seeking out professional



“*When I saw the TRHT Great Stories Club description, I thought, ‘This is aligned with where my community is going. And, if that’s the case, our library better be going in that direction, too.’*”

- DEBORAH WILL, INSTRUCTIONAL MATERIALS CENTER
COORDINATOR, ZION BENTON TOWNSHIP HIGH SCHOOL

130 ALA GRANTS TO LIBRARIES IN **40** STATES TO ENGAGE **5,000+** YOUNG PEOPLE.

development so they can facilitate racial healing dialogues. **Libraries offer a safe space for young people to engage with powerful literature and consider the world around them and their place in it.**

Libraries in the **TRHT Great Stories Club** partner with community organizations connected with young people. Will was already involved in courageous community conversations centered on race coordinated by the local Coalition for Healthy Communities and the United Way. Community members, including Zion Township Supervisor Cheri Neal, were involved, too. This made it easy to invite the supervisor's office to co-create a unique TRHT Great Stories Club for the twenty-eight 14- to 16-year-olds employed in the township's 2018 summer work program.

"When I saw the TRHT Great Stories Club description, I thought, 'This is aligned with where my community is going. And, if that's the case, our library better be going in that direction, too,'" says Will, who also attended a two-day workshop with 24 other librarians and community

partners on how to facilitate conversations about race, identity and equity, and convene racial healing sessions.

When the township's summer work program began, reading the club's books became part of the students' workday. There was time set aside for formal discussion, and it was common for students to chat about the books while they gardened or worked at a nursing home or farmers' market. The club expanded its membership, when township employees, the mayor, a local council member and the police chief also started reading the books.

Participants read three books from the ALA's Growing Up Brave on the Margins series. It was Angie Thomas' "The Hate U Give," a novel about a teenage girl who witnesses the shooting of a Black boy by a White police officer, that opened up the experience for everyone.

The book's subject matter made some township leaders nervous.

"Some adults thought the kids weren't mature enough," Will



says. “But **I told them that these students were living this experience**, and the book gives them an avenue to discuss these feelings without having to discuss particulars of their own lives.”

After she read the book, Neal invited the police chief into the discussions about “The Hate U Give” with students. “I brought it to him right away and said, ‘Here’s the deal...we’re reading this book, and I need you to read it, too. I know you want to be on the same page as us,’” says Neal.

He agreed to do it. And, like the other adults that came to the book club for the discussion, he was impressed with students’ thoughts and ideas related to the book.

“I really thought that they [the township leaders] were going to read a book, come and talk with kids and that would be the end of it,” says Will. However, a city council member saw a trailer for the film of “The Hate U Give” and announced he was starting a movie club. He took all 450 high school freshmen to see the movie and personally paid for any student who could not afford the ticket. The school district paid for the transportation.



In December of that year, the community got licensing rights through the United Way to show the movie at a high school event. Seventy-five students, community members and members of local law enforcement all came to watch together.

“I literally sat at a table afterwards with the chair of Lake County Black Lives Matter and a Zion police officer talking about this movie,” says Will. “Who would have thought that could happen?... **One of the greatest parts of the Great Stories Club was getting the whole community involved.**”

And that community involvement continues. The Great Stories Club is now a permanent part of Zion’s summer work program, giving even more young people the space to read, dialogue and grow. ■

INTERESTED IN STARTING A TRHT GREAT STORIES CLUB IN YOUR COMMUNITY?

ALA collaborated with humanities scholars, librarians and racial healing practitioners to develop three new reading and discussion series inspired by WKCF’s national TRHT efforts:

- Deeper Than Our Skins: The Present Is a Conversation with the Past
- Finding Your Voice: Speaking Truth to Power
- Growing Up Brave on the Margins: Courage and Coming of Age

The resources – including book lists, discussion questions, promotional materials and more – are freely available on the ALA website.

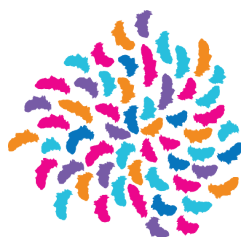


Courageous Leaders Advance Racial Equity

In communities and on the national stage, WKKF CLN fellows lead and live the foundation's DNA.

Transformational leaders bridge divides in communities to create positive change for children and families. WKKF Community Leadership Network (WKKF CLN) fellows are showing how. In less than two years since their fellowships, Class One fellows are unleashing racial equity agendas; piloting solutions to build economic security in communities of color; shaping the next generation of Indigenous leaders; and constructing food systems to increase access to healthy and locally-sourced foods. The 120 fellows in Class One and the 80 selected in 2018 for Class Two are a network of dynamic, diverse leaders engaging their communities to make a difference.

In the stories throughout this report, you'll meet alumni from the inaugural WKKF CLN class. Their courageous leadership exemplifies the foundation's DNA in action and illustrates the power of combining leadership, community engagement and racial equity to create more equitable communities for children and their families.



WKKF
COMMUNITY
LEADERSHIP
NETWORK



WKKF
COMMUNITY
LEADERSHIP
NETWORK

SHAPING THE NEXT GENERATION OF INDIGENOUS LEADERS

"Representation matters. Me being here for the Indigenous community, they have somebody who looks like them, [someone] who has lived their experiences."



Sitting at a university desk with the autumn sunlight glimmering through high-paned windows, **Vernon Miller** reflects on his ascent into tribal leadership. "It was a huge turnout from the youth," says Miller. In 2013, he became the youngest person elected to the Omaha Tribal Council, a nation of more than 7,000 members located in northeastern Nebraska and western Iowa.

After serving eight years as a high school business teacher, his students rallied the community to support his campaign. A year later, he'd be named the tribal chairman, and also selected as a fellow in the WKKF Community Leadership Network. Experiences in leadership service and lessons from WKKF CLN continue to guide him and shape the next generation of Indigenous leaders at Cornell University.

Read more about how skills developed in WKKF CLN guided Miller's leadership pathway by visiting <http://wkkf.co/AR19-Vernon>.

Vernon Miller, a member of the Omaha Tribe of Nebraska, is the Area Coordinator and Hall Director for Cornell University in Ithaca, New York.

Haitian Scholarship Spawns Leaders for Community Growth

Ronel Lefranc was a top student in his high school in the city of Hinche, in central Haiti. Passionate about the environment, he was also interested in finding solutions to local problems. Naturally, he planned to go to university. It just didn't seem possible in his own country. He couldn't afford private college, and to attend a state institution, he'd have to move to a city where he had nowhere to stay and no way to support himself. The only viable option he saw was to cross the border into the Dominican Republic, move in with a cousin and find a job to pay tuition at a Dominican university.

In Haiti, only 1% of the population attends university. Most higher education is private, and state institutions are out of reach for many, including top students like Lefranc.

Lefranc was ready to leave Haiti, until his school got a visit from Haitian Education & Leadership Program (HELP) representatives telling students like Ronel – those demonstrating both academic excellence and financial need – about a great opportunity.

Every year, of the hundreds of students around Haiti who apply for a HELP scholarship, a small percentage are accepted into the program, which covers tuition, books and lodging, and provides a daily stipend. At the HELP headquarters in Port-au-Prince, they also get academic advising, career services, and English, computers and leadership classes. In other words, they get the support they need to complete



I think the summit was really the beginning of this self-consciousness, that we are not involved enough in what is going on in our communities.

- RONEL LEFRANC, CO-FOUNDER AND CEO, ACTIVEH



university and go on to gainful employment. But beyond finances and academics, HELP scholars are encouraged and trained to see themselves as leaders capable of making a difference in their communities. The HELP philosophy is that its scholars will use the opportunities the program grants them to help provide opportunities for others.

Lefranc believed in HELP's mission "to create, through merit and needs-based scholarships, a community of young professionals and leaders who will promote a more just society in Haiti." And as a HELP student, he thrived. He enrolled at the University of Quisqueya, one of Haiti's best schools, and pursued a degree in agronomy and environmental studies.

IN HAITI, ONLY ABOUT **1%** OF THE POPULATION ATTENDS UNIVERSITY

Source: Haitian Institute of Statistics and Information

HELP GRADUATES MULTIPLY STUDENT-COMMUNITY LINKS

In 2011, HELP sent Lefranc and two other scholars – Daphnée Charles and Anne-Martine Augustin – to the World Innovation Summit for Education in Qatar, where they met 27 other students from around the world.

The three returned to Haiti changed.

HELP had already set the stage for them to make a difference in their country.

From the beginning, Charles says, the HELP management and the leadership class sent a clear message: “You’re not only here for yourself, but you’re also here for your community, and we expect you to be a leader.”

It was in Qatar, though, that they met students who were actively giving back. “And we were like, ‘We want to do that in Haiti!’”

Lefranc agrees. “I think the summit was really the beginning of this self-consciousness,” he says, “that we are not involved enough in what is going on in our communities.”

So the three created an association that would connect students with internships and volunteer opportunities in schools, local governments and non-profit organizations in remote parts of the country. At first it was just for HELP students, but it kept expanding. Now there are 500 members, and the association, Action Toward Initiatives and Volunteering for Education in Haiti (ACTIVEH) is a WKKF grantee.

ACTIVEH’s mission is to “mobilize students’ passion and potential as a force of change.” The way Lefranc sees it, the partnerships offer numerous wins for students and communities alike. Students get

real-world training and exposure to job opportunities, community organizations get talented support, and children and parents are inspired by the sight of students coming to their communities to work. He even believes ACTIVEH is helping build a culture of volunteerism across the country.

Membership applications have come in not just from students, but from professionals as well, who want to be part of a network of engaged young people giving back to their communities.

Today Lefranc is ACTIVEH’s CEO, Charles is the Haiti-based development officer for HELP, and Augustin just completed her master’s degree in software engineering in the U.S., and is planning to start a tech outsourcing company in Haiti. Charles and Augustin still help out with ACTIVEH.

The ACTIVEH founders are among many HELP alumni superstars among more than 200 graduates. Most are working in Haiti. Their income supports family members and gives back to HELP (all grads starting with the class of 2015 are required to donate 15% of their wages for the first nine years of their careers to support future scholarships).

They are also helping Haiti in other ways – creating businesses and community centers, building web platforms, seeking cures for diseases – wherever their talents lie. But their ties to Haitian communities, where they’re able to see the problems and the opportunities to solve them, are generating something even more significant. They are showing how leadership can translate opportunity for one into a boon for many. ■

Read more about HELP at <http://wkkf.co/AR19-HELP>.

Rewriting the Narrative for New Orleans Children

Children are sad, not bad. That's the narrative reshaping New Orleans, its children and their future.

Denese Shervington, founder and CEO of the Institute of Women & Ethnic Studies (IWES), led a study of the impact of trauma on the city's children post Hurricane Katrina, which in August 2005 devastated most of the cultural mecca, forever changing the city and its people.

The research, which shows high levels of trauma even 14 years later, has shifted the city's focus on how to better support young people so the city and its children can thrive. **In 2017, IWES coined the slogan "children are sad, not bad," spurring a community-wide campaign on buses and billboards.** The IWES research and response to the campaign was the genesis for New Orleans declaring itself a trauma-informed city. The citywide task force charged with developing a comprehensive plan to reduce the occurrence and impact of trauma on children dedicated a full year to the challenge. Shervington co-chaired the group and their report was published in October 2019.

"We wanted to be intentional about engaging community and experts across all different spectrums to understand what trauma-informed care means and what impact trauma has on



We have to be able to recognize and acknowledge that some of our children ... are struggling because they've had disparate exposures to trauma, and they're not getting the kinds of trauma-based services they need.

- DENESE SHERVINGTON WITH LISA RICHARDSON

APPROXIMATELY **50%** OF CHILDREN IN NEW ORLEANS HAVE HAD SOMEONE CLOSE TO THEM MURDERED AND **20%** OF THEM WITNESSED A MURDER

Source: Institute of Women & Ethnic Studies

children and on their ability to grow and thrive,” says Ellen Lee, director of the office of community and economic development for the City of New Orleans.

“I think it is really difficult to talk about someone thriving when what they see in their surroundings is traumatizing them,” Lee adds. “It doesn’t have to be violent crime. ... It can be blighted conditions in their neighborhoods. It can be that they don’t have stable housing, they may be homeless, that they’ve got to move, they can’t find stability in place. There aren’t amenities in their community where kids can play or have access to other services.”

IWES, a Kellogg Foundation grantee, screened about 5,000 youth and **found trauma levels two to three times higher than the national average**; Shervington likened it to levels found in soldiers returning from war zones. More importantly, Shervington and her colleague Lisa Richardson noted, Katrina was just the tipping point, exposing historic inequities in the education, economic and juvenile justice systems.

“So the young people worry about not being loved or appreciated, they worry about housing security, not having enough food to eat,” says Richardson, chief impact officer at IWES. “That tells us that the conditions in our community at large are exacerbated not just through disaster ... but the individual realities of a family.”

RESHAPING PRACTICES TO PREVENT AND TREAT CHILD TRAUMA

Shervington, who is also a clinical professor at Tulane University, is attuned to the implications for practice in community settings.



BUILDING ONE ALBUQUERQUE, FROM INSIDE OUT

“I was the first elected official, at least in a major office, to run explicitly on inclusion and equity. And that was something I learned through the WKKF CLN fellowship and from my colleagues.”



As Albuquerque’s third-year mayor, **Tim Keller** isn’t modest about his learning journey or how it shaped the racial equity agenda designed to move the city’s residents forward together.

“The platform that I ran on was in many ways an outcome of the Kellogg Foundation fellowship,” says Keller. “And because I was lucky enough to win, it’s the direction of the city.” In New Mexico’s largest city, where six in ten residents are people of color, Keller’s administration is bringing an equity lens to every aspect of operations.

Read the full story of how WKKF CLN shaped Keller’s approach that is strengthening equity practices and establishing principles throughout city government, putting Albuquerque on the path to be a leader in racial equity.

Read more at <http://wkkf.co/AR19-Tim>.

***Tim Keller**, was elected mayor of Albuquerque, New Mexico in December 2017.*

“We have to be able to recognize and acknowledge that some of our children, and especially children of color living in poverty, are struggling because they’ve had disparate exposures to trauma and they’re not getting the kinds of trauma-based services they need,” she says. “Instead, many of our children, and in particular if they are boys, are being pipelined into the juvenile justice system. It’s a huge racial equity issue.”

IWES research found that nearly half of the children in New Orleans have had someone close to them murdered and about 20% of them witnessed a murder.

“I used to get suspended on purpose, because I knew going to detention meant I didn’t have to go home,” says Troy Glover, director for the Center of Employment Opportunities in New Orleans and a Class Two Community Leadership Network Fellow. Glover was 1 when his dad was shot on the front porch. “There’s a whole bunch of trauma associated with folks who grew up in New Orleans. ...Everything needs to be centered on a trauma-informed approach.”

Shervington’s hope is that IWES’ research reshapes how children across the country are supported. In July 2019, she testified before the House Committee on Oversight and Reform about identifying, preventing and treating childhood trauma.

Shervington’s focus is “changing the norm around trauma,” she says. “It needs to stop. We don’t need to pass it on to any more generations. Let’s try and see how we can pass on more love and joy, and less pain and sorrow.” ■

Read more about trauma-informed care in schools at <http://wkkf.co/AR19-NOLA>.



“*There’s a whole bunch of trauma associated with folks who grew up in New Orleans. ...Everything needs to be centered on a trauma-informed approach.*”

- TROY GLOVER, DIRECTOR FOR THE CENTER OF EMPLOYMENT OPPORTUNITIES IN NEW ORLEANS AND A CLASS TWO COMMUNITY LEADERSHIP NETWORK FELLOW

If Kids Can See It, They Can Be It

If you'd told Tyler Gilland when he was a teenager that someday he'd be principal of a high school freshman academy, he would have called you crazy.

By his junior year, in fact, he was close to failing enough classes that his guidance counselor, Mr. Blackwell, told him he might not graduate. That was the wake-up call Gilland needed. With Mr. Blackwell's encouragement and the support of his teachers, Gilland turned things around and completed his junior courses failure-free. In his senior year, he even earned a 4.0.

Gilland remembers feeling confused by the dramatic difference.

"I didn't understand the context of why teachers would invest in me," Gilland says. "And I wondered where those teachers were my freshman year."

In response, Mr. Blackwell gave him a challenge: **Become the freshman teacher you wish you'd had.**

At that time, it seemed impossible since nobody in Gilland's family had ever gone to college. But the supports and guidance he experienced in high school left a mark. When Gilland joined Battle Creek Public Schools (BCPS) in Michigan in 2015 as a freshmen history teacher, he was determined to help all his students see what they could be.

At BCPS he's found the support and encouragement to keep growing.



A lot of districts look for a superhero outside the district, but in reality there is a big learning curve for them

TYLER GILLAND, 9TH GRADE ACADEMY PRINCIPAL,
BATTLE CREEK PUBLIC SCHOOLS

A tuition reimbursement program for staff, supported by a W.K. Kellogg Foundation grant, made it possible for Gilland to teach full time and earn his master's degree in one year.

And this past year, when BCPS needed a principal to run its new freshman academy, part of the district's larger transformation plan, Gilland was poised for the challenge.

"A lot of districts look for a superhero outside the district, but in reality there is a big learning curve for them – learning the people, the district and the system," Gilland says. "It makes a lot of sense for people who already have that institutional knowledge to be able to go



to college and get the degree and certification they need to rise. It's transformational. I wouldn't have a master's degree or be freshman academy principal without that program."

The development of Gilland, and others like him, is key to the steady development and growth of BCPS and its students.

"Mr. Gilland's path of success in Battle Creek Public Schools has been inspirational not only for other staff members, but for his students as well," says BCPS Superintendent Kim Carter. "He has a history of being a terrific role model and leader in the classroom, and has been a shining example of what can be accomplished when you believe in your own potential. Tyler's story is an exemplar of just how much can be accomplished through the opportunities available here in Battle Creek Public Schools."

LOCAL COLLABORATIONS STRENGTHEN SYSTEMS

In 2017, WKKF made a historic investment to transform BCPS after a study underscored that the educational disparity in the community was undergirded by racial inequity. Since then, partnerships with the community are strengthening support for teachers and creating more pathways to success. In fact, students, staff and the community helped co-create new career academies for its high school students.

The partnership launched in 2019 is with Grand Valley State

University's (GVSU) College of Education. GVSU is collaborating to offer professional development for BCPS teachers through teacher mentoring, leadership training and other programs to support curriculum development and instructional practices. The university also works with classroom assistants to become certified teachers, helping to solve locally what is plaguing the U.S. educational system: a shortage of qualified teachers.

A GVSU outreach center in downtown Battle Creek opened its doors to help prepare middle and high school students for careers in the high-demand fields of education and health care – pathways that could lead to a brighter economic and educational future for more Battle Creek families.

"The collaboration with GVSU allows us to enhance and expand several initiatives for our students and staff that are key components of our district's transformation," Carter says.

Success stories like Gilland's – as a high school student and a rising high school leader – are exactly what BCPS and GVSU plan to replicate with the new partnership.

WKKF's investments in BCPS and GVSU are part of BCVision, a larger community engagement begun in 2014 focused on transforming Battle Creek into **a place where people want to live, work and play.** Gilland appreciates the interconnection between the community and public education.

"I'm amazed at how they [community members] involve themselves in so many of our programs, serving as examples to our kids," Gilland says. "You know what they say – if kids can see it they can be it." ■

Seeding the Next Generation of Cultural Farmers

Water from the century-old acequia trickles into parched earth, tracing a path to **the first planting of native blue corn** on Lorenzo Candelaria's 300-year-old three-acre family farm.

Candelaria Organics, located in the south valley of Albuquerque, New Mexico, was once part of the Atrisco Land Grant. It is buffered from the hustle and bustle of the biggest city in the state. Today, the land, water and seed of the first planting unite Candelaria, or "Don Lorenzo" as he is known in the community, with the reverence for cultivation deep in his culture.

"It's a powerful connection to a living and breathing way of life," Candelaria says. "It's a connection to our ancestors, it's a connection to Mother Earth – to community and culture. It's a connection to our friends, family and neighbors, the Native Americans who invented farming — mira [look]! We are planting consciousness."

Farming in New Mexico began 2,500 years ago with Indigenous people who grew corn, squash and beans. Since that time, and in spite of eras of destruction and invasion in the region, farming practices endured. By the late 1970s, as the result of land confiscation and displacement, family farms had been reduced by more than half and all but eradicated as a way of life across the state. But even stripped of their land,

water and cultural touchstones, farming families have proven to be resilient stewards of the land.

The first planting and irrigation signify a sacred and important moment for Candelaria, and the hundreds of family farmers like his closest friend, Joaquín Lujan, who continue the almost extinct tradition of "cultural farming," a term passed on for generations.

"The first planting and irrigation honors our ancestors, Mother Earth, our culture and a blessing and hope that we will have a good harvest that nourishes and heals us all in so many ways," says **Lujan, who learned to farm at the young age of 3.** Farming is the life he knows. His livelihood and identity as a Nuevo Mexicano, a Chicano activist, teacher and farmer began in the South Valley of Albuquerque in Los Duranes, where he was born and raised. Today, Lujan's family farm – Rancho Entre Dos Acequias, located in Polvadera on the west bank of the Rio Grande – is the setting for his stories of survival and civil rights activism dating back to the late 1960s.

A HANDS-ON INTRODUCTION TO CULTURAL FARMING

"No child should ever go to bed hungry," Candelaria says. "That's why I do what I do."

Although their communities and livelihoods are 66 miles apart, **Candelaria and Lujan work together to revitalize traditional farming and address child hunger and health in their communities.**

IN THE PAST **8** YEARS, TENS OF **THOUSANDS** OF CHILDREN AND ADULTS HAVE PARTICIPATED IN SWOP'S FOOD JUSTICE ACTIVITIES



Children in kindergarten are learning to conserve water, how to create healthy soil, how to protect and care for seeds so they can harvest food. It's amazing to see them learn and then, teach others.

**- LORENZO CANDELARIA,
OWNER OF CANDELARIA ORGANICS**

Both leaders are partnering with the SouthWest Organizing Project (SWOP), an organization committed to food justice. Through Project Feed the Hood – its youth mentorship and internship programs in school and community gardens – young people are introduced to cultural farming through experiential learning like none other. In the past eight years, tens of thousands of children and adults have participated in their food justice activities.

With the support from the W.K. Kellogg Foundation and other organizations, SWOP is providing students from preschool through college with service learning workshops, youth justice farming mentorship and internship programs, environmental farming technique classes and open walking farm tours at many community gardens and farms throughout the area.

Last year, Candelaria and Lujan welcomed more than 500 students from various schools throughout Bernalillo County. There, students learn the history of land and water in New Mexico; the importance of culture as it relates to farming, environmental stewardship and how to properly plant, irrigate and maintain healthy crops.

“Children in kindergarten are learning to conserve water, how to create healthy soil, how to protect and care for seeds so they can harvest food,” says Candelaria. “It’s amazing to see them learn and then, teach others.”

In songs and stories, they hear how to harmlessly fight off pesky beetles and worms trying to overtake rows of corn with a simple *consejo* (advice) or *dicho* (saying) about the power of specific species of flowers and plants – techniques that today would be called “green” or environmental farming.

From the distance, children can hear Lujan chanting his favorite *dicho*: “*El que pone, saca* (those who contribute, benefit).” Children leave the farms with dirt-stained hands, bellies filled with fresh food, heads swirling with stories, and tightly gripping their gifts from Mother Earth: the asparagus, corn, chile, melons or blackberries they helped to nurture in their time on the farm. ■

Read the full story about building food equity in New Mexico at <http://wkkf.co/AR19-Farming>.

A Good Career is a Good Series of Jobs

In 2008, when Ms. D* was hired as a housekeeper at Mercy Health in Grand Rapids, she discovered something she was passionate about.

While she worked with patients and families in her role as a housekeeper, **Ms. D's experience inspired her to pursue a career providing direct patient care.** She envisioned herself in that role and took action to make it a reality, enrolling at Grand Rapids Community College to become certified in radiological technology, mammography and bone density.

But 10 years later, despite her certifications, Ms. D was still in the environmental services department.

Due to market forces, the positions she wanted were on-call or part-time. For a woman with a family to support, that meant taking on low-paying cleaning jobs and short-term projects to do the work she was trained for. The juggling made her schedule erratic and her income unpredictable. As a result, hiring managers saw her as unreliable and didn't return her calls. And when full-time jobs aligned with her education opened up, she felt hiring managers refused to consider her. By 2018, she'd decided that a full-time housekeeping position was her only option.



The system that had initially inspired her became her obstacle.

Ms. D's story might have ended there. But in 2018, the **W.K. Kellogg Foundation made a grant to a nonprofit called The SOURCE to collaborate with Mercy Health on an intentional career-laddering program for Grand Rapids health system workers just like Ms. D.**

Reach out, Investigate, Seek, Elevate – RISE Up for short – is modeled on a program at University Hospitals in Cleveland, one built on another national Kellogg Foundation investment. The goal is to create upward career movement and wealth-building opportunities for entry-level employees.

MERCY HEALTH'S FAIR AND OBJECTIVE, EVIDENCED-BASED HIRING
– INCREASED THE DIVERSITY OF NEW ENTRY-LEVEL HIRES FROM

18% TO **38%**

**Name has been changed to safeguard privacy.*



WKKF
COMMUNITY
LEADERSHIP
NETWORK

CASH WITH NO STRINGS ATTACHED: CHANGING THE NARRATIVE OF BLACK MOTHERS AND THE SOCIAL SAFETY NET

“My Granny envisioned a Mississippi where everyone had access to education, justice and health care. Not just a few.”

Aisha Nyandoro spoke those words boldly in front of a packed crowd on the TEDx stage in Jackson, Mississippi. “You all, my Granny was hashtag [#]BlackGirlMagic before that was a hashtag,” she said as the audience laughed. Nyandoro channels her grandmother’s legacy, the power of storytelling and groundbreaking solutions to release the agency and mobility of Black mothers in Mississippi.

“We have to invest in the financial freedom of low-income Black women. Because when we invest in them, we are investing in the system and the system is what we have to change,” she says.

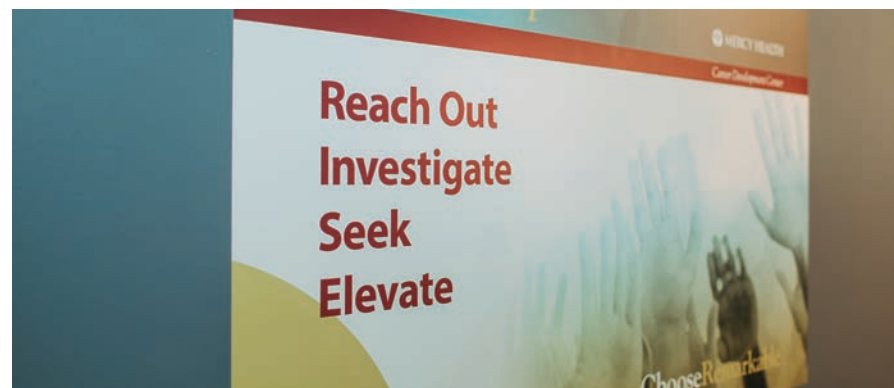
Learn how Nyandoro’s experience in WKKF CLN strengthened her confidence and deepened her determination to pursue a groundbreaking program that’s changing the lives of women and their families. Read her full story at <http://wkkf.co/AR19-Aisha>.

Aisha Nyandoro is chief executive officer of *Springboard to Opportunities*, based in Jackson, Mississippi.



CAREER AND WRAPAROUND SERVICES CRITICAL FOR SUCCESS

In Grand Rapids, Mercy Health established an on-site career development center in the midst of clinical space at its main downtown campus. At the center, Mercy Health works in partnership both with West Michigan Works! to recruit new employees and The SOURCE to provide wraparound services and resource navigation to retain employees.



Through RISE Up, Ms. D. took advantage of the career coaching services to navigate the career change she had been pursuing for so long. In Oct. 2019, she was offered and accepted a full-time position in direct patient care.

Success stories like Ms. D’s are translating into success for Mercy Health as well.

“This current competitive labor market really makes employers say, ‘What can we do differently?’” says Milinda Ysasi, executive director of The SOURCE. “You have some employers making short-term investments in employees like paying for rides or offering a bonus for accepting a job. But they need to think beyond that. In many roles, the cost of employee turnover can add up to half of a year’s salary. ...

Employers who are playing a long game understand that making this type of investment will always make sense.”

In 2010, Mercy Health began developing fair and objective evidence-based hiring practices that increased the diversity of new, entry-level employees – from 18% of new hires to 38%. Now, they’re looking to help these employees rise through the ranks. RISE Up provides access to training funds, evidenced-based career coaching and financial capacity building to help Mercy employees continue growing on their career pathways.

“When it comes to nursing and doctors – those positions have career paths that have been well defined. But 68% of the jobs in the health care system don’t have that clearly defined path,” says Elzie Honicutt, a RISE Up career development coach. “There are over 1,100 jobs in the hospital. ... We do three assessments to help drive employees toward a career. ... We help them with activities in a seven-step process. They look at a series of jobs to determine what career is a good path to them. A good career is a good series of jobs.”

Many entry-level employees at Mercy Health need more than just career coaching – they need support to overcome short-term challenges that prevent them from staying employed or moving up the career ladder. RISE Up also offers wraparound services to help.

“There are people who come to me experiencing homelessness... we try to help people get out of those situations,” says Angela King, resource navigator for The SOURCE. “I’ve been able to help people before they and their children lose housing while they’re waiting for their first check.”

She continues, “There’s a Mercy Health colleague that I’ve been

working with for several months who had her own place but didn’t feel it was safe for her kids because the landlord wasn’t making repairs. We did an initial assessment and made a plan for her to save, and told her we’d pay the difference. She wasn’t able to save enough, so she moved in with her mother. ... I’m trying to help her get stable so she can come in for the career coaching.”

Although the program is still quite new, RISE Up has already captured the attention of leadership at Mercy Health’s parent organization, Trinity Health, which employs more than 130,000 people in 90 acute care hospitals in the United States.



“The broader picture is that Trinity Health ... has decided, based on what we’re doing in Grand Rapids, to launch a national workforce development council,” says Shana Lewis-Welch, executive director of talent acquisition, workforce programs and national FirstChoice program at Trinity Health – Michigan & national service area: “We want to take what we’ve done across the entire Trinity network. Now we’re making a national impact. That’s pretty exciting.” ■

Leveraging Lived Experience to Expand Opportunity

Entrepreneurs of color face barriers to accessing opportunity and capital in many forms (human, financial and social) and far more often than White entrepreneurs.



No one knows this better than twin brothers Sean and Kenny Salas, who launched Camino Financial in 2014 to close the finance gaps too many businesses of color experience. “Money isn’t reaching Latino-owned micro-enterprises,” says Sean Salas, chief executive officer and co-founder.

Based in Los Angeles, Camino Financial lends to companies least likely to attract investment: primarily Spanish-speaking, 90% Latinx, 50% with entrepreneurs who are undocumented and 25% with no credit history. “The companies we invest in, many banks would take a 180-degree turn and run the opposite way as quickly as they possibly can,” says Salas. “And unfortunately, they have. But for Camino Financial, we’re here so when the banks say no, we say *claro que sí* [of course].”

The Salas brothers recognize what economists affirm: **barriers created and preserved by racism – implicit bias, negative narratives or perceptions of people of color, and the resulting policies and practices that hold some people back – limit economic growth.** The opportunity costs of racial inequity are far too great to ignore. The W.K. Kellogg Foundation’s \$3 million investment in Impact America Fund is building on that knowledge to drive capital to communities of color.

Impact America is a firm that invests in other entrepreneurs and companies predominantly led by women and people of color, like Camino Financial. Impact America Fund invests in large, underserved markets to expand opportunities in communities of color, where entrepreneurs have been overlooked and undervalued by traditional investors. 95% of Impact America’s portfolio of companies have a woman or person of color at the helm. Of the six investments made out of their current fund, all of the founders met the “lived experience standard,” a criteria the firm considers key to their strategy.

“The firms and founders we’re investing in, like the Salas brothers, are creating products and services for communities where the alternatives weren’t serving them or didn’t exist at all,” says Kesha

IMPACT AMERICA
RAISED **\$13.75** IN CAPITAL, FROM **29** INVESTORS
MADE **2,600** LOANS FOR **\$48M**

Source: Impact America

Cash, Impact America's founder and general partner. "These founders have deep lived experience within the communities and problem sets they are addressing. They are designing technologies that are not just another gadget or the latest trend. They are leveraging the power and scale of technology to create economic agency for low-income communities of color that have historically been overlooked and left behind."

In the process, Impact America is increasing market transparencies and efficiencies, lowering costs for consumers, and increasing incomes and mobility for workers in communities of color.

"We invest in companies that are designing business models and products that are having a positive impact on low- and moderate-income communities, and helping people create more economic agency and economic mobility," says Cash. "We are restoring dignity and respect. And we're using capitalism and money to do it. ■



“*They are leveraging the power and scale of technology to create economic agency for low-income communities of color that have historically been overlooked and left behind.*”

- KESHA CASH, IMPACT AMERICA
FOUNDER AND GENERAL PARTNER



WKKF
COMMUNITY
LEADERSHIP
NETWORK

CLOSING THE RACIAL WEALTH GAP, ONE INVESTMENT AT A TIME

"This was the first time that I had learned tools where I could introduce racial equity into financial services."



Eric Foster was determined to find a way to get much-needed capital to entrepreneurs of color in his community. A bustling businessperson himself, Foster used his WKKF CLN project as the incubator for an innovative lending program. In the process, he also found a dynamic partner and the social capital to get it off the ground.



Together, Foster and his WKKF CLN classmate **Cuong Huynh** launched Rende Progress Capital, the first racial equity oriented emerging community development financial institution in the United States. Together they have unleashed their equity-based lending model in Grand Rapids, Michigan, to deploy capital to businesses owned by people of color.

Read their full story at <http://wkkf.co/AR19-Eric>.

***Eric Foster** and **Cuong Huynh** are co-founders of Rende Progress Capital in Grand Rapids, Michigan.*

Unlocking Opportunities for Justice-Involved People, Families

When we leave prison, we have to start over. Completely. That alone is hard enough,” says Keith, who was incarcerated more than a decade ago. “But imagine you’ve served your time, and you never stop being penalized for serving your time. That’s what it means to carry a record.”

Today Keith lives in Harrisburg, Pennsylvania, with his wife and two young children. He holds a steady job. Yet in the past, a routine criminal background check would have posed a threat to his family’s stability and well-being.

Landlords, employers and even colleges and universities

routinely use background checks to screen applications. So, **for the 77 million Americans with a record – and their families – incarceration is an obstacle to opportunity long after sentences have been served.**

“The only way that I was able to find any work was by word of mouth,” he says, “because people who knew me or who knew my mother or my family might be willing to take a small chance on me.”

Keisha*, who lives in Philadelphia, faced similar struggles after she was arrested for a minor crime when she was six months pregnant. Although she was not convicted, she faced similar hurdles when background checks were run. “I would apply for jobs that I knew I was more than qualified for,” Keisha says. “I wouldn’t even be called for

**Name has been changed to safeguard privacy.*



“ The only way that I was able to find any work was by word of mouth, because people who knew me or who knew my mother or my family might be willing to take a small chance on me. ”

- KEITH

interviews. How could I get ahead with this situation? How could I help myself and my family?”

Determined to support her child, Keisha started her own business and worked in community development for years. Only now – after she made the move to have her record sealed – are the jobs she is qualified for opening up.

“Decades of overcriminalization have penalized people of color especially,” says Sharon Dietrich, litigation director of Community Legal Services of Pennsylvania (CLS), a WKKF grantee. “Sealing a criminal case reopens doors to employment, housing and education. It’s a life-changing remedy.”

AUTOMATED RECORD-CLEARING CLOSES SECOND CHANCE GAP

Experts estimate that millions of people like Keith and Keisha are eligible to have their records cleared through expungement or sealing. Yet the vast majority never do because they can’t afford a lawyer and court fees, or they don’t have the time or knowledge to navigate court petition processes, a problem sometimes called the second chance gap.

CLS had submitted thousands of expungement petitions for clients across the state over the years. But still they reached only a fraction of those eligible, and the impact on children, families and communities is significant.

“Families bear high costs when loved ones are pulled into the system,” says Rebecca Vallas, director of the Poverty to Prosperity Program at the Center for American Progress (CAP). “Economically, psychologically and socially. This is especially true for women — who may be actively holding families together — and for children.”

To reach more people with records, CLS and CAP teamed up to develop an automated process to seal minor criminal cases — using the same technology and digitized court records as background checks. Their leadership and the positive community response galvanized statewide support from legislators, policymakers and advocacy groups that rarely find common ground. In June 2018, Pennsylvania enacted the first Clean Slate legislation in the country.

Now, with support from WKKF, CLS is turning up the volume — via social media, newsletters, advertising and other outlets — to let more people know about their eligibility and options under the new law.

“It’s a mind-boggling, life-changing reform,” says Dietrich. “But so many people still need to be informed about this relief, and we need to be creative and persistent about reaching out.”

PARTNERSHIPS HELP CLEAN SLATE LIFT OFF

Along with outreach, CLS is screening more Clean Slate applicants and recruiting pro bono attorneys to support them. Ken Winterbottom, an attorney with Dechert LLP in Philadelphia, is one of the new law’s most committed ambassadors.

NEARLY **50%** OF U.S. CHILDREN HAVE AT LEAST ONE PARENT WITH A CRIMINAL RECORD.

Source: Center for American Progress

In addition to working directly with applicants, he trains attorneys on Clean Slate procedures. Years ago, Winterbottom learned firsthand about the challenges while helping a family member. “He had been arrested, no charges were ever brought against him,” Winterbottom says. “But even a non-conviction arrest prevented him from enlisting in the armed services, until I helped him seal his record.” Winterbottom says **families feel the strain of waiting for records to be sealed even with an advocate in their corner.**

One client, a woman with two young children, has had persistent trouble finding work, despite an associate’s degree and a solid employment record before incarceration. Winterbottom has filed on her behalf, but it’s a two-month process to be completed. “I am holding on,” she tells him, “but it’s hard. Family and friends have been the saving grace, because I’ve been able to scrape things together. I’m really praying that once my record is sealed that we have an easier time making a way, and I find a decent job.”

Justice-involved people with jobs are seeking relief, too. Marilyn was arrested when she was younger but never convicted of a crime. When her boss found out, Marilyn says she felt judged and demeaned – afterwards, she never felt comfortable in her workplace. “I already stand out as a Black woman, with dreadlocks and everything else,” she says. “You want to be evaluated for your credentials and performance – that’s it.” Marilyn’s 3-year-old daughter is her motivation to have her record sealed. “I didn’t want her to have to deal with the consequences.”

As Clean Slate practices are more widely adopted, the impact on families and children — especially children of color — will be profound. **With WKKF support, CLS is working with CAP and JustLeadershipUSA to build awareness and support for the employment rights of formerly incarcerated people.**



BETWEEN
1980-2020
THERE HAS BEEN A
500%
INCREASE IN PEOPLE INCARCERATED
IN U.S. JAILS AND PRISONS.

Source: The Sentencing Project.

“Because poverty perpetuates the cycle of incarceration, and incarceration itself leads to greater poverty, we felt it was important to spell out what we’re working for,” says Megan French-Marcelin, an organizer with JustLeadershipUSA. “Clean Slate is just the beginning.” ■

Read more at <http://wkkf.co/AR19-UnlockOpps>.

A Landscape of Racial Healing Spaces

Richmond, Virginia, was the second largest hub for the U.S. slave trade and the capitol of the Confederacy.

Statues of Confederate soldiers still line Richmond's premier boulevards, serving as silent reminders of the city's painful racial past.

"I feel like we're still living within an unspoken space of segregation. The monuments keep that in line," says Sionne Neely, director of communications at Initiatives of Change, a WKKF grantee.

Community advocate Duron Chavis agrees: "In our day-to-day lives, we see the scars of racial inequity all around us."

Chavis and Neely – and the organizations they work for – are part of **Richmond's Truth, Racial Healing & Transformation (TRHT) effort, led by Initiatives of Change USA (IofC)**. This growing coalition is creating spaces for racial healing, where people from diverse backgrounds examine the past, build relationships and lay the groundwork for an equitable future.

For Chavis, **gardens are the perfect racial healing space**. As

We provide a space for neighbors to plan and envision what kinds of greenspace could be used in their neighborhood.

-DURON CHAVIS,
COMMUNITY ADVOCATE



the community engagement manager at the Lewis Ginter Botanical Gardens, his approach is to extend the experience of the botanical gardens into communities of color. "There's a public transit issue, and everyone can't get to Lewis Ginter. So Ginter Garden is showing up in communities and working with them to create the beautiful spaces they deserve."

Chavis recruits groups of volunteers from across Richmond's zip codes – spanning race, class and gender identity – to help cultivate the greenspaces. Each volunteer cohort goes through a 12-week training program called Ginter Urban Gardeners that Chavis designed to teach gardening and place-making through a racial equity lens.

As might be expected, participants gain hands-on experience with soil management and plant propagation. But Ginter Urban Gardeners goes a step beyond: cohorts explore how racism has shaped the neighborhoods surrounding each greenspace.

"We start off with a focus on race in place," says Chavis. "That's the first session, talking about the history of Richmond, particularly around urban renewal, the interstate highway creation, redlining and things like that. That's the grounding for the entire cohort."

The training program exposes people from more privileged neighborhoods to the scars of inequity imprinted on Richmond's infrastructure. Chavis has studied redlining maps from the 1950s, which show whole neighborhoods where banks, insurance companies, the real estate industry and municipality actively avoided investment based solely on the race and ethnicity of residents. He says these overlay perfectly with current maps of neighborhoods

that have “a preponderance of vacant lots and blighted properties.” Formerly redlined communities are now food deserts, where families live without access to healthy food. They are also urban heat islands – 10-15 degrees hotter than the rest of the city – because there aren’t enough trees providing cover.

The Ginter Urban Gardeners course ends with real-time experience in building racial equity. Each cohort hosts a community listening session in a neighborhood where they will co-create a new greenspace.

“We provide a space for neighbors to plan and envision what kinds of greenspace could be used in their neighborhood,” explains Chavis. “We’re very intentional about holding space for a community that has not had an opportunity to share their voice; centering those communities in plans to move forward in a hyper-local way.”



Alicia Aroche, director of Truth, Racial Healing & Transformation at Initiatives of Change, says of the program, “It takes healing to another level. It’s active. It’s immersive. And being from Richmond, I would say Richmond is ready for more of these experiences.”

INSPIRED TO HEALING ACTION

Chavis initially became interested in urban agriculture after meeting local Black farmers, who became his mentors. He shaped that interest into Ginter Urban Gardeners after participating in Initiatives

of Change’s Community Trustbuilding Fellowship and attending the Kellogg Foundation’s national TRHT Summit in 2016.

He saw TRHT in Richmond aligning with Lewis Ginter Botanical Garden’s desire to become more inclusive. “I was able to go back home and say, ‘One of the largest foundations in the country is talking directly and intentionally about racial healing and transformation. How can we embody that here at the botanical garden?’”

Lewis Ginter Botanical Gardens is now also making in-roads to create conversations about racism among similar institutions, donors and more privileged communities.

“It’s shifting things,” Chavis observes. “Once an institution like Lewis Ginter, with its level of influence, means and privilege shows up having a conversation about race, it’s heard in a different way. You can’t dismiss an institution of this caliber saying ‘We’re willing to have a conversation around race and racism, around inequity and equity.’”

As gardens are changing the Richmond landscape, Neely and Aroche at IofC are experimenting with the role the arts can play in racial healing, truth-telling and courageous conversations. ■

To learn more about these efforts in Richmond, visit <http://wkkf.co/AR19-Healing>.

TRUTH, RACIAL HEALING & TRANSFORMATION

Launched in 2016 by WKKF, Truth, Racial Healing & Transformation (TRHT) is a comprehensive, national and community-based process to plan for and bring about transformational and sustainable change, and to address the historic and contemporary effects of racism. TRHT processes are active in at least 13 communities in the U.S., on college campuses and in libraries. Learn more at healourcommunities.org.



Equity and Leadership Spur Dental Therapy Tipping Point

In 2009, I stepped off a plane in Bethel, Alaska, to begin my career as a dentist for the Yukon Kuskokwim Health Corporation, a regional medical hub for more than 26,000 Alaska Natives in 48 remote villages. Although I knew of Alaska's dire need for dentists, *I was unprepared for what awaited me.*

"Within a few days, I had treated three children from outlying villages who needed their decayed and abscessed front teeth removed. All were younger than three years. All were strapped to papoose boards for protective stabilization.

"I had walked into an epidemic of oral disease. Fortunately a solution was already in the works – one with the potential to change everything." – Dane Lenaker, DMD, MPH in "Oral Health in America: Removing the Stain of Disparity."

Ten years ago, Dr. Dane Lenaker braved the anger of his peers to become one of the first practicing dentists to supervise dental therapists in the U.S. Given that reaction, he could not have imagined that today dental therapy would be part of dental practice in 11 more states.

In a way, the oral health inequities he encountered among Alaska Native children reshaped his perspective and made him

I had walked into an epidemic of oral disease. Fortunately, a solution was already in the works – one with the potential to change everything.

– DANE LENAHER, DMD, MPH



willing to push boundaries in his profession. As more communities reckon with glaring oral health inequities, they are making the same bold moves to scale up change.

"The current dental care delivery system in the U.S. is failing Tribes and other underserved communities," says Brett Weber, congressional relations manager at the National Indian Health Board. Black, Hispanic, Asian American and Pacific Islander, and American Indian/Alaska Native children are less likely to see a dentist and receive preventative treatments than are White children, and more likely to suffer from untreated tooth decay.

AMERICAN INDIAN AND ALASKA
NATIVE CHILDREN HAVE

4X MORE UNTREATED TOOTH
DECAY THAN WHITE CHILDREN.

Source: Indian Health Service

BLACK AND LATINO
CHILDREN HAVE

2X MORE UNTREATED TOOTH
DECAY THAN WHITE CHILDREN.

Source: 2018-2019 IHS Oral Health Survey.

GRANTEE
STORIES



“It is these same communities — with an initial and enduring leadership from Tribes in particular — who are driving dental therapy as an equity-focused solution to unmet oral health needs,” Weber says.

This focus on health equity is behind the push to make dental therapists part of the dental provider team in the U.S.

Last year the effort reached a tipping point. Six states (Arizona, Connecticut, Idaho, Michigan, Nevada and New Mexico) authorized dental therapists, bringing the total to 11 (Maine, Minnesota, Washington, Oregon, Vermont) — all building upon the Tribal authorization for dental therapists in Alaska.

DENTIST CHAMPIONS BOLSTER PUSH FOR DENTAL THERAPISTS

Thirteen years ago, what started as a Tribal-led effort to expand dental care to Alaska Natives, has grown into a community- and Tribal-led effort to ensure **people can get dental care when and where they need it, in their own communities.**

Today, the W.K. Kellogg Foundation supports the National Partnership for Dental Therapy, its partners and place-based efforts to harness more opportunities for dental therapy in Tribal and non-Native communities.

A significant factor in the scale and pace of change has been the critical and courageous role of a growing number of dentists championing dental therapy and joining with communities to build the case for change in dental practice.

After years of tireless work to promote dental therapy — oftentimes opposing their peers and colleagues — these committed practitioners formed the National Coalition of Dentists for Health Equity. The organization’s first actions were to take a position on health equity and dental therapy, and to co-chair the National Partnership for Dental Therapy.

“We should not underestimate the importance of this move by a group of distinguished dentists, all of whom have extensive backgrounds in private practice, public health, dental education, administration and research,” says Tera Bianchi, project director for Community Catalyst’s Dental Access Project.

“It’s quite remarkable to have so many dentists come out and say yes: every child, every adult should have a fair opportunity to attain their full health potential and no one should be disadvantaged from achieving this potential because of their race, ethnicity or economic status,” she says. “Their commitment to health equity has the potential to be a game-changer for the dental therapy movement.”

Caswell Evans, DDS, MPH, associate dean emeritus of Prevention and Public Health Sciences at the University of Illinois, Chicago College of Dentistry and a founding member of the National Coalition of Dentists for Health Equity, believes their collective efforts in research and practice are already having significant impact in communities.

NEARLY **58M PEOPLE** LIVE IN AREAS WITHOUT AN ADEQUATE SUPPLY OF ORAL HEALTH PROVIDERS

Source: NCHS Data Brief. 2015



The movement is spreading rapidly across the country and the growing body of evidence clearly demonstrates that it's working.

-CASWELL EVANS, DDS, MPH



“The authorization of dental therapists is a proven way to make a meaningful difference to the millions of Americans currently without access to dental disease prevention or treatment services,” Evans says. “The movement is spreading rapidly across the country and the growing body of evidence clearly demonstrates that it’s working. Because of dental therapists, public, private and nonprofit practices are better equipped to provide appropriate care to those in need.”

Alaska is a case in point. A recent 10-year study shows that children in Alaska communities served by dental therapists had lower rates of tooth extractions and more preventive care.

That’s exactly the kind of progress Lenaker was hoping to spark when he joined the National Coalition of Dentists for Health Equity. But he’s not willing to slow down.

“The need to have a body of dentists to support public health innovation was apparent,” Lenaker says. “Health equity is important nationally, not just in Alaska. And as more states begin to implement dental therapy, the National Coalition [of Dentists for Health Equity] can serve as a resource.”

“We are not at a place where we are entirely equitable — we have a long way to go,” he says. “But with dental therapy, it is clear we are making progress.” ■



**WKCF
COMMUNITY
LEADERSHIP
NETWORK**

SELF-TRANSFORMATION RESHAPES THE FOOD LANDSCAPE FOR NEW ORLEANS CHILDREN

“Equity plays a really important role in the work that we do. We want to create policy that allows for all children and all families to have fresh, healthy food.”



Elisa Muñoz-Miller has seen her life and leadership journey reach new heights over the past decade. “How I show up in the world has completely shifted,” she says. Now her personal transformation is evolving into citywide systems change.

Muñoz-Miller leads a food revolution that’s changing the landscape of New Orleans, with a laser-like focus on ensuring that children and families have access to locally-sourced, healthy and affordable foods.

Fourteen years after Hurricane Katrina, as the city continues to recover, one in three children in New Orleans lives in poverty. While there are as many grocery stores in the city now as there were before the hurricane, most are concentrated in higher-income neighborhoods leaving a large proportion of residents without access to healthy foods.

Read how Muñoz-Miller is using her skills, influence and the network shaped by the WKCF CLN program to advance racial equity and combat food insecurity for New Orleans’ youngest residents. Visit <http://wkkf.co/AR19-Elisa>.

Elisa Muñoz-Miller is executive director of the New Orleans Food Policy Advisory Committee.

YEAR IN REVIEW 2018 - 2019



At **Detroit's Homecoming 2018**, President & CEO La June Montgomery Tabron sits down with Mary Kramer of Crain Communications, Inc. and three successful entrepreneurs to discuss opportunity for Detroit's business owners of color – and the obstacles and inequities too many face on the path to success.

Twenty global change leaders join the Kellogg Foundation's **Solidarity Council on Racial Equity (SCoRE)** to widen the circle of people in advocacy, the arts, business, education and media actively engaged in the pursuit of racial equity.



A livestreamed event curated by SCoRE member Ava DuVernay headlines the 3rd annual **National Day of Racial Healing**. Nationwide at more than 80 events in 20 states, communities gather to broaden civic awareness and experience racial healing conversations. Events share Truth, Racial Healing & Transformation resources. Through radio interviews, social media trending during the livestreamed event, Times Square billboards, community arts events, proclamations, discussions and library book clubs, healing messages and activities create a ripple effect with more than 500 million impressions of **#HowWeHeal**.

SEPT 2018

Vogue Magazine highlights design creativity in breastfeeding apparel from the **#MakeTheBreastPumpNotSuck Hackathon**. **Indigenous women from New Mexico** are recognized style innovators for adapting ceremonial dress for nursing.



NOV 2018

DEC 2018

JAN 2019

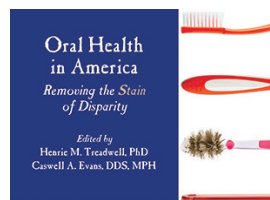
FEB 2019



WKKF joins philanthropic, grantee and partner organizations to submit formal comments on a proposed change to the **'public charge'** rule that perpetuates false narratives about immigrant families and threatens the well-being of children.

From more than 800 applicants, 80 dynamic and diverse leaders from across the United States and sovereign tribes are selected as fellows for **Class Two of the WKKF Community Leadership Network with the Center for Creative Leadership**. This 18-month program is developing local leaders who can unite people in their communities to create transformational change toward a more equitable society.





The release of **“Oral Health in America: Removing the Stain of Disparity,”** shares voices, data, models and innovative approaches to addressing the longstanding inequities in oral health in the U.S. Published by the American Public Health Association and Community Voices: HealthCare for the

Underserved at Morehouse School of Medicine, and supported by the Kellogg Foundation, the book combines resources for change-makers in the field.



The **American Library Association** and the Association of American Colleges & Universities co-host 24 library workers and educators for a two-day workshop to learn how to lead **Racial Healing Circles**. This transformative facilitation process helps communities engage with storytelling, deep listening and relationship-building to support healing from the effects of racism.

Stanford Social Innovation Review and **Mission Investors Exchange** partner on a racial equity series in impact investing. Their webinar featuring **La June Montgomery Tabron** attracts more than 1,600 participants, building on her blog post on **expanding equity in capital markets**.



MAR 2019

APR 2019



WKKF provides \$1.5 million grant to the **Motown Museum** – the original home of Motown Records at Hitsville U.S.A., to inspire and transform generations of children and families by the legacy, sound and unparalleled social and cultural impact of Motown.

The Kellogg Foundation **reaffirms its commitment to Haiti** and invites community leaders to join grantees in a virtual webinar conversation to share updates and immediate solutions in the midst of widespread unrest.



In **Drew, Mississippi**, WKKF, KaBOOM!, We2gether Creating Change, the City of Drew and numerous volunteers come together to build Drew's first community playground promoting the healthy development of children and families, giving its youngest residents a safe place to play.



WKKF president and CEO joins the **Milken Institute Global Conference 2019** and highlights the Kellogg Foundation's DNA: racial equity, community engagement and leadership and its critical role in the power of place-based philanthropy.

Grand Valley State University (GVSU), Battle Creek Public Schools and **WKKF** announce a partnership to create more career pathways to high-demand jobs and widen access to **educational opportunities** regionally. The five-year \$15.5 million grant to Grand Valley, spurs additional STEM opportunities for students, more professional development opportunities for teachers and the development of a GVSU outreach center in downtown Battle Creek.



WKKF President and CEO La June Montgomery Tabron keynotes the annual **American Psychiatric Association Convocation of Distinguished Fellows** and calls for more champions to expand equity and well-being for children, their families and communities. Speaking to their leadership roles in health care systems and practice communities, she highlights opportunities to connect the dots between health risks, healing and children's well-being in research, teaching and care.

MAY 2019

JUN 2019

The **National Urban League's 2019 State of Black America** includes WKKF President & CEO La June Montgomery Tabron's voice, sharing how leaders work together to advance **#RacialEquity** and solidarity to drive transformational change.



WKKF highlights 2020 U.S. Census opportunities for Michigan at the annual **Detroit Regional Chamber Mackinac Policy Conference**. WKKF President and CEO La June Montgomery Tabron facilitates a panel of business leaders calling for a **full count of Michigan communities**. Since the allocation of billions in federal funding for transportation, education and workforce development is based on census data, the private, public and nonprofit sectors all have a stake in the 2020 Census.



The Kellogg Foundation's first **Mission Driven Investment Portfolio Summit** showcases key drivers for moving more capital to communities of color. Portfolio managers, companies, grantee partners and co-investors join WKKF leadership and staff to share systemic approaches to widening equity and explore ways WKKF can be a stronger partner in related investments.



WKKF's hometown of **Battle Creek, Michigan** is one of only 10 U.S. cities to win the **2019 All-America City** designation from the National Civic League. Battle Creek's award recognizes

cumulative efforts in recent years and a community-driven movement to create an equitable community where all residents can thrive.



A Kellogg Foundation Facebook premier event connects local viewers at the Pueblo de Cochiti with a national audience as they watch a **video on the Keres Children's Learning Center** – a Montessori language-immersion school in New Mexico where Elders use the Keres language daily in instruction. The video attracts more than 25,000 views.

A profile in the July 2019 issue of **Advancing Philanthropy** magazine spotlights Kellogg Foundation President and CEO La June Montgomery Tabron's reflections on leadership for the 30,000 members of the Association of Fundraising Professions worldwide.



The release of **Mission Aligned Framework for Investing**, an impact investing tool developed by KKS Advisors on behalf of WKKF, offers a resource for organizations exploring ways to evaluate the social effect of investments.

In a public statement on **Solidarity for Children, their Families and Communities**, the Kellogg Foundation calls for a clear focus on children's need for their families to feel safe and whole in order to thrive. Lifting up the courage and resolve of grantees responding to violence and trauma in their communities, the statement calls on leaders across the country to stand in solidarity with children.



JUL 2019



Following a community-wide outreach effort – which involved knocking on 69,711 doors, holding 31,845 conversations and gathering 12,889 surveys – Mississippi's governor, the mayor of Jackson, Mississippi, **Jackson Public Schools** and WKKF celebrate the release

of the district's five-year strategic plan to transform the city's education system. With a new path forward in place to support "quality education for all children" in Jackson, Mississippi, the 15-person **Better Together Commission** concludes its service.



At the Institute for Educational Leadership's annual conference, an audience of 1,200-plus has a first look at the WKKF **Family Engagement report** – a how-to for school transformation

based on the experiences of 30 grantee partners in 17 states and the District of Columbia. The Kellogg Foundation's President and CEO La June Montgomery Tabron writes in the report's introduction, "By making families active partners in education, **Family Engagement** can begin to address the distrust between communities of color and their children's schools and form the bonds that can transform learning."

AUG 2019



The Kellogg Foundation's Sembrando Alianzas (Sowing Alliances) gatherings in Mexico bring together scores of grantees to connect and collaborate. Held in **Chiapas**

and the **Yucatán**, a special emphasis on building trust and understanding across languages and cultures includes hiring community members to simultaneously translate, so that conversations could flow in Spanish, Tsotsil, Tzeltal and Maya.

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 by visiting wkkf.org.



Board of Trustees *Pictured from left to right*

CELESTE A. CLARK

Battle Creek, Michigan

RICHARD M. TSOUMAS

Battle Creek, Michigan

LA JUNE MONTGOMERY TABRON

Battle Creek, Michigan

CATHANN KRESS

Columbus, Ohio

MILTON CHEN

San Francisco, California

KHAN NEDD

Grand Rapids, Michigan

RAMÓN MURGUÍA

Kansas City, Kansas

RODERICK D. GILLUM

Detroit, Michigan

Executive Council

Pictured from left to right

DIANNA LANGENBURG

Vice President for Talent and Human Resources

CARLA D. THOMPSON PAYTON

Vice President for Program Strategy

PAUL MARTINEZ

Chief Leadership and Human Capital Strategist

ROSS COMSTOCK

Vice President for Information Systems and Technology

KATHRYN KRECKE

General Counsel and Corporate Secretary

LA JUNE MONTGOMERY TABRON

President and Chief Executive Officer

JOEL R. WITTENBERG

Vice President and Chief Investment Officer

MARY B. COHEN

Vice President for Communications

CINDY SMITH

Vice President for Integrated Services

DONALD G. WILLIAMSON

Vice President for Finance and Treasurer

JOE SCANTLEBURY

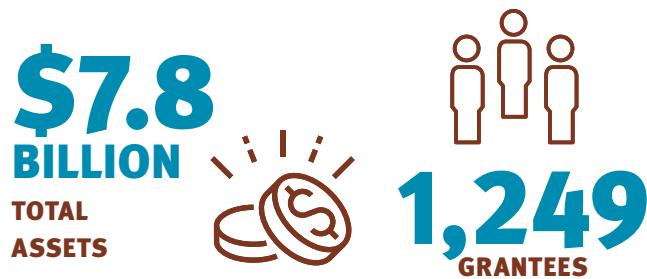
Vice President for Program Strategy

ALANDRA L. WASHINGTON

Vice President for Quality and Organizational Effectiveness



2019 BY THE NUMBERS



446
NEW GRANT
COMMITMENTS
TOTALING



\$213,275,136

AVERAGE NUMBER OF ACTIVE GRANTS/DAY

1,246



ABOUT THE W.K. KELLOGG FOUNDATION

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

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

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

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



W.K.
KELLOGG
FOUNDATION®



For 90 Years ... for Children

One Michigan Avenue East | Battle Creek, MI 49017-4012 | 269.968.1611 | WKKF.ORG

Item # 1408

