So nigh is grandeur to our dust,
So near is God to man,

That when duty whispers low, “thou must”

The youth replies, “I can.”

—Ralph Waldo Emerson
Mission Statement

The W.K. Kellogg Foundation is concerned with the application of knowledge to solving the problems of people. It pursues this objective by making grants for charitable purposes and activities.

Such problems are numerous and complex. Foundation financial resources are limited. Therefore, the Foundation establishes programming priorities which focus its efforts to achieve maximum effect. Attention is centered on agriculture, education, and health. All of the Foundation’s work also in some fashion reflects Mr. Kellogg’s belief that the advancement of learning provides “the greatest opportunity for really improving one generation over another.” In making grants, emphasis is placed on individual and group initiative.

The Foundation believes there is a particular need to test and apply existing knowledge which has been incompletely or unevenly used for human advancement. In doing so, innovative ideas and ways of work are often discovered. If they are effective, new insights are gained about the application of knowledge, and become available for use in other settings.

The Foundation continuously assesses the effectiveness of its projects in achieving its mission. It is committed to public accountability and open access to information for the wise allocation of funds through its philanthropic role in society.
Program Guidelines

W.K. Kellogg's intention was clear at the outset when he established the philanthropic organization in 1930 which bears his name. His Foundation would "help people to help themselves." The man who pioneered the ready-to-eat cereal company in 1906 never wavered from his ideals during the years until his death in 1951 at the age of 91. He said, "I'll invest my money in people," adding: "It has been much easier to make money than to spend it wisely." History vouches that Mr. Kellogg was successful in each endeavor.

Since the same man created both organizations, the question is often asked: "Is the Foundation affiliated with the Kellogg Company?" It is not, except as a shareholder. The Foundation is the beneficiary of the free enterprise system in the form of income it receives from trust funds, established by Mr. Kellogg, which contain Kellogg Company stock and other investments.

The Foundation is managed independently by its own Board of Trustees and administration. Since its inception the Foundation has expended more than $1 billion. During the 1987-88 fiscal year, expenditures were more than $122 million.

Recognizing society's difficulty in using available knowledge for human benefit, Mr. Kellogg gave to this Foundation its distinctive commitment, "for the application of knowledge to the problems of people." The Foundation remains true to this philosophical concept. It helps others to address significant human issues with direct, pragmatic answers.

From modest beginnings, with programs relating to the health and educational needs of children in south central Michigan, the Foundation has grown to a position of national and international prominence for its assistance in meeting social goals. It is numbered among the largest philanthropic organizations in the world. As a private grant-making foundation, it provides seed money to organizations and institutions that have identified and analyzed problems and have designed constructive action programs aimed at practical solutions.

Programming priorities for the 1980s concentrate grants in the United States, Latin America, the Caribbean, and southern African countries. Limited worldwide involvement is achieved through international networks of activities related to the Foundation's programming interests.

The Foundation recognizes that specific groups of persons in today's society are faced with barriers to achieving their fullest potential. In response to those circumstances, an integral part of the programming review-and-funding process is a firm commitment to support promising projects within Foundation grant-making areas which involve the physically handicapped, the elderly, women, children and youth, and minorities.

Programming Interests

A majority of the Foundation's grantmaking is concentrated in the following areas:

1. Adult Continuing Education
2. Community-Based, Problem-Focused Health Services
3. Wholesome Food Supply
4. Leadership
5. Youth (Primarily in Michigan)
6. Economic Development in Michigan

Emergent Programming Opportunities

The Foundation is conducting limited grantmaking in the following five areas to determine if these themes (or variations) may become major parts of programming.

1. Rural America
   Initial efforts will focus on new collaborative approaches for delivery of human services, rural leadership development with an emphasis on community problem solving, and training of local government officials.

2. Water Resources
   Groundwater quality problems in Michigan and the Great Lakes Basin will be addressed through educational programs.

3. Management of Information Systems
   Demonstration efforts that employ new technology to store, integrate, and retrieve information for purposes of facilitating problem solving will be assisted.
4. Philanthropy and Volunteerism
Traditionally the Foundation has supported volunteer development and private sector philanthropic initiatives. Both are essential to improving the quality of life in this nation. Limited new initiatives will be undertaken to assist creative approaches to encourage and expand these private efforts, including integration of these concepts into education curricula.

5. Science Education
Limited initiatives will be undertaken in Michigan and at the national level to improve elementary and secondary science education.

Guidelines to Program Aid

In order to use its financial resources wisely and because it receives more requests than it can fund, the Foundation has established the following priorities and the following guidelines for its grant-making activities.

A. The Foundation's current areas of activity are limited to the fields of agriculture, education, and health.

B. The Foundation assists educational and service projects of potential national or international importance that emphasize the application of new knowledge in addressing human problems.

C. The Foundation's geographic scope of programming is the United States, Latin America, the Caribbean, and southern African countries. (See earlier "Programming Interests" for specific geographic limitations.)

D. The Foundation does not make loans and does not provide grants for:
   • operational phases of established programs;
   • capital facilities, equipment, conferences, publications, films, or television or radio programs, unless they are an integral phase of a project being funded;
   • endowments or developmental campaigns;
   • religious purposes; or
   • individuals — except for fellowships in specific areas of Foundation programming.

E. The Foundation funds research only as a part of a broader program of action to which assistance is provided, including investigation of the effects of the funded project's results.

F. To further assist grantees, funds may be provided for planning or studies but only when directly related to the developmental aspects of project implementation. This occurs when a project is in progress and planning or studies are necessary to the furtherance of the project's objectives.

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

H. Grantees must have the financial potential to sustain the project on a continuing basis after Foundation funding is ended.

Application Procedure

The Foundation does not have grant application forms. To be considered for Foundation aid, an institution or organization should write a one- or two-page pre-proposal letter that describes the basic problem and the plan for its solution. The letter should briefly explain project objectives, operational procedures, time schedule, and personnel and financial resources available and needed. At this preliminary stage, personal visits to the Foundation are discouraged.

Proposal letters are carefully evaluated by the Foundation. If the proposal is within the Foundation's guidelines and interests, and if Foundation priorities and resources permit consideration of the requested aid, conferences and staff investigation may follow. The organization may be asked to develop a more detailed proposal which includes a plan for evaluation of the project's effect. In addition to the expertise of its own professional program staff, the Foundation may seek counsel from advisory committees and individual consultants.

Pre-proposal letters are given prompt consideration and should be addressed to:

Executive Assistant — Programming
W.K. Kellogg Foundation
400 North Avenue
Battle Creek, Michigan 49017-3398
Chairman’s Message:
Changing the Focus on Youth

Through the 1980’s, scholars have examined in microscopic detail the problems that confront and confound America’s youth. A series of distinguished commissions has documented the looming “crisis of youth,” and warned of the danger of a “permanent underclass” of the young. Their reports serve notice that our way of life is endangered by shortcomings of the rising generations.

That these reports have done a service by identifying the very real and critical problems of many youth cannot be denied. Yet, we must not acquiesce to a belief that there is a general crisis. Even the grim statistics of failure so often cited can be inverted to tell a tale of success. For instance, according to an unpublished study by the National 4-H Council, 60 percent of all female teenagers do not become pregnant; 70 percent of all teenagers do not regularly get drunk; 59 percent of all high school seniors do not regularly use marijuana; and 75 percent of all eighth graders go on to graduate from high school.

While special attention still must be given to troubled youth, such concerns should not warp our perspective in addressing the needs of young people. Emphasis should be given to positive approaches that enhance the opportunities and circumstances which influence all youth through their developmental years.

This call for a shift in focus underscores the need to recognize the vital role of various influences in the process of growing up. Many elements come to bear. The following four, among many, have special importance:

- **The Family.** The traditional American family is nearly extinct. In 1955, 60 percent of American youngsters lived in a home with a working father, a housewife mother, and one or more school-age siblings. By 1985, less than two generations later, that number had dropped to 7 percent. More mothers, by economic necessity or career choice, are working away from home. The trade-off is consequential. Recent studies suggest that full-time, non-parental, out-of-home child care commencing at an early age leads to social and personal problems later in life. Such children are more likely to be uncooperative, unpopular, have poorer study skills, lower grades, and diminished self-esteem.

It is regrettable that, in general, society has been unresponsive in dealing with the significant consequences of changing family circumstances.

- **The Economic Role of Youth.** When America was a predominantly agrarian nation, children performed tasks from a very early age which made a real contribution to the family’s livelihood. Children were an economic asset. In the mainly urban and suburban America of today, youth are economic liabilities. Today’s suburban child may have some chores, but most are not crucial to the family’s well-being. Ways need to be found to offer youth opportunities for personal skills development and character-building...ways to boost self-esteem, to be contributors to as well as beneficiaries of their families and the larger society.

- **The Maturation Process.** The period of dependency for youth has been extended, often into their mid- or late-twenties. Even as the age of puberty is shortened and youngsters are physically and mentally more ready and able to perform adult-like roles,
the timeframe of training to take one’s place in adult society is lengthened. Caught in the conflict of earlier maturation and prolonged dependency, many youth are endangered by a sense of aimlessness and anomie.

Youth need chances to contribute to their society...opportunities to work and serve as employees or as volunteers. Both can be motivating and rewarding. In this way...becoming givers as well as takers...youth can move beyond the fences of dependency.

- The School. From kindergarten through high school, the nation’s single most protracted education system is one designed in and for the 19th century. Few of its parts have changed in fundamental ways to match the evolving needs of students. A few examples should illustrate the point. The value of early childhood and preschool experiences is evident, but few schools address these needs in a systematic or comprehensive way. Despite a growing need for a safe place for “latchkey” children to stay before and after classroom hours, few schools have opened their doors to creative solutions to the problem. Even in light of studies that show that students’ skills deteriorate during a summer “layoff” designed for an agrarian society, three-month summer interludes remain an entrenched practice.

"The problems affecting youth...in a word, they are complex."

While schools cannot be expected to do everything, they should assume a leadership and catalytic role in addressing the developmental needs of youth.

Conventional wisdom might suggest that the problems of youth are too overwhelming, too complex, too persistent, and too expensive to solve. Such an aura of intractability could destroy public support for youth programs. That is why the message of a new book by Lisbeth B. Schorr, *Within Our Reach: Breaking the Cycle of Disadvantage*, is so important:

It is a strange and tragic paradox that confidence in our collective ability to alter the destinies of vulnerable children has hit bottom just as scientific understanding of the processes of human development and the rich evidence of success in helping such children has reached a new high.

Schorr has described the enigma. Theoretically, society knows how to design the effective school, how to deliver high quality prenatal care, and how to effectively intervene to repair dysfunctional families. We know much better than we do. As Schorr points out:

...in the last two decades we have accumulated a critical mass of information that totally transforms the nation’s capacity to improve outcomes for vulnerable children...But many administrators, academics, practitioners, and public policy analysts are not aware of the newly emerging insights, especially from outside their own fields.

Ironically, the very specialization so helpful in acquiring knowledge often hinders its use. The problems affecting youth are usually multifaceted, interconnected. They cut across boundaries of disciplines, professions, interests, and services. In a word, they are complex. A pregnant teenager, for instance, may be alone, unemployed, and thinking of leaving school. She may also be on drugs, and leaning toward suicide. Such a person could benefit from the combined skills of a guidance counselor, an expert on substance abuse, an employment skills trainer and a psychologist; treatment by just one would not likely prove successful. While the individual is a whole, the delivery systems are fragmented. (more)
While that example may be extreme, and may imply a negative focus, its point is more basic. The challenge for us all is to harness the incredible knowledge resources that specialists have created, and blend them into forward-looking action programs that address all facets of youth problems. Some of that groundwork is being laid by government, by foundations, by service agencies, and by other concerned groups.

One way the Kellogg Foundation is addressing the challenge is through its Kellogg Youth Initiatives Program (KYIP). The program is being launched in three diverse Michigan communities: Calhoun County, a rural area with small towns; a designated section of center-city Detroit; and two counties in the state’s Upper Peninsula, a sparsely populated area with a limited resource base.

"preschool experiences... few schools address these needs in a systematic or comprehensive way."

The program involves a partnership between the Foundation and the communities to develop new and innovative programs. It mobilizes community residents to work simultaneously to improve conditions in home and family, church and neighborhood, schools and youth-serving organizations, public and private agencies; it calls on a wide array of professionals and volunteers to support these efforts.

Clearly, the Foundation does not have answers to the problems these communities face. However, some valuable lessons from past grantmaking have been applied to the KYIP. We are persuaded that the following three qualities must undergird any successful program for youth:

1) Comprehensiveness
Children’s lives are intertwined with the differing elements in their environment: home and family, church and neighborhood, schools and youth-serving organizations. The elements are inseparable and distinct at the same time. A program which affects only the child’s school life but is meant to achieve answers to complex self-identity, self-worth issues is unlikely to have much effect, because it leaves the home and neighborhood untouched. It seems obvious and imperative that any initiative must encompass all of the problem, not just a facet of it.

2) Collaboration Within the Community
Youth problems do not exist in a vacuum. They pervade communities and profoundly affect their residents. Unilateral approaches to solutions usually are not adequate. Rather, the interests and resources of various entities—home and family, agencies and organizations—must be mobilized to work in concert. Collaboration within the community is essential.

3) Continuity
The problems of youth evolved over a span of years; it is unlikely they can be solved overnight. Sufficient time must be allowed for a community to build collaborative, comprehensive, workable programs. A generation of young people may grow to maturity before the program models are fully developed, and the Foundation’s commitment to assist is vital across that long view.

The KYIP is combining those three key qualities. The first individual project planned under the Youth Initiatives Program — and the only one actually to be spearheaded by the Foundation — has been the Kellogg Youth Development Seminars (KYDS). A group of 30-50 residents from each local community has been selected for a two-year series of seminars on topics relating to youth.
Participants include professionals and volunteers who are developing, administering, and conducting activities which constitute or influence the developmental years. High school students are included to represent area youth. These people (as well as selected individuals who are not formally a part of KYDS) will spearhead future KYIP initiatives.

"...young people are assets, not liabilities."

We are confident that such groups of local leaders — mobilized by their concern, energized by the seminars — will devise solutions to many of the primary problems of youth in their communities. They can do so on a continuum, representing or ensuring both comprehensiveness and collaboration. The Foundation's role is to be supportive with advice and financial assistance, thus doing what Mr. Kellogg admonished nearly 60 years ago: helping people to help themselves.

The inclusion of youth as participants in the KYDS seminars illustrates, too, the Foundation's conviction that young people are assets, not liabilities. All are involved, not merely the "untroubled" young; many programs have proved that "troubled" children are highly effective in helping each other.

In developing and implementing the Kellogg Youth Initiatives Program, we have opted not to give way to despair. Though we feel we cannot afford to ignore our troubled youth, nothing less than a modification of social expectations and structures is sought. We no longer expect that the provision of remedial programs for at-risk youth will be adequate to solve the problems of the young. An unprecedented pattern of social changes makes it incumbent on our society that we try to motivate every child through the provision of challenges and opportunities. Even the majority of youth who are not at risk of failure can benefit from being pushed and stretched, both intellectually and physically.

This agenda for change is ambitious. It is imperative. It is doable. The family must have support in childrearing. Schools must become more responsive to the needs of families and children. People must join together to foster a sense of community in their towns and neighborhoods. At the same time, higher education must become more proactive in training future leaders. The business community must take on an even greater role of leadership in advocacy for youth. And higher education and the business community must form partnerships with communities, government, and other institutions, to help spark the necessary changes.

We already know much about what is required to produce successful outcomes for young people...good parenting is the key to raising good children...one caring adult, serving as a role model over an extended period, can be the difference between success and failure for children...teenagers benefit when they volunteer to help others...youth need to belong to a group or groups...youngsters need success to develop positive self-concepts.

When considering America's youth, experience dictates that it would be wise to chart a course somewhere between Cassandra and Pollyanna. Historians remind us that virtually every generation in every nation has despaired of its "younger generation." Yet we know that the youth of the past usually proved equal to the test.

Our country's history is replete with crises that have been met and overcome by the young, and with fewer resources and less knowledge than American children now have at their disposal. Our coda may properly come from Ralph Waldo Emerson, who wrote:

*So nigh is grandeur to our dust,*
*So near is God to man,*
*That when duty whispers low, "thou must"*
*The youth replies, "I can."*
Nursing and Community Outreach:
A Winning Combination

People near the southwest Mississippi-Louisiana border are familiar with adversity. The average household income there is $8,100 and 27 percent of the population live below poverty level. Correspondingly, health status is low; local communities, which are predominantly black, have limited access to health care. They contend with a host of health problems. Notably, the incidence of unwanted pregnancies, substance abuse, and sexually transmitted diseases is high, especially among youth.

Alcorn State University's (ASU) Division of Nursing is located in Natchez, Mississippi, within 50 miles of the troubled rural area. It has a primary mission to serve the health care needs of this high-risk population.

ASU is making headway. In 1987 a Kellogg grant was made for more than $1 million over four years to bring the resources of its nursing staff and program to bear on the health problems of youth; the project provides health screening and services for adolescents in nine communities.

To accomplish this wide-scale objective, ASU's Division of Nursing is building a nursing clinic at the Natchez campus. The clinic, to be completed in 1989, will serve as a base of operations for the coordination and delivery of community-based health care services.

Providing critical outreach to the area is a mobile health unit purchased under terms of the grant. The unit transports nursing students and faculty to sites where adolescents gather — schools, churches, community organizations, etc. There ASU's nursing staff conducts needs assessments, provides health care and referral services, and teaches youth valuable health promotion skills.

The project is being conducted with the oversight of a group of consulting physicians. It has received strong community support from public health units, state health departments, as well as local organizations and businesses.

ASU officials are convinced the impact of the project will ultimately extend beyond youth to their families. "If the adolescent population can be educated about proper health care," explains Dr. Frances Henderson, project director and chairman of the ASU Baccalaureate Nursing Department, "we expect to see improved health status throughout the entire area."

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Family-Centered Adolescent Health Promotion Project
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Educational Vitality and Leadership Development

A goal all across higher education in America is to offer the world’s best calibre and variety of educational programs and opportunities. Important steps are being taken to strengthen and build upon the nation’s educational structure.

One example is an innovative leadership program for college and university presidents which began in early 1987. It is an idea founded on the belief that the overall quality of higher education can be improved if its leadership can be prepared to manage for long-term goals rather than short-term gains. The effort is known as Project Plan. It is being conducted by the Minnesota Private College Research Foundation in St. Paul through a $504,000 grant from the Kellogg Foundation.

Project Plan involves both public and private educational institutions throughout Minnesota. It regularly brings together the state’s college presidents to confront crucial issues in higher education during seminars, retreats, sabbaticals, and consultations. Collaborative networks and meetings among individuals and institutions are urged, and various independent learning opportunities are provided.

During the first year of the three-year project, Minnesota college presidents met on six different occasions for seminars and retreats; subjects ranged from institutional mission to presidential leadership and review.

Participants in Project Plan are enthusiastic about the fledgling program and are committing more time toward the effort over the remaining two years. They speak of a “rich cross-fertilization of ideas and perspectives about the future of higher education” and indicate an increased willingness to work together for positive change.

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Groundwater Protection: 
Everyone's Concern

"When the well is dry, we know the worth of water," observed 18th Century American statesman Benjamin Franklin.

A tough lesson, to be sure, and one that most residents of the United States have not yet had to learn. But we cannot afford to wait. The time for protecting clean, fresh groundwater is now. Education is a key.

The Kellogg Foundation, in collaboration with the Institute of Water Research at Michigan State University (MSU) in East Lansing, has initiated a comprehensive effort to encourage Michigan communities to develop local action-oriented groundwater protection projects. If successful, the lessons learned may serve as a model for other states.

MSU is using a $750,000 Foundation grant to help administer the program — known as Groundwater Education in Michigan (GEM).

Groundwater, which supplies wells and springs, is the water beneath the earth’s surface that is stored in spaces between soil and rock formations known as aquifers. Nearly 20 percent of Michigan’s urban population and virtually all of its rural residents draw their drinking water from this source. Agriculture and manufacturing industries depend heavily on groundwater for their production processes.

Too often, however, the contribution groundwater makes to our lives is taken for granted. On a national scale, poor planning for its use and a lack of knowledge about its characteristics have resulted in widespread pollution and contaminated drinking water. This, in turn, can lead to serious human health problems.

GEM is aimed at increasing public awareness and understanding of the groundwater resource; promoting individual and broad community involvement in developing groundwater protection initiatives; and emphasizing the use of pollution-prevention strategies in individual and community behavior, as well as in policy development.

The Institute of Water Research assists the efforts of existing groundwater protection projects throughout the state and works with local leaders to develop new initiatives to meet the needs of individual communities. Regional centers strategically located throughout Michigan provide technical expertise and information required for sound decision making.

Grants to local groups are important factors in helping to foster individual and community action. Funding for selected projects in Michigan is available from the Foundation.

By educating people about how individual and community behavior affects groundwater, the quality of life for all Michigan residents will likely be improved. The effort is expected to establish the basis for proper long-term management of this crucial resource.

For information:
Groundwater Education in Michigan
Institute of Water Research
334 Natural Resources Building
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(517) 353-3742
Care and Comfort for the Chronically and Terminally Ill

People suffering from chronic and terminal illnesses present special challenges to health care workers.

Besides the medical treatment required to manage such diseases, physicians, nurses, social workers, administrators, and other health care personnel are called upon to provide emotional support to patients, families, and friends. They also may be asked to help with daily living tasks, identify community resources, and assist in preparations for a patient’s death.

But many hospital workers are not prepared to deal with these needs—a shortcoming that has become more apparent with the emergence of such debilitating and usually fatal illnesses as AIDS and Alzheimer’s Disease.

The Greater New York Hospital Foundation Inc. (GNYHF), with the help of a $459,710 grant from the Kellogg Foundation, has launched a special program for hospital and other health care personnel to assist them in caring for such patients. The educational project is being administered under the direction of a national interdisciplinary advisory committee consisting of members named by GNYHF.

Course curricula and training materials were developed, and educational sessions were conducted for selected teams of multidisciplinary health care workers in the New York City area. In this train-the-trainer program, participants then use the materials to teach colleagues at their respective facilities.

They learn about the nature of chronic and terminal illnesses and how to best work with and comfort victims and their families. Specific attention is given to AIDS and Alzheimer’s Disease, although materials apply equally to other diseases such as cancer.

“It is essential for members of the health care community who come into contact with patients suffering from chronic or terminal diseases to understand their special problems and have the skills required to meet them,” said Kenneth E. Raske, GNYHF’s president.

The training material was well received when initially tested at four GNYHF-member institutions—two hospitals and two nursing homes.

Since then, about 500 professionals from 50 institutions have participated in educational sessions. They, in turn, are expected to reach about 5,000 of their fellow health care workers with the material.

Efforts also are under way to share the program nationwide.

For information:
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Greater New York Hospital Foundation Inc.
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African Gardens:  
A Response To Hunger

Despite the fact that global food production is high, the rural poor in southern Africa still suffer critical food shortages and malnutrition. A recent national nutrition survey, for example, revealed 30 percent of Swaziland’s rural population show marked signs of stunted growth due to poor nutrition.

World agricultural experts report that the problem is as much the result of consumption patterns as a lack of income. Seasonal shortages of fruits and vegetables prevent Swaziland’s rural poor, most of whom are subsistence farmers, from maintaining nutritional diets.

To help reverse this damaging situation, the Kellogg Foundation recently provided support to Emanti Erive, an organization dedicated to community development, to establish a horticultural training and information system for homesteads in Swaziland. The project builds on earlier efforts by the group to link community gardens with the local water systems. At last count, Emanti Erive has successfully linked 12 gardens, each of which serves 24 homestead families.

The project’s two facets are education and technical outreach. The first involves the provision of training to a Swazi horticulturist in irrigation and production techniques. Special emphasis is on identifying production techniques most appropriate for local growing conditions and the financial resources of the rural Swazi homesteads. Through direct, hands-on demonstrations at garden sites, the specially trained horticulturist is helping homestead families learn new and better ways to raise important food crops, particularly fruits and vegetables.

The overall project is expected to increase production of fruits and vegetables in the community gardens by 30 to 40 percent. Also anticipated is the organization of additional gardens, an outcome that could greatly multiply the project’s long-range benefits to the people of Swaziland.

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Administration Officer
Emanti Erive
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Rural Officials:
A Move to Leadership

It has been said that communities are only as strong as their local leaders. This is particularly true in rural America, where government officials often face new and complex challenges without the technical support available to their urban counterparts.

Most officials of townships and small towns are part-time and operate on tight budgets. They have little or no staff and few computers. Yet they may confront problems that range from responding to hazardous materials spills and providing solid waste disposal to rebuilding sewer systems and fostering economic opportunities for local residents.

Because of this, many such officials need more education, information, and technical assistance to perform their duties effectively. The Kellogg Foundation is encouraging various organizations to deal with this.

The 13,000-member National Association of Towns and Townships (NAT&T) in Washington, D.C., for example, was granted $820,000 in 1988 to expand its training program—with an emphasis on the development and testing of educational materials.

The project, being carried out through the organization's National Center for Small Communities, involves the creation of instructional units that focus on environmental management, economic development, decision making, personnel management, waste treatment, and other issues of high priority in rural areas. Included are manuals, video and audio cassettes, informational notebooks, and resource guides. The educational material is provided by NAT&T to member communities through mailings and training seminars.

The materials are being tested in the Northeast and Midwest and may later be distributed for use across the United States.

A similar grant of $245,000 was made in 1988 to the Midwest Assistance Program in New Prague, Minnesota. The grant will increase that organization's capacity to provide solid waste management training to local government officials in a nine-state region of the upper Midwest.

Both projects are aimed at improving the delivery of services to rural residents through the more efficient operation of their local governments.

Jeffrey H. Schiff, executive director of NAT&T, said these new efforts will "develop the type of local leadership needed to keep small and rural communities economically strong and viable as grassroots government officials confront the challenges of the 21st Century."

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Straight As for Philanthropy and Volunteerism

Volunteerism and philanthropy are the hallmarks of the American spirit. The pages of history are full of the exploits and achievements of people who gave of their time, energy, and money to fill an enormous variety of human needs.

To assure that these important and uniquely American practices remain vital, Albion College in Michigan launched a special project in mid-1987 to develop the responsiveness of students, faculty, and administration to the challenges of private initiatives for public good. The project, funded through a $470,000 grant from the Kellogg Foundation, intends to meld the teaching of volunteerism and philanthropy with actual community-building activities.

On the campus, the project is introducing new college coursework on issues of citizenship, leadership, and volunteerism. For example, a course focused on the relationship of the city of Albion to government, business, and the voluntary sector is being developed. Various existing courses are being modified to include content on volunteerism and philanthropy.

In the community, grant monies are being used to devise new ways the College can serve the local community while also providing practical learning experiences for its students. One approach is to arrange internships for students so they can work for one or more semesters with local human service agencies or businesses, learning from them, and sharing their academic training.

Two additional community thrusts include monthly forums for citizens and the establishment of a volunteerism center. The forums are convened by the College to allow city residents to make their needs and ideas known regarding civic concerns, and ultimately to shape public policy. The center provides 20 volunteer groups with meeting space, clerical support, record maintenance, and storage. Both efforts are an off-campus symbol of hope and new direction for community spirit.

Partnerships with area schools also are being fostered. This aspect of the project will develop programs for high school students and adults on civic participation, parliamentary procedure, and group dynamics. For elementary school students, programs on building self-esteem and self-expression skills are planned.

Although the project is in its infancy, it is providing immediate tangible benefits to students and the community. Daniel Poteet, the project's director, said increased numbers of students are taking an active interest in voluntary sector activities. As a result, Albion will have a greater pool of volunteers and more coordinated service efforts. If this pattern continues, the project may become a model for other institutions throughout the nation.

For information:
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Today's Library:
Key to Adult Education

What does a laid-off railroader have in common with a farm woman who wants to start a mail-order crafts business? Or a bankrupt farm implement dealer with a skilled laborer who suffered a debilitating, job-related injury?

These are people undergoing changes in their lives who may need to bolster their job skills through adult continuing education. But it often is difficult to find appropriate learning opportunities — especially ones that are easily accessible — particularly in rural areas.

To help make such career counseling and education programs more available, the Kellogg Foundation granted $448,200 to the Nebraska Library Commission in Lincoln. The 1986 funding was used to establish Education Information Centers (EIC) in six public libraries across the state — one in each of Nebraska's regional library systems.

The Centers, located in Alliance, West Point, Broken Bow, Holdrege, Columbus, and Crete, offer information and referral services for education and career development.

The services are primarily aimed at helping people who have to seek supplementary employment, or who must change careers because of a stressed rural economy. But the services also can be helpful to the handicapped, and people who want to enrich their work experience, advance on the job, explore options for starting a business, or return to school.

There are printed materials and computer programs to aid decision making, as well as referrals to related community services and agencies such as job placement and training centers. Each participating library is experimenting with ways of sharing information with other communities through inter-library loans, bookmobiles, books-by-mail, and similar outlets.

In addition, a toll-free "Learning Line" was set up; any citizen can telephone to receive educational information and counseling.

So far, Nebraska residents have shown great interest in the program, particularly those who want to start small businesses and cottage industries, said Mary Jo Ryan, project director. Inquiries have come from a variety of people, she said, ranging from a disabled veteran wanting to know how to become a chef to a person who plans to start a fish farm.

And officials from the state Department of Labor believe the resource may be helpful in their work, an option now being explored, according to Ryan.

Grants for similar projects also were made recently to the Library of Michigan in Lansing ($742,159), the State Library of Pennsylvania in Harrisburg ($673,155), and the Washington State Library in Olympia ($748,574). These projects, along with the Nebraska effort, are using public libraries to help underserved or unserved clientele which traditionally has been difficult to reach.

For information:
Mary Jo Ryan, Project Director
Nebraska Library Commission
1420 P Street
Lincoln, Nebraska 68508
(402) 471-2045
Health and Food Systems:  
**The Leadership Role**

Informed leadership is essential to an improved life for the people of the world. Most nations recognize this and are looking for ways to foster the development of leaders with broad perspectives on issues affecting human well-being.

The Kellogg Foundation has long agreed that leadership programs are an effective way to help people help themselves. As a result, two grants totaling nearly $8.7 million were made in 1985 to Michigan State University (MSU) to administer an international fellowship program.

The goals: to bolster health care and to step up agricultural progress worldwide—both through leadership advancement.

The money supports 60 fellowships—29 in the health care field and 31 in agriculture. Each fellowship—up to $75,000 over a three-year period—was awarded to an individual who had demonstrated leadership in his or her field and had shown the potential to influence the future course of health care and food systems in developing and industrialized nations.

Most health fellows are from Latin America, Australia, China, and Africa. Agricultural fellows come largely from developing nations in Asia, Africa, and Latin America. Europe and North America also are represented in each group.

The health fellows are physicians, nurses, administrators, nutritionists, economists, educators, and others working in primary health care and health care management. Fellows in agriculture include agronomists, economists, and nutritionists, and others involved in food production, processing, and distribution.

During the four-year program, fellows remain in their current positions, but receive at least 25 percent release time for fellowship activities. Those activities include international and regional conferences, various educational demonstration experiences, and work on specific projects they have developed.

At least once each year, fellows from the same fields convene for an international seminar. So far, health seminars have been held in Oxford/London (England); Rio de Janeiro/Our Preto/Belo Horizonte (Brazil); and Beijing/Shanghai (China). Agricultural seminars have taken place in Recife (Brazil), Harare (Zimbabwe), and Bangkok (Thailand).

These sessions are geared for leadership development, cross-cultural understanding, and building an international support network among fellows and their institutions. The network includes a computer system so those with personal terminals may better communicate.

At the conclusion of the program in 1989, each fellow will write a report detailing his or her experiences and leadership growth. These documents will be reviewed by a steering committee for purposes of lessons learned which are valuable to the process of leadership advancement.

According to a report issued after the third year of activities, health fellows said they have greatly expanded their approaches to primary care and are working with a more international perspective. Likewise, agricultural fellows polled during a recent program evaluation said they have broadened their knowledge of food systems and have a greater sensitivity to international agricultural issues.

For information:
Roy J. Gerard, Director  
KIFP/Health  
College of Human Medicine  
Michigan State University  
East Lansing, Michigan 48824  
(517) 353-7766

Harold M. Riley, Director  
KIFP/Food Systems  
Institute of International Agriculture  
Agriculture Hall  
Michigan State University  
East Lansing, Michigan 48824  
(517) 355-2160
Health Care and Dignity Beyond 65

Nursing home care often exacts a high price on America's elderly: a loss of financial security and independence. According to studies by the U.S. Department of Health and Human Services, the average elderly person in a nursing home runs out of funds in 6-12 months. They then become dependent on Medicaid. Currently Medicaid finances 41.5 percent of nursing home care. Medicare pays 2.1 percent and the remainder must be handled directly by patients or their families.

Because of the high cost of nursing home care and the burden it places on the individual and the family, it is important that alternatives be found. The Block Nurse Program, Inc., in St. Paul, Minnesota, has responded to this need by developing a nurse-managed model for using community-based resources and the existing health care system to help the elderly live at home independently.

The Block Nurse Program began in 1987 with an $812,070 grant from the Kellogg Foundation. It operates in three diverse St. Paul neighborhoods, serving adults over age 65 who need nursing and social or other services. It does so first by organizing and supporting existing family resources. It then supplements those resources with a custom mix of services from nurses, paraprofessionals, and community volunteers. Services and support include nursing care, nutritional guidance, meal preparation, companionship, counseling, transportation, and food service.

The Program combines job functions in a common sense approach so that a few people can perform a wide range of tasks. For example, should a client need day care, counseling, or other services, a "primary block nurse" coordinates all arrangements.

According to early studies, block nurse care is effective and affordable. Clients of the Program are charged for services by their ability to pay; the average monthly cost per individual is under $300, 24 percent less than the minimum cost of nursing home care.

For information:
Marjorie K. Jamieson, R.N., M.S.
Executive Director
The Block Nurse Program
65 Langford Park
St. Paul, Minnesota 55108
(612) 644-4524
Improving Health Care in Argentina

Quality primary health care and nursing services can play a vital role in fighting sickness and disease among residents of developing nations. Without such services, people often lack the information and expertise needed to maintain good health.

Inhabitants of Cordoba, Argentina, for example, suffer from a variety of maladies, including poor oral health and illnesses related to malnutrition. These conditions are due largely to poverty, poor eating habits, and inadequate preventative care.

In addition, alcoholism, delinquency, and drug abuse are found among adolescents, and local health officials have not been well-prepared to deal with these problems.

The Kellogg Foundation is helping to change these circumstances through a $600,000 grant to the Ministry of Health in the Province of Cordoba. The Ministry is using the money to expand local primary health services and conduct a training program to ensure quality of community nursing care.

The project, which targets about 230,000 residents in one-quarter of the city, builds on an earlier Foundation grant that helped improve the quantity and quality of health services given to children and mothers in Cordoba. It is divided into four subprojects dealing with oral health, adolescent health care, nutritional education, and food production for family consumption, and improvement of nursing services.

The oral health portion is reducing the levels of tooth decay and loss of teeth through preventative care. Pregnant women and school-age children are the primary beneficiaries. A mobile unit travels to distant and poor populations that are unable to get to health centers.

Two referral centers have been established — each staffed by a doctor, psychologist, social worker, nurse, and social scientist — to involve adolescents in community activities related to health promotion. This is expected to bring about a decrease in behavior-related health problems among young people.

The concepts of nutrition and food conservation are being introduced to fifth-graders, including the experience of growing a vegetable garden in the school yard. The idea is to shift children’s attitudes toward good eating habits and to stimulate families to grow vegetables at home. Those families which demonstrate enthusiasm for growing their own gardens get orientation and technical support from the project team.

Nursing services are being upgraded through advanced training and continuing education, as well as by encouraging National University of Cordoba faculty and undergraduate nursing students to participate in a teaching/service aspect of the project.

The project, funded in 1988, also is expected to have a positive influence on the organization and collaboration of federal, state, and local health agencies.

For information:
Eduardo L. Flores, Project Director
Secretaria Ministerio de Salud
Rondeau 258
5000 Cordoba, Argentina
Telephone: 27537
Support for Victims of Family Violence

Much has been said about domestic violence and its devastating effect on the individual and the family. But not enough has been done to alleviate the suffering of victims.

The Battle Creek Area Organization Against Domestic Violence is going beyond rhetoric to action. With the help of a $300,000 grant from the Foundation, it is bringing shelter, counseling, and advocacy to increased numbers of domestic violence and sexual assault victims in three west Michigan counties. The locus of the effort is a new, larger SAFE Place shelter purchased and renovated with funds totaling more than $509,000 given by the general public, corporations, foundations, and the Michigan State Housing Authority.

According to the State of Michigan Domestic Violence Prevention and Treatment Board, SAFE Place is the second busiest shelter in the state. Since its opening in 1983, the shelter has helped an average of 200 adults and 400 children a year. Its services have ranged from counseling, to operating a 24-hour hotline, to providing food and housing to families seeking refuge from domestic strife. Education and help in dealing with conflict also have been provided to the children of family violence victims.

In recent years, demand for SAFE Place's services has grown, far exceeding the facility's capacity. Unable to provide simultaneous housing to more than six families, attention was focused in 1987 on relocating the shelter to a bigger, better facility. The new shelter, which will open in the Fall of 1989, can accommodate up to 15 families.

"It is reassuring to know that a place exists where victims of domestic violence can go for comfort and caring," observed William H. Peck, executive director of SAFE Place. "Without the expanded shelter, too many families would remain in settings where more violence and pain are a near certainty."

For information:
William H. Peck, Executive Director
Battle Creek Area Organization Against Domestic Violence
P.O. Box 399
Battle Creek, Michigan 49016
(616)965-6086
Report of the Secretary

The Board of Trustees of the W. K. Kellogg Foundation held 12 monthly meetings and three special meetings during the 1987-88 fiscal year to consider grant proposals and to review Foundation operations. Ten of the monthly meetings were held in Battle Creek; one was conducted in East Lansing, Michigan, where the Board made a site visit to the Michigan Biotechnology Institute; and another was held in the Washington, D.C. area, where site visits were made to the National Academy of Sciences, Smithsonian Institution, National 4-H Council, Gallaudet University, United Way of America, and Montgomery General Hospital.

At the 57th annual meeting of the members, December 17, 1987, the Board voted to expand the number of its governing Board members from nine to 10. Elected to fill the new opening was Wenda Weeke Moore of Minneapolis, Minnesota. Also elected was Norman A. Brown, who replaced retiring Board member, Robert D. Sparks. Two trustees were reelected to three-year terms. They were Chris T. Christ and Howard F. Sims. Fred Sherriff was reelected as an honorary trustee for a one-year term.

Elected to the Finance Committee for a one-year term were Russell G. Mawby, chairman; William N. Hubbard, Jr.; Jonathan T. Walton; Dorothy A. Johnson; Howard F. Sims; and William W. Fritz, secretary. Elected to the Budget Committee were Dorothy A. Johnson, chairman; Chris T. Christ; and Howard F. Sims. Elected to the Audit Committee were Robert L. Raun, chairman; Shirley D. Bowser; and Wenda Weeke Moore. The Finance Committee met four times during the year, and the Budget and Audit Committees met twice. An Ad Hoc Committee on Board structure and procedures met once during the year. Members of this committee include William N. Hubbard, Jr., chairman; Dorothy A. Johnson; and Jonathan T. Walton.

In August Laura A. Davis was elected Vice President-Corporate Affairs/Corporate Secretary and Karen R. Hollenbeck was elected Vice President-Administration/Assistant Corporate Secretary, effective September 1, 1988.

Laura A. Davis
Vice President Corporate Affairs/Corporate Secretary
Board of Trustees (left to right): William N. Hubbard, Jr., Hickory Corners, Michigan; Norman A. Brown, Battle Creek; Dorothy A. Johnson, Grand Haven, Michigan; Shirley D. Bowser, Williamsport, Ohio; Chris T. Christ, Battle Creek; Wenda Weekes Moore, Minneapolis, Minnesota; Robert L. Raun, Minden, Nebraska; Russell G. Mawby, Battle Creek; Fred Sherriff (Honorary), Battle Creek; and Jonathan T. Walton and Howard F. Sims, Detroit, Michigan.
Officers
Russell G. Mawby  
Chairman of the Board  
and Chief Executive Officer
Norman A. Brown  
President and Chief  
Programming Officer
Laura A. Davis  
Vice President-Corporate  
Affairs and Corporate  
Secretary
Karen R. Hollenbeck  
Vice President-  
Administration and  
Assistant Corporate  
Secretary
William W. Fritz  
Vice President-Finance and  
Treasurer
Katherine L. Saigeon  
Assistant Vice President-  
Finance and Assistant  
Treasurer

Staff
Jan Corey Arnett  
Evaluation Assistant
Tyrone R. Baines  
Program Director
Jon E. Bartholic  
Associate Program Director
Robert A. Boadt  
Computer/Programmer/  
Operator
Thomas A. Bruce  
Program Director
Richard L. Brush  
Director of Internal Control
Stephanie J. Clohesy  
Associate Program Director/  
Kellogg National Fellowship  
Program
Michelle A. Cvetnich  
Executive Assistant for  
Administration
Bruce M. Darr  
Program Director;  
Coordinator/Battle Creek  
Programs
Robert A. DeVries  
Program Director; Director/  
Kellogg International  
Fellowship Program
Peter R. Ellis  
Program Director
Arlon E. Elser  
Program Director
David C. Farley  
Associate Program Director
Leona P. Gilson  
Assistant to the Chairman
Carol A. Goss  
Associate Program Director
Helen K. Grace  
Program Director;  
Coordinator/Health  
Programs
Robert E. Hencely  
Director/Dissemination and  
Communications
Robert H. Hodge  
Program Director
Gary W. King  
Program Director
Marcos Kisil  
Program Director;  
Coordinator/Latin  
American Programs
Jessica T. Kovac  
Coordinator/Groundwater  
Resources Program
Karla J. Kretzschmer  
Human Resources Assistant
Karen E. Lake  
Assistant Director/  
Dissemination and  
Communications
Harvey Liss  
Associate Program Director
Gregory A. Lyman  
Executive Assistant to the  
President
Lorraine R. Matusak  
Program Director; Director/  
Kellogg National Fellowship  
Program; Coordinator/  
Leadership Programs
Jack K. Mawdsley  
Program Director,  
Coordinator/Education and  
Youth Programs
Patrick D. McDonough  
Program Director, Associate  
Director/Kellogg National  
Fellowship Program
Linda J. Meyer  
Manager of Information  
Processing Services
LaJune Montgomery-Talley  
Controller
Dan E. Moore  
Program Director;  
Coordinator/Agriculture  
and Rural Development  
Programs
Lou Ann Morgan  
Production Coordinator/  
Dissemination and  
Communications
Judith H. Watson Olson  
Associate Program Director
Joel J. Oroz  
Executive Assistant to the  
Chairman
Ronald W. Richards  
Evaluation Specialist
Blas Santos  
Associate Program Director
Anna M. Sheppard  
Conference Coordinator/  
Kellogg National Fellowship  
Program
Lou Ann Sherman  
Assistant to the Chairman
Nancy A. Sims  
Executive Assistant-  
Programming
Henrie M. Treadwell  
Program Director
Michael P. VanBuren  
Senior Writer/Dissemination  
and Communications
Eliana Vera  
Associate Program Director/  
Kellogg International  
Fellowship Program

*Recently Retired
Report of the Treasurer

Total expenditures by the W. K. Kellogg Foundation for the fiscal year ended August 31, 1988, amounted to $1,220,041,398, an almost 27 percent increase over the prior year.

Each year the Foundation has been able to increase its program payments. This year program payments were $107,106,934 and administrative expenses were $7,914,877, a 20 percent increase in total over the 1987 fiscal year. Excluding expenditures for the headquarters project, administrative expenditures were 6.8 percent of funds expended, the same percentage as last year. At August 31, 1988, the Foundation had unpaid commitments of $132,313,901 which are obligations against the Foundation’s future receipts. During the fiscal year, the Foundation made program commitments of $132,545,706. A summary of the Foundation’s distributions for educational and charitable purposes over its 58-year history is shown below.

The Foundation has begun a combined project for the construction of a new Foundation headquarters facility and for other civic/public improvements and beautification work in downtown Battle Creek (headquarters project). The Foundation has obtained approval from the Internal Revenue Service (IRS) for a $500,000 set-aside for its prior fiscal year. Approval has also been requested from the IRS to set aside amounts not to exceed an additional $67,000,000. Under this provision, the amounts set aside each year for the headquarters project may be treated as qualified distributions if the funds are actually expended by and property placed into service no later than August 31, 1993. Including the already approved amount, cumulative set-asides of $7,000,000 have been made as of August 31, 1988. Expenditures of $414,133 and $61,505,289 were applied under the terms of the provision during the fiscal years ended August 31, 1987, and August 31, 1988, respectively.

The Tax Reform Act of 1969 imposed a Federal Excise Tax on earnings of private foundations. Since that time, $3,182,538 in excise tax has been paid out by the Foundation and Foundation Trust.

The Foundation Board of Trustees reviews financial statements and reports of the Trusts bimonthly. Fiscal operating plans are reviewed by three outside trustees serving as a Budget Committee. The Budget Committee is responsible for a detailed review of the Foundation’s financial operating plans and for presenting an operating budget to the full Board for approval.

Three outside Foundation Trustees serve as an Audit Committee, meeting with the independent accountants and the Foundation’s internal auditor to review the results of their annual examination and recommendations. Price Waterhouse is the independent accountant for the Foundation and the Trust.

The Finance Committee of the Foundation Board of Trustees uses the investment counsel of Harris Trust and Savings Bank of Chicago and The Bank of New York. The Committee meets with its investment counselors regularly to review and evaluate the Foundation’s investments. The Committee approves all Foundation investment accounts and reports to the Foundation’s Board of Trustees bimonthly. Securities of the Foundation are in the custody of Harris Trust and Savings Bank.

W. K. Kellogg Foundation Trust investments are in the custody of The Bank of New York. Trust investments, other than the Kellogg Company stock, are invested by the Trust in diversified portfolios under the direction of eight investment managers. The Trustees of the Trust meet regularly to review the performance of the investment managers and to evaluate the overall performance of the Trust’s investments.

William W. Fritz
Vice President-Finance and Treasurer

Receipts and Expenditures 1930-1988

<table>
<thead>
<tr>
<th>Year</th>
<th>Receipts</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930</td>
<td>$300,000</td>
<td>$300,000</td>
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<tr>
<td>1931</td>
<td>$310,000</td>
<td>$310,000</td>
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<tr>
<td>1932</td>
<td>$320,000</td>
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<tr>
<td>1939</td>
<td>$390,000</td>
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</table>

Charitable Distributions 1978-1988

<table>
<thead>
<tr>
<th>Year</th>
<th>Millions of Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>$95.9</td>
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<tr>
<td>1987</td>
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<td>1982</td>
<td>$50.7</td>
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<tr>
<td>1981</td>
<td>$46.5</td>
</tr>
<tr>
<td>1980</td>
<td>$43.9</td>
</tr>
</tbody>
</table>

*In 1985, the definition of charitable distributions was revised to exclude federal excise taxes paid.
## Combined Statement of Assets and Fund Balances Resulting from Cash Transactions

**W.K. Kellogg Foundation:**
- **Cash:** $148,134
- **Bonds and Notes:** $50,814,791
- **Common Stocks:** $29,832,093
- **Other Assets:** $1,096,255
  - **Total Foundation:** $81,891,273

**W.K. Kellogg Foundation Trust:**
- **Cash and Temporary Investments:** $165,654,698
- **Bonds and Notes:** $208,852,874
- **Kellogg Company Common Stock:** 41,984,160 shares ($42,283,160 in 1987)
- **Other Common and Preferred Stocks:** $262,194,349
  - **Total Foundation Trust:** $655,891,959

**TOTAL ASSETS:**
- **1988:** $737,783,232
- **1987:** $745,672,826
- **Market Value August 31, 1988:** $109,605,189

### FUND BALANCES

**W.K. Kellogg Foundation:**
- ** Appropriated:** $166,794,903
- **Unappropriated:** (84,903,630)
  - **Foundation Balance:** $81,891,273

**W.K. Kellogg Foundation Trust:**
- **Total Fund Balances:** $655,891,959
  - **Foundation:** $81,891,273

**TOTAL FUND BALANCES:**
- **1988:** $737,783,232
- **1987:** $745,672,826

(See Accompanying Notes to Financial Statements)

## NOTES TO COMBINED FINANCIAL STATEMENTS

### AUGUST 31, 1988 AND 1987

**NOTE 1 — SUMMARY OF ACCOUNTING POLICIES**

- **Reporting Entities:** The combined financial statements include the W.K. Kellogg Foundation (Foundation) and the W.K. Kellogg Foundation Trust (Trust), of which the Foundation is the sole beneficiary.

- **Cash Basis:** The accounts of the Foundation and Trust are maintained on the cash basis of accounting and, accordingly, do not include interest and dividends receivable, amortization of bond premiums or discounts, federal excise tax payable, or other liabilities.

- **Bonds, Notes, and Stocks:** Investments purchased are stated at cost and investments received as gifts or distributions from other trusts are stated at estimated fair values when received. The gain or loss on security sales is computed on the average cost basis for the Foundation and the first-in, first-out cost basis for the Trust. Market amounts of investments are based on August 31, 1988, published quotations, except that estimates are used when quotations are not available.

- **Distribution of Trust Receipts:** The Trust is required to distribute, at a minimum, its net receipts to the Foundation at least quarterly.

- **Appropriations:** Appropriated fund balances represent amounts appropriated by the Board of Trustees, the majority of which have been committed to specific organizations for grants, other projects, and administration. To provide grantees with assurance that grant monies will be available for completion of projects, the Foundation generally extends multi-year grants. Appropriations for these grants are made in anticipation of budgeted receipts of future years. Such amounts are included in the appropriated fund balance which result in a deficit unappropriated fund balance at August 31, 1988 and 1987, respectively.

- **Receipts:** Dividends, interest, and contribution receipts which must be distributed in accordance with federal tax regulations are included in the statement of receipts and expenditures. Gifts and security gains and losses are reflected directly in fund balances.
# Statements of Receipts and Expenditures and Changes in Fund Balances

## August 31, 1988

### RECEIPTS

<table>
<thead>
<tr>
<th>Description</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from W.K. Kellogg Foundation Trust (Note 1)</td>
<td>$118,800,000</td>
<td>$--</td>
</tr>
<tr>
<td>Contributions from Other Trusts</td>
<td>547,245</td>
<td>446,594</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$119,347,245</td>
<td>$92,614,094</td>
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</tbody>
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### EXPENDITURES

<table>
<thead>
<tr>
<th>Description</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution to the W.K. Kellogg Foundation</td>
<td>107,106,934</td>
<td>88,979,208</td>
</tr>
<tr>
<td>Program Payments</td>
<td>118,800,000</td>
<td>92,167,500</td>
</tr>
<tr>
<td>Administration:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>5,908,417</td>
<td>2,871,061</td>
</tr>
<tr>
<td>General</td>
<td>4,312,770</td>
<td>3,662,766</td>
</tr>
<tr>
<td>Headquarters Project</td>
<td>6,395,289</td>
<td>414,133</td>
</tr>
<tr>
<td>Federal Excise Tax</td>
<td>421,988</td>
<td>248,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>121,835,398</td>
<td>96,175,168</td>
</tr>
</tbody>
</table>

### CHANGES IN FUND BALANCES

<table>
<thead>
<tr>
<th>Description</th>
<th>W.K. Kellogg Foundation</th>
<th>W.K. Kellogg Foundation Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess (deficit) of Receipts</td>
<td>3,763,370</td>
<td>(30,705,546)</td>
</tr>
<tr>
<td>Over Expenditures</td>
<td>2,078,755</td>
<td>(15,084,870)</td>
</tr>
<tr>
<td>Gain on sales of securities</td>
<td>5,057,665</td>
<td>5,638,145</td>
</tr>
<tr>
<td><strong>Fund Balance (Beginning of Year)</strong></td>
<td>73,070,238</td>
<td>672,602,588</td>
</tr>
<tr>
<td><strong>Fund Balance (End of Year)</strong></td>
<td>$81,891,275</td>
<td>$655,890,190</td>
</tr>
</tbody>
</table>

(See Accompanying Notes to Financial Statements)

**Other Assets**—Other assets are comprised of a limited partnership interest in an economic development project carried at cost, real estate, contingent rights in 12 other trusts, and estates carried at a nominal value of $1 each. Office facilities and equipment carried at a nominal value of $1, and property acquired as part of the headquarters project carried at a nominal value of $1. Market value at August 31, 1988, of office facilities and equipment, property acquired as part of the headquarters project, and the limited partnership was determined by management through reference to insurance valuations or other appropriate sources. The cost of major capital additions, including office facilities, land, and equipment is included in expenditures in the year purchased. The market value of contingent trust and estate rights is not determinable.

**Note 2—Income Tax Status**

The Foundation has a combined project for the construction of a new headquarters facility and for other civic/public improvements and beautification works in downtown Battle Creek (headquarters project). The Foundation has obtained approval from the Internal Revenue Service for the $500,000 set aside for its prior fiscal year. Approval has been requested from the Internal Revenue Service to set aside amounts not to exceed an additional $50,000,000 to be expended by and placed in service not later than August 18, 1993, and to treat the actual amounts, when set aside, as qualified distributions. Cumulative amounts set aside as of August 31, 1988, are $7,000,000.

The Foundation and the Trust have received favorable letter rulings from the Internal Revenue Service regarding their tax-exempt qualifications under current income tax regulations.

**Note 3—Retirement Benefits**

The Foundation has defined contributions and defined benefit retirement income plans covering all full-time employees. The Foundation funded and charged to expenditures $393,110 and $345,337 in 1988 and 1987, respectively. The defined benefit plan is funded in amounts sufficient to meet the minimum requirements of the Employee Retirement Income Security Act of 1974. As of September 1, 1987, the date of the latest actuarial valuation, plan assets exceeded the actuarial present value of accumulated benefits of the defined benefit plan.
Report of the Independent Accountants

To the Board of Trustees of
W. K. Kellogg Foundation and
W. K. Kellogg Foundation Trust

We have examined the combined statement of assets and fund balances resulting from cash transactions of the W. K. Kellogg Foundation and the W. K. Kellogg Foundation Trust as of August 31, 1988 and 1987, and the related statements of receipts and expenditures and changes in fund balances for the years then ended, as shown on pages 36 and 37. Our examinations of these statements were made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As described in Note 1, the Foundation and Trust prepare their financial statements on the basis of cash receipts and disbursements; consequently, certain revenue and related assets are recognized when received rather than when earned, and certain expenses and related asset dispositions are recognized when paid rather than when the obligation is incurred. Accordingly, the accompanying statements are not intended to present financial position and results of operations in conformity with generally accepted accounting principles.

In our opinion, the financial statements examined by us present fairly the combined assets and fund balances resulting from cash transactions of the W. K. Kellogg Foundation and the W. K. Kellogg Foundation Trust as of August 31, 1988 and 1987, and the revenue received, expenditures made and changes in fund balances for the years then ended, on the basis of accounting described in Note 1, consistently applied.

September 30, 1988

Summary of Program Payments

Areas of Interest

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$10,998,449</td>
<td>10%</td>
</tr>
<tr>
<td>Education</td>
<td>$19,845,030</td>
<td>19%</td>
</tr>
<tr>
<td>Health</td>
<td>$28,550,550</td>
<td>27%</td>
</tr>
<tr>
<td>Interfield</td>
<td>$12,136,142</td>
<td>11%</td>
</tr>
<tr>
<td>General</td>
<td>$35,576,763</td>
<td>33%</td>
</tr>
<tr>
<td>Total</td>
<td>$107,106,934</td>
<td>100%</td>
</tr>
</tbody>
</table>

LATIN AMERICA

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$3,010,531</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>$6,146,060</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$1,428,886</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$9,599,477</td>
<td>9%</td>
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</tbody>
</table>

AFRICA (SOUTHERN)

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$604,040</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>$264,927</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>$571,144</td>
<td></td>
</tr>
<tr>
<td>Interfield</td>
<td>$1,374,684</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$49,243</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$2,864,038</td>
<td>3%</td>
</tr>
</tbody>
</table>

OTHER INTERNATIONAL

(Australasia, Canada, Europe, and Kellogg International Fellowship Programs)

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$130,380</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>$585,000</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>$264,240</td>
<td></td>
</tr>
<tr>
<td>Interfield</td>
<td>$2,959,819</td>
<td></td>
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<tr>
<td>General</td>
<td>$180,391</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$3,899,830</td>
<td>3%</td>
</tr>
</tbody>
</table>

Total

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$7,253,498</td>
<td>85%</td>
</tr>
<tr>
<td>Education</td>
<td>$19,195,103</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>$21,569,106</td>
<td></td>
</tr>
<tr>
<td>Interfield</td>
<td>$7,821,639</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$55,204,243</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$91,043,589</td>
<td>100%</td>
</tr>
</tbody>
</table>

Geographical Areas

UNITED STATES

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>$7,253,498</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>$19,195,103</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>$21,569,106</td>
<td></td>
</tr>
<tr>
<td>Interfield</td>
<td>$7,821,639</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$55,204,243</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$91,043,589</td>
<td>85%</td>
</tr>
</tbody>
</table>

Latin America 9%

Other International 3%

United States 85%
# COMMITMENTS

The W. K. Kellogg Foundation's fiscal year is from September 1 through August 31. During the 1987-88 fiscal year, the Foundation made payments to 781 of its 972 active projects concerned with the broad fields of agriculture, education, and health. A total of 519 new commitments were made during the year.

## CURRENT PROGRAMS

<table>
<thead>
<tr>
<th>Country</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AFRICA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WHOLESOME FOOD SUPPLY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology and Information Transfer</td>
<td>396,960</td>
<td>396,960</td>
<td>116,540</td>
<td>280,420</td>
</tr>
<tr>
<td>Ministry of Education, Mbabane, Swaziland</td>
<td>396,960</td>
<td>396,960</td>
<td>116,540</td>
<td>280,420</td>
</tr>
<tr>
<td>Increase the supply of wholesome food for Africans by assisting with the establishment of an African Fertilizer Development Center</td>
<td>1,462,500</td>
<td>487,500</td>
<td>475,000</td>
<td></td>
</tr>
<tr>
<td>International Fertilizer Development Center, Mubane, Swaziland</td>
<td>1,462,500</td>
<td>487,500</td>
<td>475,000</td>
<td></td>
</tr>
<tr>
<td><strong>ADULT CONTINUING EDUCATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Learner Services</td>
<td>235,120</td>
<td>235,120</td>
<td>76,558</td>
<td>158,562</td>
</tr>
<tr>
<td>Sagewood School, Mbabane, South Africa</td>
<td>235,120</td>
<td>235,120</td>
<td>76,558</td>
<td>158,562</td>
</tr>
<tr>
<td>South African Committee for Higher Education, Johannesburg</td>
<td>413,385</td>
<td>413,385</td>
<td>149,975</td>
<td>263,410</td>
</tr>
<tr>
<td>University of the Western Cape, Cape Town, South Africa</td>
<td>101,520</td>
<td>101,520</td>
<td>38,394</td>
<td>63,426</td>
</tr>
<tr>
<td><strong>COMMUNITY-BASED, PROBLEM-FOCUSED HEALTH SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprehensive Health Services</td>
<td>68,000</td>
<td>68,000</td>
<td>68,000</td>
<td>-</td>
</tr>
<tr>
<td>University of Newcastle, New South Wales, Australia</td>
<td>68,000</td>
<td>68,000</td>
<td>68,000</td>
<td>-</td>
</tr>
<tr>
<td>Improve the health of black South Africans by increasing access to primary health care services</td>
<td>272,948</td>
<td>272,948</td>
<td>115,850</td>
<td>157,098</td>
</tr>
<tr>
<td>University of Cape Town, South Africa</td>
<td>272,948</td>
<td>272,948</td>
<td>115,850</td>
<td>157,098</td>
</tr>
<tr>
<td>The Valley Trust, Bolha's Hill, South Africa</td>
<td>697,000</td>
<td>697,000</td>
<td>-</td>
<td>697,000</td>
</tr>
<tr>
<td>University of Whitsand, Johannesburg, South Africa</td>
<td>959,000</td>
<td>959,000</td>
<td>250,000</td>
<td>700,000</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>204,533</td>
<td>204,533</td>
<td>74,243</td>
<td>130,290</td>
</tr>
<tr>
<td>Provide community-based rehabilitation services for physically handicapped residents of black communities in South Africa through preparation of physiotherapists</td>
<td>204,533</td>
<td>204,533</td>
<td>74,243</td>
<td>130,290</td>
</tr>
<tr>
<td>University of the Western Cape, Cape Town, South Africa</td>
<td>204,533</td>
<td>204,533</td>
<td>74,243</td>
<td>130,290</td>
</tr>
<tr>
<td>Provide services as consultant in assessing primary health care needs in four southern African countries and recommending the approach to programming based on assessment</td>
<td>20,000</td>
<td>20,000</td>
<td>8,947</td>
<td>11,053</td>
</tr>
<tr>
<td>Consultants: W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>20,000</td>
<td>20,000</td>
<td>8,947</td>
<td>11,053</td>
</tr>
</tbody>
</table>

## LEADERSHIP

<table>
<thead>
<tr>
<th>Country</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Illinois, Chicago</td>
<td>90,208</td>
<td>90,208</td>
<td>45,104</td>
<td>45,104</td>
</tr>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Development</td>
<td>34,000</td>
<td>34,000</td>
<td>13,150</td>
<td>20,850</td>
</tr>
<tr>
<td>Develop a horticultural training and information delivery system for homesteads in Swaziland</td>
<td>34,000</td>
<td>34,000</td>
<td>13,150</td>
<td>20,850</td>
</tr>
<tr>
<td>Emanti Elwini, Muzale, Swaziland</td>
<td>34,000</td>
<td>34,000</td>
<td>13,150</td>
<td>20,850</td>
</tr>
<tr>
<td>Develop and strengthen the nursing curriculum to increase the number and quality of nursing educators in Botswana</td>
<td>62,960</td>
<td>151,744</td>
<td>62,960</td>
<td>-</td>
</tr>
<tr>
<td>University of Botswana, Gaborone</td>
<td>62,960</td>
<td>151,744</td>
<td>62,960</td>
<td>-</td>
</tr>
<tr>
<td>Improve black African leadership by providing bursaries to prepare students for entry into a university</td>
<td>40,000</td>
<td>360,000</td>
<td>200,000</td>
<td>80,000</td>
</tr>
<tr>
<td>All Saints Senior College Trust, King William's Town, South Africa (Leadership Education and Advancement Foundation, Capetown, South Africa, payee)</td>
<td>40,000</td>
<td>360,000</td>
<td>200,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Improve black African leadership by providing bursaries to upgrade teachers, school inspectors, and headmasters to the bachelor's degree level</td>
<td>540,000</td>
<td>67,500</td>
<td>438,750</td>
<td></td>
</tr>
<tr>
<td>Ministry of Education, Mbabane, Swaziland</td>
<td>540,000</td>
<td>67,500</td>
<td>438,750</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships for bachelor's degree programs in health, education, business administration, and public administration</td>
<td>315,000</td>
<td>45,000</td>
<td>225,000</td>
<td></td>
</tr>
<tr>
<td>Rhodes University, Grahamstown, South Africa</td>
<td>315,000</td>
<td>45,000</td>
<td>225,000</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships for teacher training</td>
<td>100,000</td>
<td>14,132</td>
<td>85,868</td>
<td></td>
</tr>
<tr>
<td>Rhodes University, Grahamstown, South Africa</td>
<td>100,000</td>
<td>14,132</td>
<td>85,868</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships for undergraduate to pursue degrees in agriculture</td>
<td>135,000</td>
<td>25,090</td>
<td>94,910</td>
<td></td>
</tr>
<tr>
<td>University of Zimbabwe, Harare</td>
<td>135,000</td>
<td>25,090</td>
<td>94,910</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships in adult education and business</td>
<td>230,000</td>
<td>49,426</td>
<td>110,824</td>
<td></td>
</tr>
<tr>
<td>National University of Lusotra, Roma</td>
<td>230,000</td>
<td>49,426</td>
<td>110,824</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships in secondary teacher preparation and school administrator training</td>
<td>318,000</td>
<td>104,923</td>
<td>107,077</td>
<td></td>
</tr>
<tr>
<td>National University of Lusotra, Roma</td>
<td>318,000</td>
<td>104,923</td>
<td>107,077</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates and fellowships to postgraduate students to pursue degrees in education, health, and commerce</td>
<td>450,000</td>
<td>73,500</td>
<td>346,500</td>
<td></td>
</tr>
<tr>
<td>University of Cape Town, South Africa</td>
<td>450,000</td>
<td>73,500</td>
<td>346,500</td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in agriculture, commerce, education, health, and public administration</td>
<td>500,000</td>
<td>60,000</td>
<td>420,000</td>
<td></td>
</tr>
<tr>
<td>University of Zululand, South Africa</td>
<td>500,000</td>
<td>60,000</td>
<td>420,000</td>
<td></td>
</tr>
<tr>
<td>CURRENT PROGRAMS continued</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in agriculture, health, business, and public administration University of Natal, Durban, South Africa</td>
<td>2,500</td>
<td>527,500</td>
<td>72,500</td>
<td>420,000</td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in agriculture, health, education, business, and public administration Educational Opportunities Council, Johannesburg, South Africa</td>
<td>-</td>
<td>1,035,000</td>
<td>131,276</td>
<td>834,724</td>
</tr>
<tr>
<td>South African Institute of Race Relations, Johannesburg</td>
<td>-</td>
<td>1,080,000</td>
<td>129,873</td>
<td>668,127</td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in education, commerce, health sciences, and business administration University of Witwatersrand, Johannesburg, South Africa</td>
<td>-</td>
<td>450,000</td>
<td>60,000</td>
<td>360,000</td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in health professions including veterinary science Medical University of Southern Africa, Medunsa</td>
<td>-</td>
<td>510,000</td>
<td>85,000</td>
<td>382,500</td>
</tr>
<tr>
<td>Improve black African leadership by providing scholarships to undergraduates to pursue degrees in health, education, commerce, and public administration University of the Western Cape, Cape Town, South Africa</td>
<td>-</td>
<td>525,000</td>
<td>-</td>
<td>490,000</td>
</tr>
<tr>
<td>Improve black African leadership by providing support for their compensatory education program, including scholarships St. Barnabas College, Johannesburg, South Africa</td>
<td>-</td>
<td>311,000</td>
<td>55,749</td>
<td>94,251</td>
</tr>
<tr>
<td>Provide a fellowship in agriculture Ministry of Agriculture and Cooperatives, Mbabane, Swaziland (Daniel Manqubho Nhlapo)</td>
<td>40,000</td>
<td>40,000</td>
<td>2,638</td>
<td>37,362</td>
</tr>
<tr>
<td>Ministry of Agriculture and Cooperatives, Mbabane, Swaziland (Francisca Groening)</td>
<td>50,000</td>
<td>50,000</td>
<td>3,336</td>
<td>46,664</td>
</tr>
<tr>
<td>Provide a fellowship in nursing University of Botswana, Gaborone (Sheila Tlo)</td>
<td>60,000</td>
<td>60,000</td>
<td>28,298</td>
<td>31,702</td>
</tr>
<tr>
<td>Provide a fellowship to pursue graduate studies in community health nursing Ministry of Health, Zimbabwe (Mathilda Gana-Zvinanasa)</td>
<td>30,000</td>
<td>30,000</td>
<td>2,845</td>
<td>27,155</td>
</tr>
<tr>
<td>Provide advice and direction in the Foundation's African programming efforts Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>900</td>
<td>900</td>
<td>-</td>
<td>900</td>
</tr>
<tr>
<td>Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>1,200</td>
<td>1,200</td>
<td>804</td>
<td>396</td>
</tr>
<tr>
<td>Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>1,200</td>
<td>1,200</td>
<td>-</td>
<td>1,200</td>
</tr>
<tr>
<td>Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>79,000</td>
<td>112,750</td>
<td>15,168</td>
<td>82,232</td>
</tr>
<tr>
<td>Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>12,125</td>
<td>10,904</td>
<td>10,904</td>
<td>-</td>
</tr>
<tr>
<td>Provide advice on travel and visits needed to explore grantmaking in South Africa Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>-</td>
<td>7,050</td>
<td>612</td>
<td>4,236</td>
</tr>
<tr>
<td>Provide partial support of an international donors meeting on serving the educational needs of black South Africans Institute of International Education, Inc., New York City</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>-</td>
</tr>
<tr>
<td>Improve rural life in Argentina by training students to solve rural problems through a multidisciplinary internship program serving seven rural communities in Tucuman National University of Tucuman, Argentina</td>
<td>552,706</td>
<td>552,706</td>
<td>97,921</td>
<td>454,785</td>
</tr>
<tr>
<td>Improve rural life in Paraguay through academic and inservice programs to train rural development professionals to work on issues affecting rural families National University of Asuncion, Paraguay</td>
<td>986,967</td>
<td>986,967</td>
<td>438,135</td>
<td>548,834</td>
</tr>
<tr>
<td>Improve the health and nutritional self-sufficiency of poor rural people through conservation, training, reforestation, and agricultural improvement Pan Sierra, Santiago, Dominican Republic</td>
<td>12,000</td>
<td>746,850</td>
<td>12,000</td>
<td>-</td>
</tr>
<tr>
<td>Improve the nutrition, health, and economic conditions of rural families by strengthening the Federal University of Para's extension efforts Federal University of Para, Teresina, Brazil</td>
<td>-</td>
<td>2,095,705</td>
<td>-</td>
<td>390,160</td>
</tr>
<tr>
<td>Improve the quality of life for rural families by assisting agrarian reform cooperatives Technoserve, Inc., Lima, Peru</td>
<td>-</td>
<td>207,000</td>
<td>57,000</td>
<td>-</td>
</tr>
<tr>
<td>Involve rural Panamanian youth in projects to improve the nutrition, economy, and general well-being of their families National Association of Rural Youth of Panama, Panama City</td>
<td>32,500</td>
<td>840,051</td>
<td>32,500</td>
<td>-</td>
</tr>
<tr>
<td>Produce food more efficiently by helping extension workers develop microcomputer software for educational programs for farmers University of Sao Paulo, Brazil (Luiz de Queiroz Foundation for Agrarian Studies, Sao Paulo, Brazil; payee)</td>
<td>-</td>
<td>256,300</td>
<td>78,109</td>
<td>26,861</td>
</tr>
<tr>
<td>Provide a fellowship in agricultural economics University of Sao Paulo, Brazil (Eduardo J. Scarano)</td>
<td>40,000</td>
<td>40,000</td>
<td>7,944</td>
<td>32,056</td>
</tr>
<tr>
<td>Provide a fellowship in agricultural production ecology Tropical Agricultural Research and Training Center, Turalba, Costa Rica</td>
<td>-</td>
<td>56,000</td>
<td>38,017</td>
<td>12,346</td>
</tr>
<tr>
<td>Provide a fellowship in animal science Tropical Agricultural Research and Training Center, Turalba, Costa Rica (Eduardo J. Scarano)</td>
<td>-</td>
<td>58,300</td>
<td>400</td>
<td>452</td>
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<tr>
<td>Provide a fellowship in applied anthropology International Potato Center, Lima, Peru (Elias Schmidt)</td>
<td>-</td>
<td>52,000</td>
<td>8,244</td>
<td>12,145</td>
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<tr>
<td>Provide a fellowship in farm management University of Sao Paulo, Brazil (Pedro Marques)</td>
<td>10,000</td>
<td>60,000</td>
<td>24,257</td>
<td>9,146</td>
</tr>
<tr>
<td>Provide a fellowship in human development and family studies National University of Ascuncion, Paraguay (Collette Haydee Benitez)</td>
<td>11,740</td>
<td>11,740</td>
<td>11,740</td>
<td>-</td>
</tr>
<tr>
<td>Provide a fellowship in nutrition Pan Sierra, Santiago, Dominican Republic (Ramon Gili)</td>
<td>40,000</td>
<td>40,000</td>
<td>3,784</td>
<td>36,216</td>
</tr>
<tr>
<td>Provide more wholesome food for people by directly involving farmers in the development, application, and transfer of agricultural technology International Center of Tropical Agriculture, Cali, Colombia</td>
<td>-</td>
<td>496,900</td>
<td>77,823</td>
<td>238,077</td>
</tr>
</tbody>
</table>
SPECIAL OPPORTUNITIES

*NOTE: The following grants were made because of the Foundation’s response to special programming opportunities. IT IS UNLIKELY WE WOULD MAKE SUCH GRANTS OTHERWISE.

Program Initiatives Fund (See previous note)

Enable three black Africans to be selected by the University of Capetown Industrial Health Research Group, to study industrial hygiene in the United States.

Harriard Institute, Lowell, Massachusetts

41,700

41,700

41,700

Improve occupational health in South Africa by enabling one of that country’s leading physicians to obtain computer equipment and visit Foundation-funded projects.

Harvard University, Cambridge, Massachusetts

7,543

7,543

7,543

LATIN AMERICA AND CARIBBEAN

WHOLESOME FOOD SUPPLY

Technology and Information Transfer

Aid rural development in the Amazon River basin by stimulating communitywide participation in a project to improve health, food production, and elementary education.

University of Amazonas, Manaus, Brazil

—

1,247,304

603,030

643,474

Conduct a program of integrated community action to improve the quality of life in two important regions of the state of Minas Gerais.

Federal University of Minas Gerais, Belo Horizonte, Brazil (Research Development Foundation, Brazil, pays)

987,054

236,503

—

Develop an integrated rural development project to improve agricultural productivity, health, and nutrition of rural families in the municipality of Caraguatatuba.

Federal University of Pelotas, Brazil

= 844,408

339,650

108,894

Develop and refine an agricultural training project to improve the productivity and well-being of small farmers in six Latin American countries and the Dominican Republic.

Tropical Agricultural Research and Training Center, Turrialba, Costa Rica

—

1,885,640

—

Help farmers produce food more efficiently by helping extension workers develop microcomputer software for educational programs for farmers.

Catholic University of Chile, Santiago, Chile

—

464,500

139,827

212,973

Improve health care and family income of small farmers in rural Manizales by providing primary health services and agricultural education.

University of Manizales, Colombia

—

299,000

—

Improve quality of life for people in Latin America by conducting a seminar for Foundation grantees to share strategies in integrated rural development.

Confederação W. K. Kellogg Foundation, Battle Creek, Michigan

10,498

122,173

66,333

Improve rural families’ quality of life through coordinated programs in agriculture, education, health, and community development.

University of Guanajuato, Mexico

—

833,519

214,677

186,785

University Programs in Agriculture and Human Nutrition

Guide Foundation programming by exploring outstanding food science research and policy programs and by assessing computer usage in Brazilian agriculture.

Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan

25,630

84,706

8,642

22,359

Improve food supply and nutrition of Latin Americans by strengthening training programs and materials for agriculturalists/extension workers and increasing outreach.

Pan American Agricultural School, Tegucigalpa, Honduras

7,330

1,307,330

470,930

165,550

Provide a fellowship in management of family resources.

Federal University of Viçosa, Minas Gerais, Brazil (Norma Marques)

10,000

10,000

1,639

8,361

Provide a fellowship in natural resources with a major in forest soil conservation.

Superior Institute of Agriculture, Santiago, Dominican Republic (Domingo Carrasco)

60,000

60,000

3,061

56,935

Study and advise on the feasibility of starting an agricultural school in Costa Rica.

Consultants-W. K. Kellogg Foundation, Battle Creek, Michigan

16,850

88,100

21,363

11,498

COMMUNITY-BASED, PROBLEM-FOCUSED HEALTH SERVICES

Comprehensive Health Services

Expand primary health services in Cordoba and develop a training program to improve the quality of community nursing care.

Ministry of Health, Province of Cordoba, Argentina

600,000

600,000

296,163

303,837

Provide a fellowship in public health.

Mexican Social Security Institute, Mexico City (Daniel Hernandez-Franco)

50,000

50,000

5,366

44,634

Ministry of Health at St. Vincent, Kingstown (Valere Beach-Murphy)

30,000

30,000

12,319

17,681

National University of La Plata, Argentina (Maria Valentine Frontino)

40,000

40,000

6,120

33,880

University of Sao Paulo, Brazil (Caroline Ungaro)

10,000

10,000

2,400

7,600

Provide a model for improving health care in Latin America by preparing and using nursing personnel in delivery of community-based, family-oriented health services in Neuquen, Argentina.

Ministry of Social Welfare, Neuquen, Argentina

355,330

355,330

—

355,330

Information Technology

Strengthen and consolidate a Latin American and Caribbean health-related information system to ensure the availability of data for decision making.


1,339,000

1,339,000

676,000

663,200

YOUTH

Academic Programs

Improve literacy development among Latin American youth by bringing together select educators to exchange information on successful educational practices.

Center of Research and Advanced Studies of the National Polytechnic Institute, Mexico City

—

49,000

—
### Special Opportunities

*NOTE: The following grants were made because of the Foundation's response to special programming opportunities. It is unlikely we would make such grants otherwise.*

**Program Initiatives Fund** *(See previous note)*

- Improve the well-being of needy children and youth in Puerto Rico through educational programs on nutrition and health, work skills, and community volunteerism:
  - Juvenile Integration, Inc., Puerto Rico: $26,120
  - Dominican Republic: $26,120
  - Combined: $52,240

- Reduce migration of rural youth to urban areas by providing training to acquire skills and knowledge necessary to become productive members of a farm community:
  - Saint Francis of Assisi Assistance Service, Beten, Brazil: $25,000
  - Combined: $25,000

**General** *(See previous note)*

- Facilitate Foundation programming in Latin America by translating correspondence sent to and received from Portuguese- and Spanish-speaking countries:
  - $1,500
  - Combined: $1,500

  - $5,000
  - Combined: $5,000

- Provide advice and direction in the Foundation's Latin American programming:
  - Ad Hoc Committees - W. K. Kellogg Foundation, Battle Creek, Michigan:
    - $74,300
  - Consultants - W. K. Kellogg Foundation, Battle Creek, Michigan:
    - $34,350
    - $28,500
    - $3,900
    - Total: $117,750
  - Combined: $122,350

### United States

#### Wholesome Food Supply

**Technology and Information Transfer**

- Complete a statewide communications network and train faculty to use the network for educational programming for rural citizens, particularly agriculturalists:
  - Oklahoma State Regents for Higher Education, Oklahoma City: $674,000
  - Combined: $674,000

- Develop a center to train faculty to plan, design, and deliver instructional programs in agricultural areas using telecommunications technologies:
  - University of Minnesota, Minneapolis: $1,899,798
  - Combined: $1,899,798

- Explore food production/distribution problems by enabling agricultural economists to attend an Ag-Economics world conference in Buenos Aires, Argentina:
  - Fund for the International Conference of Agricultural Economists, Inc., Oak Brook, Illinois: $32,000
  - Combined: $32,000

- Help farmers increase productivity through an agricultural information system using microcomputers and other communications:
  - University of Puerto Rico, Mayaguez: $945,000
  - Combined: $945,000

### Agricultural and Human Nutrition Awareness

- Establish a rural leadership development project:
  - University of Missouri, Columbia: $210,000
  - Virginia State University, Petersburg: $200,000
  - University of Wyoming, Laramie: $210,000
  - Combined: $620,000

- Establish a rural leadership development project in six New England states:
  - University of Rhode Island, Kingston: $752,230
  - Combined: $752,230

- Improve public understanding of agricultural science, the food system, and nutrition by developing a major, permanent exhibit at the Smithsonian Institution:
  - University of Maryland, College Park: $95,508
  - Combined: $95,508

- Increase understanding of food, farming, and human nutrition among future leaders through an agricultural literacy program for liberal arts students:
  - University of Arizona, Tucson: $112,724
  - Clemson University, South Carolina: $101,305
  - Colgate University, Hamilton, New York: $75,000
  - Delaware State College, Dover: $71,800
  - Iowa State University of Science and Technology, Ames: $100,000
  - Kalamazoo College, Michigan: $76,407
  - University of Kentucky, Lexington: $111,050
  - North Carolina State University, Raleigh: $100,000
  - Purdue University, West Lafayette, Indiana: $98,427
  - Rhodes College, Memphis, Tennessee: $82,979
  - Texas A&M University, College Station: $59,184
  - Washington State University, Pullman: $108,054
  - University of Wyoming, Laramie: $102,300
  - Combined: $697,098

- Promote networking and information exchange among agricultural leadership projects by conducting a seminar for the projects' directors:
  - Illinois Agricultural Leadership Foundation, Monee:
    - $32,500
    - Combined: $32,500

### Appropriate Policy Alternatives

- Develop a coalition of leaders and citizens to promote common understandings of key agricultural policy issues facing farmers in rural communities:
  - Iowa State University of Science and Technology, Ames: $499,982
  - Combined: $499,982

- Develop and implement a public policy education program demonstrating the interrelations among the components of the food and health systems in the northeastern United States:
  - Cornell University, Ithaca, New York: $485,150
  - Combined: $485,150

- Enable Upper Midwest business, financial, and governmental leaders to participate in a series of educational programs to examine policy issues affecting their communities:
  - University of Minnesota, Minneapolis: $305,500
  - Combined: $305,500

- Establish a National Center for Food and Agricultural Policy to assure enlightened public leadership in policy development for a wholesome food supply:
  - Resources for the Future, Washington, D.C.:
    - $4,457,000
    - Combined: $4,457,000

- Establish a model program to help leaders identify public policy options to address problems of rural communities:
  - Texas A&M University System, College Station:
    - $300,000
    - Combined: $300,000

- Evaluate progress in the development of the National Center for Food and Agricultural Policy:
  - Resources for the Future, Washington, D.C.:
    - $97,348
    - Combined: $97,348
Help farmers increase productivity using computer technology to establish a regional agricultural computer consortium to serve 10 western states
University of Arizona, Tucson

300,742

Help horticulturists improve their management skills through the use of a computerized advisory service
Ohio State University, Columbus (Ohio State University Research Foundation, Columbus, payee)

257,577
82,059

Improve Florida's farm productivity by making information available through a telephone system that accesses the Florida Agricultural Information Retrieval System
University of Florida, Gainesville

331,463
85,000

Improve agriculture facilities, management training, and extension education through applications of computer graphics technology
Michigan State University, East Lansing

478,200
108,000
40

Increase and enhance delivery of information to limited resource farmers by developing a video library of tapes tailored to their educational needs
Fort Valley State College, Georgia

40,100

Increase and enhance delivery of information to limited resource farmers
North Carolina A & T State University, Greensboro

49,900

Increase learners' access to information and education by developing an off-campus bachelor of science degree in agriculture
Iowa State University of Science and Technology, Ames

150,000
150,000
150,000

Increase learners' access to information and education by using new communications technology in delivery systems at mails and libraries
Virginia Polytechnic Institute and State University, Blacksburg

30,000
1,219,159
435,873
313,618

Promote use of a model computer graphics project designed to improve agricultural facilities, management training, and extension education through a national conference
Michigan State University, East Lansing

40,000
31,400

University Programs in Agriculture and Human Nutrition

Develop educational programs to improve the effectiveness of extension professionals at the local level and to strengthen land-grant universities' commitment to their mission
North Carolina State University, Raleigh

141,387
1,457,199
265,207

Improve people's health by integrating nutrition into health and agriculture curricula and developing related educational outreach programs
University of Wisconsin, Madison

985,275
985,275
328,085
657,190

Improve people's nutritional status by developing educational programs in human nutrition
University of Minnesota, St. Paul

1,196,500
739,000

Strengthen the knowledge of graduates of undergraduate agricultural programs through faculty development and by reshaping the curriculum to reflect changing societal needs
University of Minnesota, St. Paul

646,000
212,000

University of Nebraska, Lincoln

619,750
619,750
162,250
457,500

University of Wisconsin, Madison

857,696
297,422
295,806

Make food production more sustainable and complementary to public health and environmental quality by more comprehensive food and agricultural policy analysis and outreach
National Academy of Sciences, Washington, D.C.

2,060,000
535,000
420,000

Provide advice and direction in the Foundation's programming area of wholesome food supply
Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan

30,000
30,000
14,223
23,777

Support a series of three conferences on agricultural policy
Board of Trustees of the University of Illinois, Champaign

20,000
20,000
20,000

Support farm and church groups' educational programs on world trade policies, Third World economic development, and U.S. agriculture
Bread for the World Educational Fund, Inc., Washington, D.C.

401,500
401,500
158,500
243,000

Support the National Center for Food and Agricultural Policy to assure enlightened public leadership for a wholesome food supply
Resources for the Future, Washington, D.C.

2,798,995
2,798,995
813,986
1,985,009

ADULT CONTINUING EDUCATION

Adult Learner Services

Develop a marketing plan for the dissemination of the California Statewide Nursing Program Adult Learner Educational Model and instructional materials
California State University, Long Beach
70,000
570,880
396,270

Develop a statewide network of educational services for adults
Metropolitan State University, St. Paul, Minnesota

90,522
173,971
90,522

Disseminate outcomes of the statewide external degree in nursing project via an international invitation conference
California State University, Long Beach

267,561

Enhance counseling services to adults through training of counseling practitioners and librarians
Teachers College, Columbia University, New York City

267,561

Expand opportunities for adult learners from applied community college programs to pursue career advancement goals through entry into four-year institutions of higher education
California State University, Long Beach

1,983,800
463,721
818,679

Help liberal arts colleges find effective ways to provide continuing education opportunities for adults by building a model adult studies curriculum
Birmingham-Southern College, Alabama

442,920
239,400

Implement a model statewide network of adult continuing education centers for hearing and visually impaired adults and disseminate data nationally
Alabama Institute for the Deaf and Blind, Talladega

1,017,000
241,000
235,000

Improve interpreting services for hearing impaired people through development of quality assurance and certification standards for interpreters-for-the-deaf
Gallaudet University, Washington, D.C.

36,394
36,394
36,394

Increase rural residents' access to education by starting a four-state network of educational programs via public libraries and programs of land-grant universities
Colorado State University, Fort Collins

516,700
109,250
98,700

UAA State University, Logan

20,100
1,346,300
307,950
232,400

University of Wyoming, Laramie

516,700
125,425
162,320

Montana State University, Bozeman

1,751,735
418,126
429,242
<table>
<thead>
<tr>
<th>CURRENT PROGRAMS</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in a national system of computer-based adult learner services to define career goals, assess experiential learning, and increase access to continuing education</td>
<td>87,500</td>
<td>429,000</td>
<td>87,500</td>
<td>—</td>
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<tr>
<td>Brevard Community College, Cocoa, Florida</td>
<td></td>
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<tr>
<td>Michigan State University, East Lansing</td>
<td>—</td>
<td>291,176</td>
<td>—</td>
<td>9,400</td>
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<tr>
<td>Northwest Regional Educational Laboratory, Portland, Oregon</td>
<td>—</td>
<td>146,500</td>
<td>—</td>
<td>41,391</td>
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<tr>
<td>Whatcom Community College, Bellingham, Washington</td>
<td>—</td>
<td>42,003</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Promote adult continuing education among Native Americans by extending Lifelong Learning Center services to Native American centers in Upper Michigan and northern Wisconsin</td>
<td>30,000</td>
<td>69,780</td>
<td>30,000</td>
<td>—</td>
</tr>
<tr>
<td>Suomi College, Hancock, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote adult continuing education by publishing and disseminating lessons learned from the Metropolitan Learning Community experiences</td>
<td>6,500</td>
<td>6,500</td>
<td>6,500</td>
<td>—</td>
</tr>
<tr>
<td>Metropolitan Learning Community, Columbus, Ohio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote linkages between higher education institutions and the private sector by making a national system of computer-based adult learner services available to National Guardsmen</td>
<td>48,000</td>
<td>24,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Virginia State University, Petersburg</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide advice and direction in the Foundation's programming area of adult learner services</td>
<td>22,061</td>
<td>19,507</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Continuing Education Centers, Community Colleges, Public Libraries, and Museums</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrich curricula in the San Antonio Public Schools through museum education outreach programs of the San Antonio Museum Association</td>
<td>25,000</td>
<td>8,934</td>
<td>—</td>
<td>—</td>
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<tr>
<td>San Antonio Museum Association, Texas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrich the history curricula for fourth grade students through a statewide model effort between Oregon's historical society and its public broadcasting Oregon Historical Society, Portland</td>
<td>46,265</td>
<td>7,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Help adults pursue education and career goals by assessing and improving the effectiveness of library-based Education Information Centers American Library Association, Chicago, Illinois</td>
<td>80,927</td>
<td>7,000</td>
<td>—</td>
<td>—</td>
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<tr>
<td>School District of the City of Battle Creek, Michigan</td>
<td>71,218</td>
<td>71,218</td>
<td>71,218</td>
<td>—</td>
</tr>
<tr>
<td>Help adults with career and education needs by providing counseling and educational programs in public libraries Library of Michigan, Lansing</td>
<td>742,159</td>
<td>58,655</td>
<td>399,259</td>
<td>—</td>
</tr>
<tr>
<td>Nebraska Library Commission, Lincoln</td>
<td>448,200</td>
<td>121,117</td>
<td>143,385</td>
<td>—</td>
</tr>
<tr>
<td>State Library of Pennsylvania, Harrisburg</td>
<td>673,155</td>
<td>173,884</td>
<td>178,386</td>
<td>—</td>
</tr>
<tr>
<td>Washington State Library, Olympia</td>
<td>748,574</td>
<td>231,858</td>
<td>193,358</td>
<td>—</td>
</tr>
<tr>
<td>Help children in rural eastern Oklahoma better understand and appreciate their Cherokee heritage through multilaced school programming Cherokee National Historical Society, Tahlequah, Oklahoma</td>
<td>12,300</td>
<td>12,300</td>
<td>12,300</td>
<td>—</td>
</tr>
<tr>
<td>Improve educational programs and services of community colleges by strengthening the leadership skills of their administrators League for Innovation, Laguna Hills, California</td>
<td>1,783,750</td>
<td>348,750</td>
<td>1,435,000</td>
<td>—</td>
</tr>
<tr>
<td>Improve learning services for people in the Upper Peninsula by coordinating and making accessible the resources of 133 college, university, school, and public libraries Upper Peninsula Region of Library Cooperation Inc., Marquette, Michigan</td>
<td>836,200</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>National Resource for the Advancement of Teaching, Princeton, New Jersey</td>
<td>105,000</td>
<td>105,000</td>
<td>105,000</td>
<td>—</td>
</tr>
<tr>
<td>National, State, and Regional Policies</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Enhance learning opportunities for adults by conducting a major policy study on adult education trends and developments Carnegie Foundation for the Advancement of Teaching, Princeton, New Jersey</td>
<td>1,868,954</td>
<td>1,868,954</td>
<td>628,680</td>
<td>1,240,274</td>
</tr>
</tbody>
</table>
Comprehensive Universitywide Approaches

- Assist adult learners throughout Michigan by developing a comprehensive program of outreach services that actively involves all colleges of the University of Michigan System. East Lansing: 10,247,595
- Develop a center for leadership development in adult continuing education and lifelong learning. University of Georgia, Athens: 8,377,997
- Help adults in rural areas increase their access to education by providing a multi-community, mobile, interactive, computer-based program delivery system. Fort Valley State College, Georgia: 40,132
- Provide leadership to the field of higher education by demonstrating a comprehensive, multifaceted system of adult continuing education. Oklahoma State Regents for Higher Education, Oklahoma City (Oklahoma Higher Education System Foundation, Oklahoma City, payee): 4,991,993

**COMMUNITY-BASED, PROBLEM-FOCUSED HEALTH SERVICES**

**Comprehensive Health Services**
- Conduct project management and evaluation conferences for clusters of projects concerned with promoting comprehensive health services. Evaluation: W.K. Kellogg Foundation, Battle Creek, Michigan: 6,050
- Deliver community-based comprehensive health care to older adults with a multidisciplinary team of gerontologic specialists. University of Arkansas for Medical Sciences, Little Rock: 997,254
- Demonstrate a nurse-managed model for effectively using community-based resources and the existing health care system to provide in-home care for the elderly. City of Watertown, Minnesota: 297,029
- Brockman Program, Inc., Minneapolis, Minnesota: 612,070
- Demonstrate effective ways for meeting the needs of the frail elderly by providing training for caregivers and offering respite care in community hospitals. Evanston Hospital Corporation, Illinois: 679,531
- Develop coordinated service and education centers to provide more appropriate community health services for two high-risk neighborhoods in South Boston. Carney Hospital, Boston, Massachusetts: 659,624
- Develop the structure, process, and outcomes of three community-oriented primary care practices and use these sites for clinical education of health professionals. Texas College of Osteopathic Medicine, Arlington: 1,116,152
- Establish an integrated model to improve the well-being of elderly in rural Alabama through holistic health assessment, health risk appraisal, and human resource development. Auburn University at Montgomery, Alabama: 1,376,623
- Improve access to health services for adolescents by providing mobile health screening and services for youth in rural and urban communities in Mississippi. Amory State University, Atchison, Mississippi: 1,123,547
- Improve access, quality, and efficiency of health services in rural areas by implementing community-oriented primary care models at 10 rural sites. Hospital Research and Educational Trust, Chicago, Illinois: 872,500
- National Rural Health Association, Kansas City, Missouri: 597,600
<table>
<thead>
<tr>
<th>Current Programs continued</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve health and prevent disease by providing ambulatory and home nursing services to frail elderly residents in Michigan's Chippewa, Luce, and Mackinac Counties</td>
<td>412,743</td>
<td>412,743</td>
<td>183,905</td>
<td>228,938</td>
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<tr>
<td>Lake Superior State College, Sault Ste. Marie, Michigan</td>
<td></td>
<td></td>
<td>567,143</td>
<td>1,001,179</td>
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<tr>
<td>Improve quality of life for elderly adults and reduce costly services by providing community-based health care assessment and in-home preventive services California State University, Los Angeles</td>
<td>657,143</td>
<td>219,113</td>
<td>438,030</td>
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<tr>
<td>West Virginia University, Morgantown</td>
<td></td>
<td></td>
<td>1,473,931</td>
<td>629,150</td>
</tr>
<tr>
<td>Improve the health of women, children, and adolescents by linking the resources of the state government, university, and local communities in a unified approach West Virginia University, Morgantown</td>
<td>1,473,931</td>
<td>472,752</td>
<td>1,001,179</td>
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<tr>
<td>Improve well-being of black adolescent women by providing them with coordinated health and social services, education, and career opportunities National Black Women's Health Project, Inc., Atlanta, Georgia</td>
<td>1,032,250</td>
<td>403,100</td>
<td>629,150</td>
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<tr>
<td>Reduce infant mortality and improve maternal and infant health in rural and central Georgia through community outreach and individual case management Medical College of Georgia, Augusta</td>
<td>795,697</td>
<td>444,651</td>
<td>351,046</td>
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<tr>
<td>Reduce infant mortality and morbidity by improving access to prenatal and pediatric care for black urban low-income women and their children by removing transportation barriers Wayne County, Detroit, Michigan</td>
<td>889,152</td>
<td>289,139</td>
<td>600,013</td>
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<tr>
<td>Information Technology</td>
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<td>242,114</td>
<td>196,495</td>
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<td>Develop and validate an assessment instrument designed to identify pregnant women who are at risk for delivery of a premature infant Hartford Action Plan on Infant Health, Connecticut</td>
<td>242,114</td>
<td>45,619</td>
<td>196,495</td>
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<tr>
<td>Health Professions Education</td>
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<td>982,832</td>
<td>747,108</td>
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<td>Improve care for the elderly by preparing health professionals to provide comprehensive community-based geriatric services and to promote leadership San Francisco Institute on Aging, California</td>
<td>982,832</td>
<td>235,724</td>
<td>747,108</td>
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<td>Improve community-based health services for the elderly through a new model of graduate nursing education Johns Hopkins University, Baltimore, Maryland</td>
<td>622,366</td>
<td>296,903</td>
<td>325,463</td>
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<td>Improve health care for rural Alaskan residents by advancing the preparation of community health aides The North Pacific Rim, Anchorage, Alaska</td>
<td>306,613</td>
<td>134,414</td>
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<td>Increase elderly persons’ access to quality health care in six Michigan communities by providing interdisciplinary geriatric education for teams of health professionals University of Michigan, Ann Arbor</td>
<td>989,973</td>
<td>307,714</td>
<td>673,259</td>
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<tr>
<td>Leadership Development</td>
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<td>32,282</td>
<td>608</td>
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<tr>
<td>Develop governmental and public health leaders in six Indiana cities to help provide community-oriented primary health care for area residents Indiana University, Indianapolis (Indiana University Foundation, Indianapolis, payee)</td>
<td>464,200</td>
<td>186,075</td>
<td>276,125</td>
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<tr>
<td>Improve the health care in communities by training clinicians in administrative and leadership skills through a nonresidential master’s degree program University of Wisconsin, Madison</td>
<td>763,253</td>
<td>202,516</td>
<td>560,737</td>
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<td>Improve the quality and access to health services for Hispanics by preparing qualified leaders for community health and human services development National Coalition of Hispanic Health and Human Services Organizations, Washington, D.C.</td>
<td>966,874</td>
<td>132,021</td>
<td>834,853</td>
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<tr>
<td>Enable select Kellogg National Fellows to explore higher education programs and practices that foster social responsibility among students Kansas State University, Manhattan</td>
<td>–</td>
<td>4,375</td>
<td>–</td>
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<tr>
<td>Enable select Kellogg National Fellows to visit China to explore cultural differences between Asia and Latin America Brigham Young University, Provo, Utah</td>
<td>1,065</td>
<td>6,715</td>
<td>1,065</td>
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<tr>
<td>Encourage leadership by enabling a group of Kellogg National Fellows to develop a small group seminar to examine the impact of media on social change and the public trust Association of Junior Leagues, Inc., New York City</td>
<td>6,950</td>
<td>5,863</td>
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<td>5,863</td>
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<td>Perform longitudinal evaluation of Groups I through VII of the Kellogg National Fellowship Program Institute for Social Research, Ann Arbor, Michigan</td>
<td>–</td>
<td>250,176</td>
<td>62,544</td>
<td>125,088</td>
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<td>Promote communication among Group VII Kellogg National Fellows by providing interactive computers State University of New York, Binghamton Research Foundation of the State University of New York</td>
<td>38,384</td>
<td>60,822</td>
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<td>Provide a computer network for Kellogg National Fellows University of Minnesota, Minneapolis</td>
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<td>37,695</td>
<td>13,946</td>
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<td>30,374</td>
<td>5,139</td>
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<td>Northwestern Oklahoma State University, Alva</td>
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<td>45,400</td>
<td>6,732</td>
<td>1,265</td>
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<td>Radcliffe College, Cambridge, Massachusetts</td>
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<td>38,763</td>
<td>6,862</td>
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<tr>
<td>University of Virginia, Charlottesville</td>
<td>–</td>
<td>10,000</td>
<td>–</td>
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<tr>
<td>Washington State University, Pullman</td>
<td>35,509</td>
<td>35,509</td>
<td>35,509</td>
<td></td>
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<tr>
<td>Washington State University, St. Louis, Missouri</td>
<td>–</td>
<td>29,301</td>
<td>–</td>
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<td>Provide a hands-on experience for a small group of Kellogg National Fellows in establishing a woodworking shop with the community of Chota, Ecuador University of Kentucky, Lexington</td>
<td>15,200</td>
<td>15,200</td>
<td>15,200</td>
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<tr>
<td>Widem the nation’s pool of capable leaders by enabling outstanding Americans to broaden their knowledge of national/international issues and to improve their leadership skills - Group IV Benedict College, Columbia, South Carolina</td>
<td>65,500</td>
<td>2,718</td>
<td>–</td>
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<tr>
<td>Urban League of Portland, Oregon (Freda de Pfeil)</td>
<td>–</td>
<td>39,083</td>
<td>–</td>
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<tr>
<td>Widem the nation’s pool of capable leaders by enabling outstanding Americans to broaden their knowledge of national/international issues and to improve their leadership skills - Group IV Cheyenne Nation of Oklahoma, Tahlequah</td>
<td>32,282</td>
<td>608</td>
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<tr>
<td>Claremont University Center, California (Augustina Reyes)</td>
<td>32,282</td>
<td>608</td>
<td>–</td>
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<td>Harvard Medical School, Boston, Massachusetts (William C. Taylor)</td>
<td>–</td>
<td>47,020</td>
<td>–</td>
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<tr>
<td>Howard University, Washington, D.C. (Lilias Henderson)</td>
<td>–</td>
<td>35,164</td>
<td>4,300</td>
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<td>Hunter College of City University of New York, New York</td>
<td>3,000</td>
<td>54,932</td>
<td>3,000</td>
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<td>Johns Hopkins University, Baltimore, Maryland (Elisabeth Fee)</td>
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<td>51,667</td>
<td>165</td>
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<td>Mount Sinai School of Medicine, New York City (Alan L. Silver)</td>
<td>–</td>
<td>66,309</td>
<td>–</td>
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<td>National Hospice Organization, Arlington, Virginia (Carolyn Fitzpatrick)</td>
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<td>41,391</td>
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**LEADERSHIP**

**Kellogg National Fellowship Program**

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<td>National Fellowship Program Group VI</td>
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<td>National Fellowship Program Group VII</td>
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<td>National Fellowship Program Group VIII</td>
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<td>520,650</td>
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<td>National Fellowship Program Group X</td>
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<td>National Fellowship Program Group Cross-Group</td>
<td>13,887</td>
<td>357,848</td>
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</tbody>
</table>

**Enable Group VIII Kellogg National Fellows to examine the anthropological, environmental, and political importance of the Antarctica in relation to world interests**

University of Vermont, Burlington

6,000 | 6,000 | 6,000 |

**Enable a select group of Kellogg National Fellows to analyze and study human solutions to the impact of social dislocations on cultural traditions through visiting an international community**

University of Missouri, Columbia

4,050 | 4,050 | 4,050 |

**Enable a select group of Kellogg National Fellows to gain a better understanding of the relationship between context and leadership style through workshops**

University of Louisville, Kentucky

5,166 | 4,844 | 4,844 |

**Enable a select group of Kellogg National Fellows to gain a broad awareness of innovative alternative strategies for economic development through participation in a cooperative workshop**

Brigham Young University, Provo, Utah

2,500 | 2,500 | 2,500 |

**Enable a select group of Kellogg National Fellows to learn more about U.S.-Soviet Relations through a group activity to prepare others planning a trip to the USSR**

Dartmouth College, Hanover, New Hampshire

2,000 | 1,861 | 1,861 |

**Enable a select group of Kellogg National Fellows to practice and gain more exposure to the theoretical basis for negotiation and mediation through a seminar**

University of New Hampshire, Durham

6,000 | 6,000 | 6,000 |

**Enable a small group of Group VIII Kellogg National Fellows to examine the advances made in women’s participation in the political and economic systems in two Scandinavian countries**

University of Minnesota, Minneapolis

2,940 | 2,940 | 2,940 |

**Enable select Kellogg National Fellows to address issues of concern to them and their families through participation in a small group seminar**

Sauk Prairie Memorial Hospital, Prairie du Sac, Wisconsin

9,747 | 9,747 | 9,747 |

**Enable select Kellogg National Fellows to participate in workshops designed to help them develop negotiation and mediation skills and to implement leadership strategies**

University of Southern California, Los Angeles

10,000 | 10,000 | 10,000 |

**Enable select Kellogg National Fellows and their spouses to share the successes and the concerns of balancing family, career, and fellowship through a problem-solving workshop**

State University College at Cortland, New York

5,000 | 4,436 | 4,436 |

**North Carolina State University, Raleigh**

(Barris B. Stokes) 1,895 | 48,650 | 1,895 |

Northwest Regional Educational Laboratory, Portland, Oregon

(Samuel Stringfield) 84 | 55,978 | 45 |

Northwestern Oklahoma State University, Alva

(George D. Baldwin) 164 | 50,216 | 164 |

State of Tennessee, Nashville

(Joan F. S. Shide) 610 | 48,605 | 610 |

United Methodist General Board of Church and Society, Washington, D.C.

(Harold E. Massey) 1,224 | 47,542 | 1,224 |

University of Washington, Seattle

(Jonathan D. Mayer) 1,858 | 57,849 | 1,858 |

Young Women’s Christian Association, Mobile, Alabama

(Eugenia Ambricht) 3,600 | 25,675 | 3,600 |

Widen the nation’s pool of capable leaders by enabling outstanding Americans to broaden their knowledge of national/international issues and to improve their leadership skills.

University of Alabama, University (Martha L. Morgan)

American National Red Cross, Washington, D.C. (Suzanne M. Randolph)

Archdiocese of Saint Paul and Minneapolis, Minnesota (Donna L. Innes)

Arizona State University, Tempe (Rumona Ortega-Lison)

University of Arizona, Tucson (Patricia L. MacQuarrie)

Armstrong State College, Savannah, Georgia (Jacqueline W. Stephens)

Association of Junior Leagues, Inc., New York City (Carolyne L. Levering)

Beloit College, Wisconsin (Alfred B. Griffl)

Boston University, Massachusetts (Kenneth Brocher)

Brigham Young University, Provo, Utah (Pete L. Keeler)

Brooklyn High Schools, New York (Mary Busz)

University of California, San Francisco (Paula A. Braverman)

Richard A. Utzerstorff

University of California, Santa Cruz (Stephen R. Gle InitializeComponent)

Chicago State University (Eve E. Sagan)

Coal Employment Project, Dunmores, Virginia (Jane M. Rooten)

Colorado State University, Fort Collins (Catherine T. Love)

Teachers College, Columbia University, New York City (John F. Altenberg)

Council of Higher Education of the Commonwealth of Virginia, Richmond (Perry A. Massey)
<table>
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<tr>
<th>Institution</th>
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<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
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<td>East Carolina University, Greenville, North Carolina (Kathryn M. Kolata)</td>
<td>400</td>
<td>49,400</td>
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<td>University of Evansville, Indiana (Tony D. Thelimon)</td>
<td>1,000</td>
<td>50,000</td>
<td>8,260</td>
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<td>George Washington University, Washington, D.C. (Gail J. Pover)</td>
<td>49,000</td>
<td>21,112</td>
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<tr>
<td>University of Georgia, Athens (Maxine S. Thomas)</td>
<td>49,000</td>
<td>16,100</td>
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<td>Hampshire College, Amherst, Massachusetts (Herbert J. Bernstein)</td>
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<td>50,150</td>
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<td>Kansas State University, Manhattan (Marvin A. Kaiser)</td>
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<td>University of Kentucky, Lexington (Lance W. Shumaker)</td>
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<td>13,826</td>
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<td>League of United Latin American Citizens Foundation, Washington, D.C. (Joseph M. Trevino)</td>
<td>49,000</td>
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<tr>
<td>University of Minnesota, Minneapolis (Thomas H. Rezler)</td>
<td>49,000</td>
<td>12,695</td>
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<tr>
<td>University of Missouri, Columbia (Clyde Huffin)</td>
<td>49,000</td>
<td>10,097</td>
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<td>Narragansett School of Design and Arts, Massachusetts (Kathy Keim)</td>
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<td>49,600</td>
<td>13,852</td>
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<td>University of Nebraska, Lincoln (Melvin W. Gilliland)</td>
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<td>North Carolina State University, Raleigh (Edgar J. Fararo)</td>
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<td>University of North Dakota, Grand Forks (Kevin M. Fickescher)</td>
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<td>Park City Municipal Corporation, Utah (Myles C. Gudeman)</td>
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<td>Roman Catholic Diocese of Kalamazoo, Michigan (Kenneth W. Schmidt)</td>
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<td>St. Edward's University, Austin, Texas (Patricia S. Otis)</td>
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<td>South Dakota State University, Brookings (Thomas D. Wagner)</td>
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<td>Southern California Indian Center, Inc., Garden Grove (John Castiglione)</td>
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<td>University of Vermont, Burlington (Jean R. Flack)</td>
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<td>50,200</td>
<td>10,093</td>
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<td>Virginia Polytechnic Institute and State University, Blacksburg (Virginia Polytechnic Institute Educational Foundation, Blacksburg, pay)</td>
<td>49,000</td>
<td>15,204</td>
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</tbody>
</table>

Widen the nation's pool of capable leaders by enabling outstanding Americans to broaden their knowledge of national international issues and to improve their leadership skills—Group VIII

<table>
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<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
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<tbody>
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<td>U.S. Immigration and Naturalization Service, Nogales, Arizona (Jose M. Rafa)</td>
<td>54,000</td>
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<td>Veterans Administration Medical and Regional Office, White River Junction, Vermont (Dartmouth Medical School, Hanover, New Hampshire, payee) (William A. Nelson)</td>
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<td>13,448</td>
<td>23,696</td>
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<tr>
<td>Washington State University, Pullman (Gail D. Cerrone)</td>
<td>54,000</td>
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<td>18,931</td>
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<tr>
<td>Washington University, St. Louis, Missouri (J. Regan Thomas)</td>
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<td>Weingart Center Association, Los Angeles, California (Maeve Johnston)</td>
<td>54,000</td>
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<tr>
<td>University of Wisconsin, Milwaukee (Phyllis B. Kistliland)</td>
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<td>Patricia M. Macari</td>
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</table>

Widen the nation's pool of capable leaders by enabling outstanding Americans to broaden their knowledge of national international issues and to improve their leadership skills—Group VIII

<table>
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<th>Institution</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
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<tr>
<td>Albany State College, Georgia (Josephine Davis)</td>
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<td>60,000</td>
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<td>Arizona State University, Tempe (John W. Tippecorn III)</td>
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<td>University of Arkansas for Medical Sciences, Little Rock (Nancy L. Snyderman)</td>
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<td>Boston University, Massachusetts (Diane G. Walsh)</td>
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<td>60,000</td>
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<td>Brigham Young University, Provo, Utah (Christopher B. Meek)</td>
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<td>37,176</td>
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<td>Brown University, Providence, Rhode Island (John M. Robinson)</td>
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<td>60,000</td>
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<td>38,417</td>
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<td>University of California-San Diego, La Jolla (Sandra P. Daly)</td>
<td>5,000</td>
<td>60,000</td>
<td>18,667</td>
<td>41,333</td>
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| Leamen J. Abrams, San Francisco, California | — | — | 64,000 | 64,000 | — | 64,000 |
| Alaska Pacific University, Anchorage | — | — | 64,000 | 64,000 | — | 64,000 |
| Alexandria Community Y., Inc., Virginia | — | — | 64,000 | 64,000 | — | 64,000 |</p>
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Increase the number and effectiveness of minority group community leaders through the provision of leadership development training
- University of Wisconsin—Extension, Madison
  - 349,588
  - 66,784
  - 226,022

Provide advice and direction in the Foundations' programming area of leadership
- Ad Hoc Committe—W. K. Kellogg Foundation, Battle Creek, Michigan
  - 27,800
  - 23,037

Provide educational opportunities for governmental officials and representative clientele on Michigan's water and land resources
- Michigan Department of Natural Resources, Lansing
  - 100,000

Support the Leadership 2000 Conference to explore ways to best serve the people of Michigan in the 21st century
- United Way of Michigan, Lansing
  - 3,500

**Citizen Board Leadership**

- Develop a governing board mentor program to help board members of hospitals and health service organizations improve their decision-making skills
  - Hospital Research and Educational Trust, Chicago, Illinois
  - 80,000
  - 615,000
  - 80,000

- Develop educational materials for training members of citizen boards, commissions, and committees
  - International City Management Association, Washington, D.C.
  - 633,990
  - 144,020

- Improve client services of nonprofit organizations by establishing a resource center for nonprofit boards
  - Association of Governing Boards of Universities and Colleges, Washington, D.C.
  - 865,000
  - 144,500
  - 740,500

- Improve health services delivery by strengthening the performance of health care governing boards
  - Hospital Research and Educational Trust, Chicago, Illinois
  - 710,977
  - 240,040
  - 176,208

- Improve performance by governing boards by helping to publish and promote a book entitled "Governing Boards: Their Nature and Nurture"
  - Association of Governing Boards of Universities and Colleges, Washington, D.C.
  - 30,000
  - 30,000

- Provide research assistance to map the size, nature, and impact of citizen boards in American society
  - Consultants—W. K. Kellogg Foundation, Battle Creek, Michigan
  - 2,600

- Strengthen local school board effectiveness in Michigan in cooperation with the Michigan Association of School Boards
  - Institute for Educational Leadership, inc., Washington, D.C.
  - 313,100
  - 167,650

**Leadership Development**

- Develop leadership acumen and skills among minority women to promote the design and implementation of community-based health projects
  - American Nurses' Foundation, Inc., Kansas City, Missouri
  - 537,650
  - 207,460

**ECONOMIC DEVELOPMENT IN MICHIGAN**

- High Technology and Biological Engineering Institutes and Centers
  - Evaluate developmental progress of the industrial Technology Institute
    - Industrial Technology Institute, Ann Arbor, Michigan
    - 25,000

- Improve Michigan's economy and create jobs by linking university research in molecular biology with agricultural and forestry applications
  - Michigan Biotechnology Institute, Lansing
  - 10,000,000
  - 4,675,000
  - 6,500,000
San Jose State University, California
(William J. Redmeyer)
64,000
64,000
—
64,000

Joseph E. Schreger, Davis, California
(Joseph E. Schreger)
University of South Dakota, Vermillion
(Frank O. Brady)
64,000
64,000
—
64,000

Tides Foundation, San Francisco, California
(Kathleen L. Bank)
Tucson Unified School District, Arizona
(Denise Richardson-Hines)
United Way of St. Cloud Area, Minnesota
(Colleen S. Stiles)
University Hospitals of Cleveland, Ohio
(Cynthia L. Reed)
Utah State University, Logan
(Ann Marie B. Austin)
Vanderbilt University, Nashville, Tennessee
(Wendy L. Baker)
64,000
64,000
—
64,000

Well-Informed Leaders
Advance leadership capabilities of established, as well as emerging, allied health leaders
American Society of Allied Health Professions, Washington, D.C.
—
765,320
356,488
6,651

Conduct a symposium addressing current national concerns in health, education, gerontology, youth, and other quality of life issues
University of Michigan, Ann Arbor
15,000
15,000
15,000
—

Continue quality youth development by providing leadership training for 4-H volunteers
National 4-H Council, Chevy Chase, Maryland
—
2,752,910
556,083
260,184

Develop a model leadership program to improve abilities of college and university presidents to examine/address issues in higher education
Minnesota Private College Research Foundation, St. Paul
—
504,000
167,025
196,575

Develop leadership and managerial skills of doctorally prepared health professionals, particularly minority women
American Nurses' Foundation, Inc., Kansas City, Missouri
—
564,510
101,520

Develop wider minority leadership in United Way local units and other major voluntary organizations
United Way of America, Alexandria, Virginia
15,000
1,402,064
509,745
179,952

Develop wider minority leadership in area voluntary organizations through participation in the United Way's "Project Blueprint"
Grand Traverse Area United Way, Traverse City, Michigan
50,000
50,000
28,597
21,403

United Way of the Greater Battle Creek Area, Inc., Michigan
United Way of Michigan, Lansing
United Way of Pontiac-North Oakland, Michigan
United Way of Saginaw County, Michigan
8,000
8,000
4,000
4,000

Encourage improved education and scholastic excellence by helping the University of Michigan to bolster interdisciplinary scholarly activities
University of Michigan, Ann Arbor
—
5,000,000
1,000,000
3,000,000

Improve care for indigents by preparing qualified leaders for community and migrant health centers
National Association of Community Health Centers, Inc., Washington, D.C.
—
489,927
169,737
135,871

Increase leadership effectiveness in the not-for-profit sector by developing a leadership program for human service administrators
Center for Creative Leadership, Greensboro, North Carolina
75,000
75,000
75,000
—

Improve Michigan’s economy through joint efforts by state government, industry, labor, state universities, and private foundations to promote high technology development
Industrial Technology Institute, Ann Arbor, Michigan
—
13,000,000
5,125,000
—

YOUTH
Preschool Education
Develop a cadre of professionals who will continue to generate improvements in early childhood education programs in seven Michigan regions
HighScope Educational Research Foundation, Ypsilanti, Michigan
—
595,000
217,023
122,977

Enhance effectiveness of public schools in serving low-income, high-risk children in preschool programs and improve coordination of preschool and early elementary school programs
Erikson Institute, Chicago, Illinois
—
375,000
125,000
125,000

Train economically disadvantaged mothers to provide an environment which stimulates their infants’ acquisition of intellectual skills
Special Neighborhood Activities Program, Inc., Battle Creek, Michigan
—
65,106
13,194
654

Academic Programs
Conduct the Summer Mathematics and Reading Institute for academically at-risk Mumford High School students
Wayne State University, Detroit, Michigan
—
71,810
71,810
71,810

Develop ‘state-of-the-art’ middle grade schools through a collaborative statewide venture involving schools, health, and social service agencies, and colleges and universities
California State Department of Education, Sacramento
—
500,000
500,000
165,000
335,000

Develop curriculum materials to promote economic understanding and decision-making skills among students at the primary/elementary level in the Detroit Public Schools
Joint Council on Economic Education, New York City
—
27,000
27,000
14,218
12,782

Effect secondary school improvement through a professional development program for secondary school principals and selected teams of teachers
Middle Cities Education Association, East Lansing, Michigan
—
537,840
179,280
179,280

Expand economic education in Michigan elementary and secondary schools to improve youth’s preparedness for adulthood
Joint Council on Economic Education, New York City
—
321,000
112,000

Help Michigan adolescents develop positive living skills through a statewide program on decision making, communication, family bonds, and responsible citizenship
Quest International, Granville, Ohio
—
785,300
92,000

Help Puerto Rico middle school students become productive members of society by adapting and using the “Skills for Adolescence” program of Quest, Inc.
Puerto Rico Community Foundation, Hato Rey
—
321,135
134,480

Help improve educational leaders’ skills in the nation’s K-12 schools through a nationwide developmental program
National Association of Secondary School Principals, Reston, Virginia
—
300,000
100,000

Help youth develop their artistic, creative, and scientific abilities by conducting an arts and science exhibit for students of the greater Battle Creek area
Junior League of Battle Creek, Inc., Michigan
10,000
10,000
10,000
—
<table>
<thead>
<tr>
<th>Current Programs continued</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve students' understanding of local governmental tax systems by implementing a tax education curriculum in 35 intermediate school districts in Michigan</td>
<td>54,850</td>
<td>79,555</td>
<td>54,850</td>
<td>—</td>
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<tr>
<td>Michigan Tax Information Council, Lansing</td>
<td>—</td>
<td>—</td>
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<td>—</td>
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<tr>
<td>Improve the quality of education available to Detroit youth by involving all parties related to the school system in a collaborative planning, problem-solving practice</td>
<td>99,150</td>
<td>99,150</td>
<td>99,150</td>
<td>—</td>
</tr>
<tr>
<td>Detroit Public Schools, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Motivate students' interest in math and science through a dramatic presentation: &quot;A Dialogue with Einstein&quot;</td>
<td>11,696</td>
<td>11,696</td>
<td>11,696</td>
<td>—</td>
</tr>
<tr>
<td>Northern Michigan University, Marquette</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Starr Commonwealth for Boys, Albion, Michigan</td>
<td>8,675</td>
<td>8,675</td>
<td>6,852</td>
<td>1,823</td>
</tr>
<tr>
<td>(MC Square Productions, Albion, Michigan, payee)</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Promote excellence by establishing a career development center to help Michigan school administrators assess and improve their managerial and leadership skills</td>
<td>136,630</td>
<td>136,630</td>
<td>136,630</td>
<td>—</td>
</tr>
<tr>
<td>American Association of School Administrators, Arlington, Virginia</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Provide regional conferences at five Michigan colleges and universities to help educators and health professionals identify and address problems of dyslexia</td>
<td>—</td>
<td>37,500</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>Michigan Dyslexia Institute, Okemos</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Provide scholarships for gifted and talented students to attend special summer camps and institutes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Lakeview School District, Battle Creek, Michigan</td>
<td>25,400</td>
<td>113,365</td>
<td>24,990</td>
<td>410</td>
</tr>
<tr>
<td>Recognize the critical role K-12 schools play in the community and honor outstanding student, educator, and administrator performance by sponsoring an &quot;Excellence in Education Day&quot;</td>
<td>30,000</td>
<td>128,650</td>
<td>20,815</td>
<td>37,510</td>
</tr>
<tr>
<td>Conference W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Recognize the critical role K-12 schools play in the community and honor outstanding student, educator, and administrator performance by sponsoring an &quot;Excellence in Education Day&quot; — 1985</td>
<td>3,525</td>
<td>26,000</td>
<td>3,525</td>
<td>—</td>
</tr>
<tr>
<td>School District of the City of Battle Creek, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Recognize the critical role K-12 schools play in the community and honor outstanding student, educator, and administrator performance by sponsoring an &quot;Excellence in Education Day&quot; — 1986</td>
<td>—</td>
<td>27,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>School District of the City of Battle Creek, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Family Altar Chapel Ministries School, Battle Creek, Michigan</td>
<td>—</td>
<td>1,060</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Lakeview School District, Battle Creek, Michigan</td>
<td>—</td>
<td>13,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Pennfield Schools, Battle Creek, Michigan</td>
<td>—</td>
<td>7,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Recognize the critical role K-12 schools play in the community and honor outstanding student performance by sponsoring an &quot;Excellence in Education Day&quot; — 1987</td>
<td>—</td>
<td>1,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Academy School, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>School District of the City of Battle Creek, Michigan</td>
<td>1,000</td>
<td>27,000</td>
<td>1,000</td>
<td>—</td>
</tr>
<tr>
<td>Harper Creek Community Schools, Battle Creek, Michigan</td>
<td>—</td>
<td>8,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Lakeview School District, Battle Creek, Michigan</td>
<td>—</td>
<td>13,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Pennfield Schools, Battle Creek, Michigan</td>
<td>—</td>
<td>7,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Recognize the critical role K-12 schools play in the community and honor outstanding student performance by sponsoring an &quot;Excellence in Education Day&quot; — 1988</td>
<td>—</td>
<td>2,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Academy School, Michigan</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Area Catholic Schools, Michigan</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Christian School, Michigan</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
<td>—</td>
</tr>
<tr>
<td>School District of the City of Battle Creek, Michigan</td>
<td>37,000</td>
<td>37,000</td>
<td>37,000</td>
<td>—</td>
</tr>
<tr>
<td>Family Altar Chapel Ministries School, Battle Creek, Michigan</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td>—</td>
</tr>
<tr>
<td>Help youth develop special friendships with senior citizens by developing an intergenerational 4-H program in Barry County</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>—</td>
</tr>
<tr>
<td>Michigan 4-H Foundation, East Lansing</td>
<td>522,650</td>
<td>522,650</td>
<td>334,750</td>
<td>187,900</td>
</tr>
<tr>
<td>Improve services to troubled youth by training social workers to use a computerized information system designed to increase their accountability and skills</td>
<td>20,000</td>
<td>2,049</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Boy &amp; Girls Club of Michigan, Inc., Clinton</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Improve the Urban League's effectiveness in Battle Creek by supporting a leadership incentive and development program for its staff</td>
<td>14,175</td>
<td>14,175</td>
<td>14,175</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Area Urban League, Inc., Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Increase art appreciation in Battle Creek by helping to support a traveling Neighborhood Family Theater</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Battle Creek Community United Arts Council, Michigan</td>
<td>233,361</td>
<td>233,361</td>
<td>21,369</td>
<td>—</td>
</tr>
<tr>
<td>Increase community outreach programs for Michigan's school-age youth and improve the Council's management and long-term financial stability</td>
<td>494,000</td>
<td>494,000</td>
<td>227,000</td>
<td>42,000</td>
</tr>
<tr>
<td>Battle Creek Community United Arts Council, Michigan</td>
<td>379,670</td>
<td>379,670</td>
<td>173,100</td>
<td>206,570</td>
</tr>
<tr>
<td>Introduce Detroit area high school students, primarily minority inner-city youth, to technical career possibilities and advanced training programs</td>
<td>786,000</td>
<td>786,000</td>
<td>279,000</td>
<td>507,000</td>
</tr>
<tr>
<td>Focus, HOPE Detroit</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Minimize initial placement of some neglected, abused, or troubled children into foster care; facilitate early return to home through family support services</td>
<td>228,166</td>
<td>—</td>
<td>114,083</td>
<td>—</td>
</tr>
<tr>
<td>Children's Aid Society, Detroit, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Prepare undergraduate students, particularly minorities, to provide leadership for youth-serving agencies</td>
<td>198,300</td>
<td>198,300</td>
<td>67,400</td>
<td>130,900</td>
</tr>
<tr>
<td>Wayne State University, Detroit, Michigan</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Promote an understanding of the various art forms and provide quality arts experiences among Michigan youth</td>
<td>6,383</td>
<td>6,383</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Ann Arbor Chamber Orchestra, Michigan</td>
<td>—</td>
<td>19,150</td>
<td>6,383</td>
<td>—</td>
</tr>
<tr>
<td>Art Center of Battle Creek, Michigan</td>
<td>—</td>
<td>130,522</td>
<td>23,000</td>
<td>23,000</td>
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<tr>
<td>Artesia, Inc., Detroit, Michigan</td>
<td>—</td>
<td>294,000</td>
<td>49,000</td>
<td>49,000</td>
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<tr>
<td>Blue Lake Fine Arts Camp, Twin Lake, Michigan</td>
<td>—</td>
<td>150,000</td>
<td>50,000</td>
<td>50,000</td>
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<tr>
<td>Bear's Head Theater, Inc., Lansing, Michigan</td>
<td>—</td>
<td>216,000</td>
<td>40,000</td>
<td>40,000</td>
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<tr>
<td>Detroit Symphony Orchestra, Michigan</td>
<td>—</td>
<td>345,000</td>
<td>110,000</td>
<td>110,000</td>
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<tr>
<td>Founders Society Detroit Institute of Arts, Michigan</td>
<td>172,500</td>
<td>322,500</td>
<td>57,500</td>
<td>115,620</td>
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<tr>
<td>Grand Rapids Symphony Orchestra, Michigan</td>
<td>—</td>
<td>172,500</td>
<td>57,500</td>
<td>57,500</td>
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<td>Interlochen Center for the Arts, Michigan</td>
<td>—</td>
<td>159,000</td>
<td>54,500</td>
<td>42,500</td>
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<td>Michigan Dance Association, East Lansing</td>
<td>—</td>
<td>81,000</td>
<td>15,000</td>
<td>15,000</td>
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<tr>
<td>Michigan Opera Theatre, Detroit</td>
<td>—</td>
<td>172,500</td>
<td>57,500</td>
<td>57,500</td>
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<tr>
<td>Muskegon Public Schools, Michigan</td>
<td>150,000</td>
<td>150,000</td>
<td>67,400</td>
<td>82,600</td>
</tr>
<tr>
<td>Reeds &amp; Attraction, Inc., Detroit, Michigan</td>
<td>—</td>
<td>112,200</td>
<td>37,400</td>
<td>37,400</td>
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<tr>
<td>Provide a neighborhood-based, delinquency prevention program designed to offer alternative correctional help to Detroit youth involved in minor offenses</td>
<td>47,393</td>
<td>103,267</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Wayne County Probate Court, Detroit, Michigan</td>
<td>301,320</td>
<td>—</td>
<td>47,393</td>
<td>—</td>
</tr>
<tr>
<td>Institution</td>
<td>Amount1</td>
<td>Amount2</td>
<td>Amount3</td>
<td>Amount4</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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<td>---------</td>
</tr>
<tr>
<td>Harper Creek Community Schools, Battle Creek, Michigan</td>
<td>13,000</td>
<td>13,000</td>
<td>13,000</td>
<td>—</td>
</tr>
<tr>
<td>Kellogg Community College, Battle Creek, Michigan</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td>—</td>
</tr>
<tr>
<td>Lakeview School District, Battle Creek, Michigan</td>
<td>17,000</td>
<td>17,000</td>
<td>17,000</td>
<td>—</td>
</tr>
<tr>
<td>Pennfield Schools, Battle Creek, Michigan</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>—</td>
</tr>
<tr>
<td>Michigan Institute for Educational Management, Lansing</td>
<td>—</td>
<td>99,400</td>
<td>30,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Western Michigan University, Kalamazan</td>
<td>—</td>
<td>174,318</td>
<td>60,465</td>
<td>46,468</td>
</tr>
<tr>
<td><strong>Academic Support Programs by Higher Educational Institutions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve educational programs in Michigan's K-12 rural schools by fostering partnerships between schools, higher education, and state agencies</td>
<td>326,600</td>
<td>326,600</td>
<td>98,300</td>
<td>228,300</td>
</tr>
<tr>
<td>Launch a communitywide, interactive, computer-based learner service to define career goals and recommend educational programs for young people and adults</td>
<td>—</td>
<td>256,786</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Provide financial assistance for students attending the Journalism Institute for Minorities</td>
<td>—</td>
<td>531,750</td>
<td>184,362</td>
<td>171,303</td>
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<tr>
<td>Wayne State University, Detroit, Michigan</td>
<td>250,000</td>
<td>250,000</td>
<td>85,000</td>
<td>165,000</td>
</tr>
<tr>
<td><strong>Opportunities for Adolescents</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquire land and develop a plan for its use in youth recreational and educational programs</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
<td>—</td>
</tr>
<tr>
<td>Develop additional educational program exhibits and support facilities at the Zoo</td>
<td>2,104,500</td>
<td>484,500</td>
<td>1,355,500</td>
<td>—</td>
</tr>
<tr>
<td>Enable the Resler Players to continue bringing theatrical performances to rural Michigan residents by restoring the Players' transport trucks</td>
<td>—</td>
<td>64,400</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Jackson Community College, Michigan</td>
<td>64,400</td>
<td>64,400</td>
<td>—</td>
<td>64,400</td>
</tr>
<tr>
<td>Enhance educational opportunities for youth through a performance for Battle Creek school children by the Chinese Golden Dragon Acrobats and Magicians of Taipei</td>
<td>1,867,961</td>
<td>1,867,961</td>
<td>467,143</td>
<td>1,400,818</td>
</tr>
<tr>
<td>Battle Creek Community Concert Association, Michigan</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>—</td>
</tr>
<tr>
<td>Expand educational and leadership development programs with Indian children, youth, and families in Michigan state YMCA of Michigan, Mount Pleasant</td>
<td>—</td>
<td>1,078,856</td>
<td>167,097</td>
<td>24,503</td>
</tr>
<tr>
<td>Help Michigan youth involved in Boys and Girls Clubs to understand and prepare for careers suited to their talents Boys Clubs of America, New York City</td>
<td>—</td>
<td>377,635</td>
<td>121,700</td>
<td>122,527</td>
</tr>
<tr>
<td>Help disabled high school students gain self-reliance and leadership and marketable skills by giving them experience in Michigan business, education, government, and human services</td>
<td>—</td>
<td>376,204</td>
<td>97,569</td>
<td>—</td>
</tr>
<tr>
<td>Help strengthen the arts in education by sharing nationally the lessons learned by &quot;Arts in Michigan Initiatives&quot; Publications-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>51,550</td>
<td>51,550</td>
<td>51,550</td>
<td>—</td>
</tr>
</tbody>
</table>

**Special Opportunities**

*NOTE: The following grants were made because of the Foundation's response to special programming opportunities. IT IS UNLIKELY WE WOULD MAKE SUCH GRANTS OTHERWISE.*
<table>
<thead>
<tr>
<th>CURRENT PROGRAMS continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disadvantaged and Handicapped</td>
</tr>
<tr>
<td>Help hearing impaired people by upgrading and expanding television captioning equipment in NCI studios</td>
</tr>
<tr>
<td>National Captioning Institute, Falls Church, Virginia</td>
</tr>
<tr>
<td>Improve the income of native Alaskans by strengthening the musk ox textile industry</td>
</tr>
<tr>
<td>Musk Ox Development Corporation, Anchorage, Alaska</td>
</tr>
<tr>
<td>Increase the number of minorities preparing for careers in science by providing summer research program opportunities</td>
</tr>
<tr>
<td>Board of Trustees of the University of Illinois, Champaign</td>
</tr>
<tr>
<td>Provide a training program to help the handicapped gain employment in the corporate sector</td>
</tr>
<tr>
<td>EBI Breakthru, Inc., Lake Odessa, Michigan</td>
</tr>
<tr>
<td>Provide advanced scientific and technological books for the visually impaired by upgrading and expanding the Recording for the Blind’s studies and equipment</td>
</tr>
<tr>
<td>Quality of Life in Battle Creek</td>
</tr>
<tr>
<td>Bolster United Way’s fund-raising efforts in Battle Creek by developing a local campaign film</td>
</tr>
<tr>
<td>United Way of the Greater Battle Creek Area, Inc., Michigan</td>
</tr>
<tr>
<td>Conduct an in-depth parking study of the central business district of Battle Creek</td>
</tr>
<tr>
<td>City of Battle Creek, Michigan</td>
</tr>
<tr>
<td>Contribute to the annual fund campaign</td>
</tr>
<tr>
<td>Battle Creek Community United Arts Council, Michigan</td>
</tr>
<tr>
<td>Contribute to the overall quality of life in the Battle Creek area by assisting with the expansion of the current Red Cross facility</td>
</tr>
<tr>
<td>American National Red Cross, Calhoun County Chapter, Battle Creek, Michigan</td>
</tr>
<tr>
<td>Contribute to the overall quality of life in the Battle Creek area by improving animal-care programs and services</td>
</tr>
<tr>
<td>Calhoun County Humane Society, Battle Creek, Michigan</td>
</tr>
<tr>
<td>Contribute a special grants fund</td>
</tr>
<tr>
<td>Battle Creek Community United Arts Council, Michigan</td>
</tr>
<tr>
<td>Enable Kellogg Community College to deliver exemplary outreach programs, designed by college and community leaders, to address key community issues</td>
</tr>
<tr>
<td>Kellogg Community College, Battle Creek, Michigan</td>
</tr>
<tr>
<td>Encourage individuals’ pride of ownership and renovation of historical structures through a reconnaissance-level survey of historical buildings in Battle Creek</td>
</tr>
<tr>
<td>City of Battle Creek, Michigan</td>
</tr>
<tr>
<td>Enhance downtown cultural and recreational opportunities for citizens of greater Battle Creek</td>
</tr>
<tr>
<td>Calhoun City Development Corporation, Battle Creek, Michigan</td>
</tr>
<tr>
<td>Enhance recreational opportunities for citizens of Battle Creek by promoting hockey world games activities</td>
</tr>
<tr>
<td>Hockey International, Inc., Battle Creek, Michigan</td>
</tr>
<tr>
<td>Ensure adequate facilities for recreational and activity needs of the people of Battle Creek and help draw major events and attractions</td>
</tr>
<tr>
<td>City of Battle Creek, Michigan</td>
</tr>
<tr>
<td><strong>Share Battle Creek’s rich heritage with the citizens of Michigan through a series of historical events to be held as part of the state’s sesquicentennial celebration</strong></td>
</tr>
<tr>
<td>Historical Society of Battle Creek, Michigan</td>
</tr>
<tr>
<td><strong>Stabilize human service agency programs experiencing financial problems by providing short-term financial and management help to needy, nonprofit agencies</strong></td>
</tr>
<tr>
<td>Michigan League for Human Services, Lansing</td>
</tr>
<tr>
<td><strong>Streamline and consolidate delivery of area governmental services</strong></td>
</tr>
<tr>
<td>Battle Creek Area Metropolitan Services Agency, Michigan</td>
</tr>
<tr>
<td><strong>Support the Battle Creek Art Center’s 40th anniversary art show and develop a promotional brochure and slide presentation</strong></td>
</tr>
<tr>
<td>Art Center of Battle Creek, Michigan</td>
</tr>
<tr>
<td><strong>Support the city’s master plan to revitalize downtown Battle Creek</strong></td>
</tr>
<tr>
<td>City of Battle Creek, Michigan</td>
</tr>
<tr>
<td><strong>Underwrite ticket costs for low-income youth attending Sesame Street production at the Kellogg Center in Battle Creek</strong></td>
</tr>
<tr>
<td>Kellogg Community College, Battle Creek, Michigan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Initiatives Fund</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address the problems of at-risk youth by inventing youth programs and resources of member institutions</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>American Association of State Colleges and Universities, Washington, D.C.</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>Assist in fiscal and human resource development to fund the work of local and regional councils in their delivery system</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>Girl Scouts of the USA, New York</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>Develop a culturally oriented program to address the health needs of urban black male adolescents</td>
<td>49,500</td>
<td>49,500</td>
<td>49,500</td>
<td>—</td>
</tr>
<tr>
<td>Greater Tampa Urban League, Florida</td>
<td>49,500</td>
<td>49,500</td>
<td>49,500</td>
<td>—</td>
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<tr>
<td>Develop a series of instructional videotapes to help high school students improve their problem-solving and critical-thinking skills</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>—</td>
</tr>
<tr>
<td>College of St. Thomas, St. Paul, Minnesota</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>—</td>
</tr>
<tr>
<td>Develop educational materials for an international agriculture project to help 4-H members become more knowledgeable about other countries in the world marketplace</td>
<td>10,060</td>
<td>10,060</td>
<td>10,060</td>
<td>—</td>
</tr>
<tr>
<td>Florida 4-H Foundation, Inc., Gainesville</td>
<td>10,060</td>
<td>10,060</td>
<td>10,060</td>
<td>—</td>
</tr>
<tr>
<td>Enable high school students to accelerate their college careers by developing new articulation agreements between Kellogg Community College and area schools</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>—</td>
</tr>
<tr>
<td>Kellogg Community College, Battle Creek, Michigan</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>—</td>
</tr>
<tr>
<td>Establish a program to recruit and retain college students from minority, underrepresented, handicapped, and other disadvantaged groups</td>
<td>49,860</td>
<td>49,860</td>
<td>49,860</td>
<td>—</td>
</tr>
<tr>
<td>American Association of State Colleges and Universities, Washington, D.C.</td>
<td>49,860</td>
<td>49,860</td>
<td>49,860</td>
<td>—</td>
</tr>
<tr>
<td>Establish a program which would train teachers working with at-risk students to be more effective in the general education setting</td>
<td>14,969</td>
<td>14,969</td>
<td>14,969</td>
<td>—</td>
</tr>
<tr>
<td>Calhoun Intermediate School District, Marshall, Michigan</td>
<td>14,969</td>
<td>14,969</td>
<td>14,969</td>
<td>—</td>
</tr>
</tbody>
</table>
Help advance the arts in Battle Creek by conducting a feasibility study of potential sites for a cultural center greater Battle Creek Foundation, Michigan 36,900 36,900 36,900 —
Help establish an economic development fund to stimulate the growth and expansion of businesses in Battle Creek Battle Creek Investment Growth Corporation, Michigan — 2,400,000 400,000 —
Implement a program designed to bring about a collaborative program between business, industry, and education which will integrate high school dropouts into the educational and economic mainstream Battle Creek Area Urban League, Inc., Michigan 405,000 405,000 135,000 270,000
Improve recreational opportunities for Battle Creek area youth and adults by supporting the development of Bailey and Post Parks City of Battle Creek, Michigan 1,266,000 1,266,000 1,266,000 —
Improve services to community residents by enabling the Community Action Agency of South Central Michigan to relocate and consolidate its programs in one facility Community Action Agency of South Central Michigan, Battle Creek 992,031 992,031 992,031 —
Improve the lives of children, youth, and adults in Battle Creek, especially in poverty areas, by expanding the outreach services of the Washington Heights Community Ministries Washington Heights Community Ministries, Battle Creek, Michigan — 214,900 59,300 51,100
Meet the needs of the increasing number of victims of domestic violence and abuse through the purchase and renovation of a larger S.A.F.E. Place facility Battle Creek Area Organization Against Domestic Violence, Michigan 300,000 300,000 300,000 —
Preserve part of Battle Creek's rich heritage by helping to restore an original fountain at the Federal Center Historical Society of Battle Creek, Michigan 2,500 2,500 2,500 —
Provide annual program subsidies United Way of the Greater Battle Creek Area, Inc., Michigan 195,000 848,812 195,000 —
Provide free ice skating and instruction to youth of greater Battle Creek during the Christmas holiday season City of Battle Creek, Michigan 22,924 22,924 22,924 —
Provide recreational opportunities for Battle Creek youth by supporting the Michigan Recreation Sports Festival City of Battle Creek, Michigan 25,000 25,000 25,000 —
Provide recreational opportunities for area youth by enabling them to participate in Junior Olympic volleyball activities City of Battle Creek, Michigan 29,060 29,060 14,530 14,530
Provide recreational opportunities for youth by sending members of Battle Creek area high school golf teams to the 1987 Pro-Am Golf Tournament Y Center of Battle Creek, Michigan 990 990 990 —
Provide support during merger transition between Neighborhoods Inc. of Battle Creek and PRIDE, Inc. Neighborhoods Inc. of Battle Creek, Michigan — 78,230 28,370 —
Purchase and demolish the Elks' property and construct a parking lot behind the former Colk's property and study additional City parking needs Cereal City Development Corporation, Battle Creek, Michigan 14,000 14,000 14,000 —
Reverse neighborhood housing deterioration while preparing youth for occupations by involving them in housing rehabilitation work in Battle Creek Neighborhoods Inc. of Battle Creek, Michigan — 650,000 35,000 25,000 —
Help Native American children of alcoholics and their parents develop the skills needed to make positive lifestyle choices through provision of the Children Are People Program Native Americans of Marquette County, Inc., Michigan 4,000 4,000 4,000 —
Improve Extension agents' effectiveness in working with volunteers through a leadership development seminar University of Florida, Gainesville (University of Florida Foundation, Inc. - SHARE Gainesville, payee) 2,000 2,000 2,000 —
Improve K-12 instruction through a symposium to generate practical ideas for educational reform and distribute related materials to nation's school systems American Association of School Administrators, Arlington, Virginia 10,000 10,000 10,000 —
Improve health services to minorities by developing a joint graduate program in health administration with the Graduate School of Business, Tennessee State University at Nashville Meharry Medical College, Nashville, Tennessee 50,000 50,000 50,000 —
Produce a music video to promote educational alternatives for black and Hispanic school dropouts National Council of La Raza, Washington, Washington 40,000 40,000 40,000 —
Provide a summer career development and tutorial project for 50 at-risk youth enrolled in the Detroit Public Schools Plymouth Congregational United Church of Christ, Detroit 4,344 4,344 4,344 —
Provide community leadership and youth development activities to help improve the quality of life in the City of Benton Harbor Berrien County, Michigan 15,000 15,000 15,000 —
Provide summer programs for Detroit youth focusing on neighborhood beautification and creative writing St. Philip's Lutheran Church and School, Detroit, Michigan 5,074 5,074 5,074 —
Spur economic development in the Upper Peninsula by providing professional development and training experiences to people in wood and related manufacturing businesses Northern Michigan University, Marquette 20,000 20,000 20,000 —
General (See previous note)
Allow media professionals to broaden their horizons and expand understanding through support of four fellowships for Journalists in Residence University of Michigan, Ann Arbor 98,000 357,303 98,000 —
Analyze historical materials available for use in a future study of the Foundation's longstanding support of projects in the field of nursing University of Pennsylvania, Philadelphia 26,167 26,167 26,167 —
Assist the University in the management of its equine educational and production program California State Polytechnic University, Pomona 254,298 254,298 84,766 169,532
Conduct a donor awareness program for the American public to increase the availability of donated human tissues and organs for transplantation Boy Scouts of America, Irving, Texas — 400,000 — —
Develop and conduct pilot courses on philanthropy at four colleges and universities to nurture civic responsibility and public service in college students Association of American Colleges, Washington, D.C. — 150,000 43,500 71,500 —
Encourage corporate and foundation sponsorship of an annual Festival of Michigan Folklore through a challenge grant program Michigan State University, East Lansing 100,000 100,000 100,000 —
<table>
<thead>
<tr>
<th>CURRENT PROGRAMS continued</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage voluntary support and service for public needs</td>
<td>7,500</td>
<td>33,000</td>
<td>7,500</td>
<td>—</td>
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<tr>
<td>INDEPENDENT SECTOR, Washington, D.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance philanthropy by supporting educational programs at the 15th Annual Conference of the Council of Michigan Foundations</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>—</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Grand Haven</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance the Foundation Center’s ability to provide information to foundations and the public about the role and programs of American foundations</td>
<td>—</td>
<td>750,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Foundation Center, New York City</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate Foundation projects in the programming areas of agriculture, education, and health</td>
<td>39,945</td>
<td>924,088</td>
<td>70,884</td>
<td>—</td>
</tr>
<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help meet the long-term energy needs of Michigan residents by supporting implementation of a community-based energy conservation program</td>
<td>20,000</td>
<td>45,000</td>
<td>20,000</td>
<td>—</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Grand Haven</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help with the costs of distributing a videotape entitled, “AIDS in the Workplace”</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>—</td>
</tr>
<tr>
<td>Improve and expand the community-based environmental education project to enhance curricula of the area schools and leadership development programs for young people</td>
<td>40,750</td>
<td>49,750</td>
<td>49,750</td>
<td>—</td>
</tr>
<tr>
<td>Hillsdale County YMCA, Reading, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve philanthropy in Michigan by increasing the efficiency and effectiveness of the state’s philanthropic network</td>
<td>30,000</td>
<td>30,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Grand Haven</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve policymaking in health, agriculture, and education by providing long-term support for program development in the National Academy of Sciences and the Institute of Medicine</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>4,000,000</td>
<td>16,000,000</td>
</tr>
<tr>
<td>National Academy of Sciences, Washington, D.C.</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Improve quality of patient care by conducting two symposia to help academic medical centers explore ways to adapt clinical education to changes in the practice environment</td>
<td>—</td>
<td>40,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Association of American Medical Colleges, Washington, D.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve science education at the University of Michigan by developing new chemistry programs and constructing a state-of-the-art Chemical Sciences building</td>
<td>—</td>
<td>5,000,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>University of Michigan, Ann Arbor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the University’s equity educational and production program</td>
<td>44,479</td>
<td>422,785</td>
<td>44,479</td>
<td>—</td>
</tr>
<tr>
<td>California State Polytechnic University, Pomona (Cal Poly Kellogg Unit Foundation, Inc., Pomona, payee)</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Improve the administration of foundation philanthropy</td>
<td>30,000</td>
<td>103,600</td>
<td>30,000</td>
<td>—</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Grand Haven</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Improve the administration of foundations</td>
<td>25,000</td>
<td>115,500</td>
<td>25,000</td>
<td>—</td>
</tr>
<tr>
<td>Improve the quality of life in northeastern and midwestern states by supporting educational efforts in the areas of economic development, education, health, and the environment</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
<td>—</td>
</tr>
<tr>
<td>Northeast Midwest Institute, Washington, D.C.</td>
<td></td>
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</tr>
<tr>
<td>Improve the system for evaluating national charitable organizations and update the data files</td>
<td>—</td>
<td>150,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>National Charities Information Bureau, Inc., New York City</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase philanthropic resources in Michigan</td>
<td>40,000</td>
<td>59,000</td>
<td>40,000</td>
<td>—</td>
</tr>
<tr>
<td>Council of Michigan Foundations, Grand Haven</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midwest Assistance Program, New Prague, Minnesota</td>
<td>245,000</td>
<td>245,000</td>
<td>99,200</td>
<td>145,800</td>
</tr>
<tr>
<td>National Association of Towns and Townships, Washington, D.C.</td>
<td>820,000</td>
<td>820,000</td>
<td>414,590</td>
<td>405,410</td>
</tr>
<tr>
<td>Ohio University, Athens</td>
<td>227,698</td>
<td>227,698</td>
<td>78,186</td>
<td>151,512</td>
</tr>
<tr>
<td>Improve operations of rural local governments through risk management training for elected and appointed officials</td>
<td>462,485</td>
<td>462,485</td>
<td>246,560</td>
<td>215,925</td>
</tr>
<tr>
<td>U.S. Department of Agriculture, Washington, D.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve state governments’ programs for benefit of rural people through rural and agricultural policy development</td>
<td>829,400</td>
<td>829,400</td>
<td>440,400</td>
<td>389,000</td>
</tr>
<tr>
<td>National Governors Association Center for Policy Research, Washington, D.C.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revitalize small rural communities through leadership development</td>
<td>990,000</td>
<td>990,000</td>
<td>370,000</td>
<td>620,000</td>
</tr>
<tr>
<td>Colorado State University, Fort Collins</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clemson University, South Carolina (Clemson University Research Foundation, South Carolina, payee)</td>
<td>1,102,700</td>
<td>1,102,700</td>
<td>423,500</td>
<td>679,200</td>
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<tr>
<td>Iowa State University of Science and Technology, Ames</td>
<td>—</td>
<td>495,003</td>
<td>156,275</td>
<td>272,329</td>
</tr>
<tr>
<td>Water Resources</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Develop a program to educate community leaders on groundwater problems and protection</td>
<td>50,000</td>
<td>100,000</td>
<td>50,000</td>
<td>—</td>
</tr>
<tr>
<td>Michigan State University, East Lansing</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Enable Michigan State University’s Institute of Water Research to implement a well-water testing and education program in rural Michigan</td>
<td>48,740</td>
<td>48,740</td>
<td>48,740</td>
<td>—</td>
</tr>
<tr>
<td>Michigan State University, East Lansing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve and protect groundwater quality and human health by encouraging action-oriented groundwater protection programs</td>
<td>750,000</td>
<td>750,000</td>
<td>200,000</td>
<td>550,000</td>
</tr>
<tr>
<td>Michigan State University, East Lansing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide advice and direction on programs in groundwater resources</td>
<td>18,400</td>
<td>39,500</td>
<td>15,949</td>
<td>16,451</td>
</tr>
<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management of Information Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help users access library collections by developing a single, interactive computerized database of all holdings in Michigan research libraries</td>
<td>—</td>
<td>445,275</td>
<td>—</td>
<td>195,275</td>
</tr>
<tr>
<td>Detroit Public Library, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library of Michigan, Lansing</td>
<td>—</td>
<td>525,000</td>
<td>—</td>
<td>225,000</td>
</tr>
<tr>
<td>Michigan State University, East Lansing</td>
<td>—</td>
<td>900,000</td>
<td>—</td>
<td>400,000</td>
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<tr>
<td>University of Michigan, Ann Arbor</td>
<td>—</td>
<td>2,079,520</td>
<td>—</td>
<td>1,113,383</td>
</tr>
<tr>
<td>Wayne State University, Detroit, Michigan</td>
<td>—</td>
<td>790,500</td>
<td>—</td>
<td>390,500</td>
</tr>
<tr>
<td>Provide advice and direction in the Foundation’s area of libraries</td>
<td>13,400</td>
<td>13,400</td>
<td>7,683</td>
<td>5,717</td>
</tr>
<tr>
<td>Ad Hoc Committees-W. K. Kellogg Foundation, Battle Creek, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philanthropy and Volunteerism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assist the Metro Detroit GIVES program to increase giving and volunteering in the Tri-County Detroit area</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>—</td>
</tr>
<tr>
<td>Community Foundation of Southwestern Michigan, Detroit</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Develop a model project to prepare students to be more effective volunteers and community action agents and to improve the quality of life in Albion</td>
<td>—</td>
<td>470,000</td>
<td>144,329</td>
<td>193,621</td>
</tr>
<tr>
<td>Albion College, Michigan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage development of leaders with a lifelong concern for others through action-oriented study of philanthropy and volunteerism</td>
<td>902,400</td>
<td>902,400</td>
<td>125,890</td>
<td>776,510</td>
</tr>
<tr>
<td>Hillsdale College, Michigan</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Help community foundations involve youth in activities that encourage philanthropy and volunteering and contribute to the quality of life in the area.
Council of Michigan Foundations, Grand Haven
2,060,000 2,060,000 720,000 1,340,000
Help improve the operation of national charities by implementing and disseminating new standards for their evaluation and by improving evaluation methods.
National Charities Information Bureau, Inc., New York City
50,000 50,000
Increase public giving and voluntary service to nonprofit organizations nationwide.
INDEPENDENT SECTOR, Washington, D.C.
— 250,000 100,000
Promote philanthropy and voluntarism among college students through a course and lecture series on American philanthropy and through volunteer experiences in community service.
Mercy College of Detroit, Michigan
20,500 20,500 18,650 6,850
Support research programs on American philanthropy and voluntarism to fill knowledge gaps and provide the needed tools for awareness.
INDEPENDENT SECTOR, Washington, D.C.
200,000 200,000 100,000 100,000
Support downtown revitalization by expanding and reorganizing.
Greater Battle Creek Foundation, Michigan
750,000 750,000 750,000
Science Education
Establish a two-week residential summer science program for gifted and talented high school students at the Kellogg Biological Station.
Michigan State University, East Lansing
24,694 24,694 24,694
Improve science education in Michigan by providing instruction and services to public elementary school teachers, students, parents, and youth group leaders.
University of Michigan, Ann Arbor
234,404 234,404 111,247 123,157

INTERNATIONAL

WORLD FOOD SUPPLY

Policy and Public Affairs
Enable young rural sociologists to explore ways to improve the quality of life for rural populations at the Seventh World Congress for Rural Sociology. University of Kentucky, Lexington
40,000 40,000 40,000

ADULT CONTINUING EDUCATION

Adult Learner Services
Enable the International Council for Adult Education to promote needed adult education programs in developed and developing nations and to link continuing education scholars and practitioners worldwide.
International Council for Adult Education, Toronto, Ontario
— 1,403,000 365,000 750,000
Residential Continuing Education Centers, Community Colleges, Public Libraries, and Museums
Expand the residential center for continuing education and provide fellowships for visiting scholars and practitioners.
University of Oxford, England
4,570,800 833,800

COMMUNITY-BASED, PROBLEM-FOCUSED HEALTH SERVICES

Leadership Development
Promote new knowledge among leaders in health administration internationally.
European Healthcare Management Association, Dublin, Ireland
20,000 20,000 20,000

EMERGENT PROGRAMMING

Rural America
Enhance the quality of rural life by improving the capacities of local governments to provide efficient and cost-effective human services.
University of Georgia, Athens
1,178,000 1,178,000 419,000 759,000
Michigan State University, East Lansing
995,375 995,375 338,625 665,750
Enhance the quality of rural life by planning and implementing activities to improve community services and stimulate social and economic growth.
Montcalm County Board of Commissioners, Sanilac, Michigan
287,552 287,552 111,930 175,622
Focus academic work on finding solutions to the problems of rural people.
Oregon State University, Corvallis
— 836,370 92,565 579,561
Help rural communities improve the quality of life by providing leadership development training for selected citizens from rural, limited-resource groups.
North Carolina A & T State University, Greensboro
1,188,000 1,188,000 295,000 893,000
Improve communication among states about common rural development concerns by conducting a national conference on planning and policy issues.
Council of State Community Affairs Agencies, Washington, D.C.
65,000 65,000 65,000
Improve delivery of human services to rural residents by strengthening the management and administrative skills of local governmental officials.
Montana State University, Bozeman
406,000 406,000 147,000 259,000
Improve delivery of services to rural people through training of local governmental officials in rural areas.
Kirkland Community College, Roscommon, Michigan
284,875 284,875 97,093 187,782
University of Maryland, College Park
312,000 312,000 113,000 199,000
### CURRENT PROGRAMS

**LEADERSHIP**

- **Kellogg International Fellowship Program**
  - Improve leadership for community-wide, coordinated, cost-effective health care delivery by supporting up to 30 international fellowships and a related institutional network
    - Michigan State University, East Lansing
    - Total: 4,293,375; Fiscal Year Payments: 1,264,239
- **Well-Informed Leaders**
  - Develop effective citizen leaders for grass-roots, community-level work in international development
    - National Association of Partners of the Americas, Washington, D.C.
    - Total: 1,805,140; Fiscal Year Payments: 462,016
  - Promote economic, social, and human development through an intercultural leadership program involving volunteers from the United States and Latin America
    - National Association of Partners of the Americas, Washington, D.C.
    - Total: 1,293,656

**SPECIAL OPPORTUNITIES**

- **NOTE:** The following grants were made because of the Foundation’s response to special programming opportunities. It is unlikely we would make such grants otherwise.
- **General** *(See previous note)*
  - Encourage grass-roots efforts to fight illiteracy by supporting outstanding reading programs throughout the United States and Canada
    - Total: 56,000
  - Explore improvements in delivery of educational programs to rural people through seminars and a conference for extension managers and educators in northern Europe and North America
    - Michigan State University, East Lansing
    - Total: 99,180
  - Provide advice and direction in the Foundation’s programming area of agriculture
    - Consultant: W. K. Kellogg Foundation, Battle Creek, Michigan
    - Total: 36,375

### EMERGING PROGRAMMING

**Philanthropy and Volunteerism**

- Enable representatives from Latin America, the Caribbean, and Africa to participate in an international volunteer conference, LIVE88
  - VOLUNTEER: The National Center, Arlington, Virginia
    - Total: 25,000

### HEALTH CARE COST CONTAINMENT

**Manpower**

- Establish a permanent secretariat for the European Healthcare Management Association
  - Institute of Public Administration, Dublin, Ireland
    - Total: 389,720; Fiscal Year Payments: 8,009

### LATIN AMERICA AND CARIBBEAN

**COMMUNITYWIDE, COORDINATED, COST-EFFECTIVE HEALTH SERVICES**

**Communitywide Multi-Institutional Arrangements**

- Accelerate development of primary health care in St. Lucia through a regionalized health service program; share results with other eastern Caribbean countries
  - Ministry of Health of St. Lucia, Castries, West Indies
    - Total: 789,000; Fiscal Year Payments: 74,095
- Create a center for development of primary health care and family medicine to serve countries in the Andean region
  - University of El Valle, Cali, Colombia (Foundation for Higher Education, Cali, payee)
    - Total: 996,000; Fiscal Year Payments: 97,053
- Design a comprehensive health care system that includes health professions education, development activities, and traditional health practices
  - Federal University of Ceara, Fortaleza, Brazil (Society for Assistance to AIDS, Chateaubriand Hospital, Fortaleza, payee)
    - Total: 510,300; Fiscal Year Payments: 97,400
- Develop a community-based, coordinated, and cost-effective primary care delivery model emphasizing maternal and child health in the state of Chorotega
  - Ministry of Health, San Jose, Costa Rica (Pan American Health Organization, Washington, D.C., payee)
    - Total: 649,838; Fiscal Year Payments: 210,541
- Develop a comprehensive demonstration program of health services, stressing ambulatory care for urban residents in the city of Monterrey
  - University of Nuevo Leon, Monterrey, Mexico
    - Total: 596,310; Fiscal Year Payments: 92,817
- Develop a comprehensive demonstration program of health services, stressing primary health care for urban residents in the city of Nouakchott
  - Ministry of Social Welfare, Nouakchott, Argentina
    - Total: 524,123; Fiscal Year Payments: 260,220
- Develop a comprehensive health services program of primary health care for urban and rural communities, involving medicine, nursing, and dentistry
  - Catholic University of Chile, Santiago
    - Total: 27,850; Fiscal Year Payments: 161,777
- Develop a comprehensive program to educate mothers and health professionals about infant nutrition
  - Oswaldo Cruz Foundation, Rio de Janeiro, Brazil
    - Total: 95,000; Fiscal Year Payments: 32,304
- Develop a family practice and training program to prepare family health practitioners and teachers to serve urban populations of Buenos Aires
  - "Novartis" Center for Medical Education and Clinical Research, Buenos Aires, Argentina
    - Total: 209,800; Fiscal Year Payments: 66,100
- Develop a model health district encompassing six counties in greater Sao Paulo to improve health care
  - Caixa Hospital Association, Sao Paulo, Brazil
    - Total: 949,953; Fiscal Year Payments: 123,000
- Develop models of health care in three different ecological regions of Peru to improve the services to Peruvian people
  - Peruvian University Cayetano Heredia, Lima (The University and the Pan American Health and Education Foundation, Washington, D.C., payee)
    - Total: 1,307,090; Fiscal Year Payments: 827,325
PRE-1987 PROGRAMS
These projects were funded under pre-1987 strategies which are being phased out.

AUSTRALASIA

COMMUNITYWIDE, COORDINATED, COST-EFFECTIVE HEALTH SERVICES

Cost-Conscious Professional Education
Strengthen health management education and practice in Australasia by establishing an educational and informational service exchange between Foundation-funded programs
South Australian Institute of Technology, Adelaide
— 223,077 58,510 47,911

HEALTH CARE COST CONTAINMENT

Manpower
Expand associate and graduate diploma programs and initiate a master’s degree program in health services administration
South Australian Institute of Technology, Adelaide
— 159,299 14,549 —

QUALITY HEALTH CARE

Manpower
Provide a fellowship in nursing
Royal North Shore Hospital, Sydney, New South Wales (Kerry J. Thomas)
— 52,664 — 6,237

Provide a fellowship in nursing administration
South Australian College of Advanced Education, Adelaide (Sandra C. Speedy)
— 68,000 — 1,792

Provide a fellowship in nursing community development
Royal District Nursing Service, Melbourne, Victoria (James Guinan)
— 56,000 7,822 —

CANADA

ACCESS/AVAILABILITY OF HEALTH CARE

Manpower
Establish a comprehensive community health service for a rural population and establish a residency program in a rural health center
East Ret Hochlouche Community Health Care Centre, Dalhousie, New Brunswick
— 491,620 5,057 —

EUROPE

WORLD FOOD SUPPLY

Food Science and Food Technology
Implement curricula in food science and technology
University College, Cork, Ireland
— 488,500 — —

Promote cooperation and scientific progress among professionals in food science and nutrition through an international conference
Agricultural Research Institute, Reykjavik, Iceland
— 144,000 90,380 19,620

RURAL LIFE

Education and Training
Improve and expand adult continuing education programs for people in Ireland by enlarging and upgrading the facilities at the An Grianan Centre
Irish Countrywomen’s Association, Dublin
— 472,287 — —

Emphasize benefits of family medicine and primary health care through a coordinated, community-based, interinstitutional teaching/service program
Ministry of Health of Mexico, Mexico City
— 302,000 — — 4,812

Ministry of Health, Lima, Peru (Pan American Health Organization, Lima, payee)
— 297,724 — —

Improve community health care and the education of health professions students through the development of a comprehensive model health care system
Federal University of Rio de Janeiro, Brazil (Jose Bonifacio University Foundation, Rio de Janeiro, payee)
— 1,062,235 151,238 6,183

Improve delivery of primary health care to Mexico’s underserved rural population by merging health services of Ministry of Health and Department of the Federal District
Ministry of Health of Mexico, Mexico City
— 490,666 149,048 135,309

Improve health care and its accessibility, particularly to maternal and child groups, through a health science educational program based on the primary care approach
Secretariat of Public Health of the Municipality of Rio, Argentina
— 405,000 209,575 —

Improve the delivery of health services through innovative teaching/service models designed to enhance Brazil’s Health System Reform
Commission for Improvement of Higher Education, Brazil (Brazil)
— 1,021,000 — 653,500

Cordoba Cruz Foundation, Rio de Janeiro, Brazil
— 1,149,500 110,000 959,500

Improve the health of people in the Caribbean through the reorganization of allied health professions education
College of Arts, Science and Technology, Kingston, Jamaica
— 210,000 56,297 153,703

Improve the quality of life for people in Colombia by developing a network of education and service programs in primary health care and family medicine
Industrial University of Santander, Bucaramanga, Colombia (Foundation for Higher Education, Cali, Colombia, and the Pan American Health and Education Foundation, Washington, D.C., payees)
— 359,171 — 14,339

Inst of Health Sciences, Medellin, Colombia (Foundation for Higher Education, Cali, payee)
— 320,000 37,989 —

Improve the quality of life of underserved urban and rural families through coordinated programs in health, education, agriculture, home economics, and community development
Municipality of Montevideo, Uruguay (United Nations Development Program, New York City, payee)
— 997,600 343,023 243,752

Prepare medical and nursing students to deliver primary care and family medicine in Brazil
Paulista School of Medicine, Sao Paulo, Brazil
— 466,454 18,715 —

Provide a fellowship in clinical/community psychology
State University of Rio de Janeiro, Brazil (Ana Lucia da Matta Moreira)
— 65,000 65,000 5,597 59,403

Provide a fellowship in community development and health
University of Sao Paulo, Brazil (Marco Faria Westphal)
— 4,167 14,167 5,249 —

Provide a fellowship in drug utilization and drug epidemiology
University of Sao Paulo, Brazil (Antonio O. Zamini)
— 4,885 49,875 6,802 —

Provide a fellowship in environmental health
University of Sao Paulo, Brazil (Getulio Oliveira)
— 75,000 39,967 30,253

Provide a fellowship in health administration
Industrial University of Santander, Bucaramanga, Colombia (Joselina Bonifacio de Nino)
— 31,500 11,239 7,024
### PRE-1987 PROGRAMS

<table>
<thead>
<tr>
<th>Program Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a fellowship in maxillofacial prosthesis Peru University Cayetano Heredia, Lima (Hugo Chavez)</td>
<td>5,796</td>
<td>25,796</td>
<td>15,904</td>
<td>3,602</td>
</tr>
<tr>
<td>Provide a fellowship in perinatology Catholic University of Chile, Santiago (Enrique Oyarzun E.)</td>
<td>—</td>
<td>40,000</td>
<td>28,286</td>
<td>71,338</td>
</tr>
<tr>
<td>Provide a fellowship in public health Catholic University of Chile, Santiago (Juana Martens)</td>
<td>80,000</td>
<td>80,000</td>
<td>8,662</td>
<td>71,338</td>
</tr>
<tr>
<td>Ministry of Health of St. Lucia, Carriacou, West Indies (Ludia Marie Alexis)</td>
<td>—</td>
<td>60,000</td>
<td>30,885</td>
<td>25,105</td>
</tr>
</tbody>
</table>

### NEW TOOLS/QUANTIFICATION

| Improve coverage, quality, and cost-effectiveness of health services through better planning, use, and maintenance of health care facilities in Argentina and other Latin American countries University of Buenos Aires, Argentina | —   | 496,956 | 170,714 | 131,995 |

### Cost-Conscious Professional Education

<table>
<thead>
<tr>
<th>Program</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a program for the teaching of clinical epidemiology Federal University of Rio Grande do Sul, Porto Alegre, Brazil</td>
<td>33,700</td>
<td>39,700</td>
<td>22,300</td>
<td>16,800</td>
</tr>
<tr>
<td>Develop a continuing education program for dental educators to improve dental education in Latin America Pan American Federation of Associations of Medical Schools, Caracas, Venezuela</td>
<td>—</td>
<td>255,000</td>
<td>85,912</td>
<td>83,888</td>
</tr>
<tr>
<td>Develop a continuing education program for nursing personnel to improve primary health care in the Province of Santa Fe, Argentina National University of Rosario, Argentina</td>
<td>—</td>
<td>159,000</td>
<td>48,817</td>
<td>29,899</td>
</tr>
<tr>
<td>Develop a program to train health administrators for Costa Rica, El Salvador, Guatemala, Nicaragua, Panama, and Honduras Central American Institute for Public Administration, San Jose, Costa Rica</td>
<td>—</td>
<td>401,066</td>
<td>127,761</td>
<td>168,885</td>
</tr>
<tr>
<td>Develop a project to promote cost-conscious health care education for professionals in health administration School of Public Health of Mexico, Mexico City</td>
<td>45,036</td>
<td>630,901</td>
<td>137,975</td>
<td>65,605</td>
</tr>
<tr>
<td>Develop cost-conscious health professions education in Latin America and the Caribbean Pan American Health Organization, Washington, D.C.</td>
<td>—</td>
<td>1,077,000</td>
<td>—</td>
<td>227,995</td>
</tr>
<tr>
<td>Develop innovative health administration programs to better respond to the needs of a comprehensive health care system Peruvian University Cayetano Heredia, Lima</td>
<td>—</td>
<td>480,400</td>
<td>268,400</td>
<td>—</td>
</tr>
<tr>
<td>Develop innovative programs of health administration to better respond to the needs of a comprehensive health care system University of Chile, Santiago</td>
<td>40,644</td>
<td>525,599</td>
<td>84,404</td>
<td>35,190</td>
</tr>
<tr>
<td>Enable Foundation-funded Brazilian projects to share information by continuing support to a national secretariat Federal University of Rio de Janeiro, Brazil (Jose Bonficio University Foundation, Rio de Janeiro, payee)</td>
<td>99,500</td>
<td>99,500</td>
<td>99,500</td>
<td>—</td>
</tr>
<tr>
<td>Enable six Latin American nursing leaders to visit several U.S. project sites to gain information regarding opportunities for doctoral programs in nursing University of Illinois, Chicago</td>
<td>11,137</td>
<td>11,137</td>
<td>11,137</td>
<td>—</td>
</tr>
<tr>
<td>Improve health of Latin Americans by holding a meeting of advisers to determine the most effective way to implement salt fluoridation projects Pan American Health Organization, Washington, D.C.</td>
<td>—</td>
<td>41,500</td>
<td>—</td>
<td>—</td>
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</tbody>
</table>

### BETTERMENT OF HEALTH

<table>
<thead>
<tr>
<th>Program Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Promotion Services Help prevent family medical problems by strengthening a model of primary health care University of Chile, Santiago (The University and the Pan American Health and Education Foundation, Washington, D.C., payees)</td>
<td>—</td>
<td>160,500</td>
<td>37,267</td>
<td>34,633</td>
</tr>
<tr>
<td>Implement a nationwide salt fluoridation system to reduce high incidence of dental caries Ministry of Health, Lima, Peru</td>
<td>—</td>
<td>495,000</td>
<td>—</td>
<td>495,000</td>
</tr>
<tr>
<td>Implement a statewide salt fluoridation system to reduce high incidence of dental caries Institute of Health of the State of Mexico, Toluca (Health Services of the State of Mexico and the Pan American Health Organization, Washington, D.C., payees)</td>
<td>—</td>
<td>418,725</td>
<td>—</td>
<td>162,014</td>
</tr>
<tr>
<td>Introduce nationwide salt fluoridation as a means to reduce dental caries among Costa Rican population Ministry of Health, San Jose, Costa Rica (Pan American Health Organization, Washington, D.C., payees)</td>
<td>—</td>
<td>457,610</td>
<td>85,929</td>
<td>—</td>
</tr>
<tr>
<td>Provide a fellowship in public health University of Chile, Santiago (Macarena Valdes)</td>
<td>35,000</td>
<td>35,000</td>
<td>11,983</td>
<td>23,137</td>
</tr>
</tbody>
</table>

### HEALTH PROMOTION/DISEASE PREVENTION/PUBLIC HEALTH

<table>
<thead>
<tr>
<th>Program Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower Provide a fellowship in nutrition Oswaldo Cruz Foundation, Rio de Janeiro, Brazil (Sonia Bittencourt)</td>
<td>20,000</td>
<td>20,000</td>
<td>17,036</td>
<td>2,964</td>
</tr>
</tbody>
</table>

### QUALITY HEALTH CARE

<table>
<thead>
<tr>
<th>Program Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower Convey achievements in oral health in developing countries of the Americas by conducting a symposium for dental leaders Pan American Health Organization, Washington, D.C.</td>
<td>23,000</td>
<td>23,000</td>
<td>23,000</td>
<td>—</td>
</tr>
<tr>
<td>Develop a dental education and service model, in cooperation with the Secretary of Health and the municipality of Buenos Aires, to improve health of Argentina's population University of Buenos Aires, Argentina (The University and the Pan American Health Organization, Washington, D.C., payees)</td>
<td>—</td>
<td>501,100</td>
<td>46,002</td>
<td>42,667</td>
</tr>
<tr>
<td>Develop educational technology programs to help Latin American Schools of Nursing improve their programs Pan American Health Education Foundation, Washington, D.C.</td>
<td>—</td>
<td>376,169</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Enable select Latin American health professional to study the social and economic implications of periodontal disease through a six-week course University of Illinois, Chicago</td>
<td>73,328</td>
<td>73,328</td>
<td>73,328</td>
<td>—</td>
</tr>
<tr>
<td>Improve knowledge of rural youth development by enabling young Brazilian leaders to observe models in Panama, Costa Rica, and the United States Brazilian Service for Technical Assistance and Rural Extension, Brasilia (National Association of the Partners of the Americas, Washington, D.C., payees)</td>
<td>51,350</td>
<td>51,350</td>
<td>51,350</td>
<td>—</td>
</tr>
<tr>
<td>Improve nursing schools involved in development of primary health care by enabling select project personnel to visit model programs National University of Rosario, Argentina</td>
<td>53,610</td>
<td>53,610</td>
<td>53,610</td>
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</tr>
<tr>
<td>Improve primary care in Chile by enabling select project personnel to visit model programs University of Chile, Santiago</td>
<td>42,340</td>
<td>42,340</td>
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<td>—</td>
</tr>
</tbody>
</table>
Improve maternal and child health education in Latin America by providing educational experiences for 18 health professionals from Kellogg-assisted projects.

Pan American Health Organization, Washington, D.C. 41,894 41,894 41,894 —

Improve primary health care in Latin America by developing graduate programs in nursing, stressing the primary care approach.

Federal University of Minas Gerais, Belo Horizonte, Brazil 11,228 206,218 11,228 59,288

Improve quality of health services in Latin America by convening a continuing education seminar for primary health care personnel.

National University of Mexico, Mexico City 8,029 60,772 8,029 —

Improve the efficiency and effectiveness of health services delivery in Latin America by strengthening health management education, disseminating the results of the Association of University Programs in Health Administration, Arlington, Virginia 10,270 10,270 10,270 —

Improve the health care of people in Latin America by increasingly involving nurses in delivery of primary health services.

Florence Nightingale International Foundation, Geneva, Switzerland — 106,000 — —

Improve the teaching of health professions in Latin America by helping the Center for Educational Technology in Health to assess and expand its training programs.

National University of San Marcos, Lima, Peru (Pan American Health Organization, Washington, D.C., pays) — 40,000 16,000 10,000

Prepare nurses for leadership roles in primary health care in Latin America.

University of Puerto Rico, San Juan 98,197 98,197 98,197 —

Promote information exchange among Foundation-supported health education/service projects by setting up a facilitator's office to coordinate networking activities.

University of Chile, Santiago — 69,500 20,500 19,500

Provide advice and direction in the Foundation's Latin American dental programming.

Ad Hoc Committee—W. K. Kellogg Foundation, Battle Creek, Michigan 12,500 12,500 9,373 3,127

Provide advice and direction in the Foundation's programming area of Latin American health administration education.

Ad Hoc Committee—W. K. Kellogg Foundation, Battle Creek, Michigan 10,500 105,251 45,768 —

Improve delivery of primary health care in Latin America by involving nurses in a workshop on regulations governing their education and practice.

Catholic University of Ecuador, Quito 94,303 94,303 94,303 —

Support networking activities among Foundation-assisted projects in Argentina.

Ministry of Health, Province of Cordoba, Argentina 85,720 85,720 85,720 —

Health Care Policymaking

Acquire information to help Latin American countries develop public health policies by evaluating three model health delivery systems in Mexico, Colombia, and Brazil.

Pan American Health Organization, Washington, D.C. 92,400 92,400 92,400 —

Assess the status of medical education in the Americas, aiming to rectify medical education policies toward community-based, problem-focused health services.

Brazilian Association of Medical Schools, Rio de Janeiro — 369,100 273,400 95,700

Improve primary care in Colombia by providing educational experiences for nine health professionals from Foundation-assisted projects.

Industrial University of Santander, Bucaramanga, Colombia (Foundation for Higher Education, Cali, Colombia, pays) 28,258 28,258 28,258 —

Improve primary care in Mexico by providing a traveling seminar opportunity to selected project personnel.

Ministry of Health of Mexico, Mexico City — 39,246 — —

Improve primary care in Uruguay by enabling select project personnel to visit family health and integrated social community programs.

City of Montevideo, Uruguay (Intendencia Municipal de Montevideo, Uruguay, pays) 28,245 28,245 28,245 —

Improve primary care nursing education by strengthening the Center for Educational Technology.

Central University of Ecuador, Quito (The University and the Pan American Health and Education Foundation, Washington, D.C., pays) — 36,000 — —

Provide a fellowship in community health.

University of Costa Rica, San Jose (William Breese) — 37,000 13,507 10,975 —

Provide a fellowship in education/technology.

National School of Public Health, Rio de Janeiro, Brazil (Miriam Shuchinsky) — 88,000 12,501 2,486 —

Provide a fellowship in epidemiology and health planning.

Metropolitan University, Xochimilco, Mexico City (Norma Lara) — 16,068 — — —

Provide a fellowship in family medicine.

University of Chile, Santiago (Roberto Barnard) — 10,000 — — 313

Isabel E. Segovia) — 35,000 — — 754

Provide a fellowship in mother and child health.

Central University of Ecuador, Quito (Mercedes Ayala) 40,000 40,000 8,932 31,068 —

Provide a fellowship in oral medicine.

Metropolitan University, Xochimilco, Mexico City (Adalberto Moscoso) — 27,200 14,260 6,342 —

Provide a fellowship in public health.

School of Public Health of Mexico, Mexico City (Luis R. Varela and J. Luis Duran-Arena) — 62,000 — — 7,169

Provide a fellowship in health research.

University of Buenos Aires, Argentina (Francisco Turri) 10,000 10,000 — 10,000 —

Strengthen primary care dental education and service in university-based dental schools.

University of the Republic, Montevideo, Uruguay (The University and the Pan American Health and Education Foundation, Washington, D.C., pays) — 102,254 — — —

ACCESS/AVAILABILITY OF HEALTH CARE

Manpower

Establish the Center for Support to Health Development to coordinate the improvement of health professions education and care delivery in Colombia.

Foundation for Higher Education, Cali, Colombia (36,644 484,944 36,644 —

Provide a fellowship in health administration.

Central University of Ecuador, Quito (Margotita Veranaco Aitco) — 36,000 4,894 8,678 —

These projects were funded under pre-1997 strategies which are being phased out.
## PRE-1987 PROGRAMS

<table>
<thead>
<tr>
<th>Program Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a fellowship in medical sociology</td>
<td>—</td>
<td>80,000</td>
<td>39,072</td>
<td>31,634</td>
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<tr>
<td>(Raul Antonio Castro)</td>
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<tr>
<td>Provide a fellowship in nursing</td>
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<td>20,138</td>
<td>987</td>
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<tr>
<td>(Maria Pilar Besa)</td>
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<tr>
<td>University of Guayaquil, Ecuador</td>
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<td>35,000</td>
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<td>(Sonia Gomaz)</td>
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<tr>
<td><strong>Policy</strong></td>
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<tr>
<td>Provide advice and direction in the Foundation’s Latin American health programming</td>
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<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>11,519</td>
<td>445,832</td>
<td>11,519</td>
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</tr>
<tr>
<td><strong>Services</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Increase understanding about child health care needs in</td>
<td></td>
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<tr>
<td>Third World countries by publishing a book on the lessons learned by projects in</td>
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<tr>
<td>northeastern Brazil University of Virginia, Charlottesville</td>
<td>—</td>
<td>8,000</td>
<td>—</td>
<td>—</td>
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<tr>
<td><strong>Provide a fellowship in clinical pathology</strong></td>
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<td>Catholic University Madre Y Maestra, Santiago, Dominican Republic</td>
<td>—</td>
<td>37,828</td>
<td>4,159</td>
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<tr>
<td>(Pedro Bistone)</td>
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<tr>
<td><strong>Provide a fellowship in health planning</strong></td>
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<td>Catholic University Madre Y Maestra, Santiago, Dominican Republic</td>
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<tr>
<td>(Fernando Rojas)</td>
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<tr>
<td><strong>Provide a fellowship in pediatric general surgery</strong></td>
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<td>22,000</td>
<td>5,080</td>
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<tr>
<td>Catholic University Madre Y Maestra, Santiago, Dominican Republic</td>
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<tr>
<td>(Oscar Lopez Caramache)</td>
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</table>

### UNITED STATES

#### RURAL LIFE

**Education and Training**

Conduct a national dissemination program of results of the Foundation-assisted Family Community Leadership project to encourage its adoption in other areas.

Oregon State University Foundation, Corvallis

Provide public affairs leadership training for homemakers and others through replication of the Family Community Leadership Project.

Auburn University, Alabama

University of California, Berkeley

University of Connecticut Foundation, Storrs

Curators of the University of Missouri, Columbia

Florida Extension Homemakers Council, Lake Hamilton

University of Georgia, Athens

University of Guam, Mangilao

University of Idaho, Moscow

Board of Trustees of the University of Illinois, Champaign

Indiana Extension Homemakers Association, Valparaiso

Iowa State University of Science and Technology, Ames

Kansas 4-H Foundation, Inc., Manhattan

Michigan State University, East Lansing

Mississippi State University, Mississippi State

Montana State University, Bozeman

University of Nebraska, Lincoln

**Additional Programs**

- Assist with a dissemination conference on projects which improve the quality of life for disabled adults and lower their cost of care through use of residential settings.
  - American Association of Homes for the Aging, Washington, D.C.
  - Demonstrate comprehensive, communitywide health services in Battle Creek through consolidation of the community's two general hospitals under the Battle Creek Health System.
  - Battle Creek Health System, Michigan
  - Demonstrate comprehensive, integrated cost-effective health care delivery systems that can serve as national models for improving rural health care.
  - Lutheran Hospitals and Homes Society of America, Fargo, North Dakota
  - University of North Dakota, Grand Forks
  - Demonstrate the advantages of family care over nursing home care by providing a model, hospital-directed, family care program for the frail elderly.
  - Miller-Dwan Medical Center Foundation, Duluth, Minnesota
  - Develop a comprehensive, more cost-effective emergency medical services system for the greater Battle Creek area to provide improved prehospital care.
  - Battle Creek Health System, Michigan
  - Demonstrate a geriatric day care program for Calhoun County frail elderly.
  - Calhoun County Medical Care Facility, Battle Creek, Michigan
  - Develop a model volunteer network of support services to isolated elderly people in northeastern Montgomery County, Maryland.
  - Montgomery General Hospital, Inc., Olney, Maryland
  - Develop a geriatric nurse practitioner education for registered nurses and foster strong links between schools of nursing and the nursing home field.
  - University of Arizona, Tucson
  - University of California, San Francisco
  - University of Washington, Seattle
  - Develop support services to help the elderly remain in home settings within their community.
  - Center for Research in Ambulatory Health Care Administration, Denver, Colorado
  - University of Missouri, Columbia
  - Encourage comprehensive, communitywide, cost-effective health care services in Battle Creek, Michigan, initially through consolidation of the community's two general hospitals.
  - Greater Battle Creek Foundation, Michigan
  - Evaluate the social, economic, and organizational outcomes from the consolidation of Battle Creek's two community hospitals.
  - Battle Creek Health System, Michigan
  - Improve care for the elderly through partnerships between community college associate degree nursing education and nursing homes.
  - Community College of Philadelphia, Pennsylvania
  - Oregon State University, Portland, Oregon
  - Shoreline Community College, Seattle, Washington
  - Triton College, River Grove, Illinois
  - Valencia Community College, Orlando, Florida
  - Weber State College, Ogden, Utah

**New** | **Total** | **Fiscal Year Payments** | **Unpaid** |
<table>
<thead>
<tr>
<th></th>
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<td>289,900</td>
<td>95,300</td>
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</tr>
</tbody>
</table>
North Carolina State University, Raleigh 50,000 50,000 50,000
North Dakota State University, Fargo 50,000 50,000 50,000
Ohio State University, Columbus (Ohio State University Research Foundation, Columbus, payee) 50,000 50,000 50,000
Oklahoma State University, Stillwater 50,000 50,000 50,000
South Carolina Extension Homemakers Council, Clemson 50,000 50,000 50,000
South Dakota State University, Brookings 50,000 50,000 50,000
Tennessee Extension Homemakers Council, Beech Grove 50,000 50,000 50,000
Texas Extension Homemakers Association, Tulia 50,000 50,000 50,000
Utah State University, Logan 50,000 50,000 50,000
West Virginia Extension Homemakers Council, Inc., Morgantown 50,000 50,000 50,000
Wisconsin Extension Homemakers Council, Inc., Spring Green 50,000 50,000 50,000
University of Wyoming, Laramie 50,000 50,000 50,000

Organizational Development
Focus institutional resources on rural problems and issues by establishing a Community Information Education Service; disseminate the lessons learned
University of Illinois, Urbana 13,300 1,185,667 78,199 114,674

LIFELONG LEARNING

Citizen Boards
Strengthen the directorial abilities of voluntary boards of trustees of nonprofit organizations
Association of Governing Boards of Universities and Colleges, Washington, D.C. — 130,325 — —

Educational Delivery Systems
Provide advice and direction in the Foundation’s programming area of libraries
Consultants—W.K. Kellogg Foundation, Battle Creek, Michigan — 55,921 550 5,968

Continuing Professional Education
Provide advice and direction in the Foundation’s programming area of lifelong learning
Consultants—W.K. Kellogg Foundation, Battle Creek, Michigan 78,000 648,315 30,691 47,309

CHILDREN, YOUTH, AND FAMILIES

Private Sector Role in Service Delivery
Implement the U.S. Presidents Volunteer Action Awards Program to focus public attention on outstanding volunteers
VOLUNTEER, The National Center, Arlington, Virginia 25,000 125,000 25,000 —

Opportunities for Youth
Improve students’ understanding of economics by implementing the Applied Economics program in the greater Battle Creek area high schools
Junior Achievement of South Central Michigan, Inc., Battle Creek — 43,560 15,944 —

COMMUNITYWIDE, COORDINATED, COST-EFFECTIVE HEALTH SERVICES

Communitywide Multi-Institutional Arrangements
Assist in the development of a comprehensive health service plan for adolescents in Battle Creek
North Avenue Women’s Center, Battle Creek, Michigan 15,000 15,000 15,000 —

Improve health services for families by developing birthing centers in two low-income minority communities and fostering integration of such centers into health delivery systems
Maternity Center Association, New York City 98,913 1,991,370 232,072 679,976

Improve institutional, cost-effective care for the elderly in Europe and the United States through an international scholars exchange program
University of Michigan, Ann Arbor — 994,420 175,540 —

Improve people’s access to quality health care by using refined executives to help shape the delivery of cost-effective services
Detroit Executive Services Corp., Michigan — 270,794 94,200 68,200

Improve the delivery of ambulance services to residents of Ross and Richland Townships by helping Area Ambulance Service meet state standards and obtain self-sufficiency
Ross Township, Augusta, Michigan 35,000 65,000 35,000 —

Promote communitywide health service planning and coordination by reorganizing Southwest Michigan Health Systems Agency, Inc., into a health coordinating council designed to address local concerns and service gaps
Southwest Michigan Health Coordinating Council, Inc., Kalamazoo — 1,268,987 194,907 —

Unify out-of-hospital health care for people in northeastern Vermont to make it more cost effective while assuring quality and access
Northern Counties Health Care, Inc., St. Johnsbury, Vermont — 528,841 134,904 123,875

New Tools/Quantification
Implement a national human implant registry system to improve the efficiency and effectiveness of health services delivery
Medic Alert Foundation International, Turlock, California — 250,000 — 43,000

Implement systems that measure cost-conscious clinical practice and provide continuing professional education that reinforces efficient practice
Butterworth Hospital, Grand Rapids, Michigan 26,040 477,886 131,826 11,202
Cleveland Clinic Foundation, Ohio — 220,058 80,630 121

Improve the cost-effectiveness of hospital medical services by testing the medical practice evaluation model developed by Johns Hopkins Hospital in four other teaching hospitals
Johns Hopkins Hospital, Baltimore, Maryland — 172,300 86,150 —

Improve the efficiency and effectiveness of primary care provided in office practices
North American Primary Care Research Group, Richmond, Virginia 100,140 1,251,333 232,603 —

Improve the elderly’s access to less costly health care by developing a consumer cooperative for identifying and negotiating the purchase of health care services
United Seniors Health Cooperative, Washington, D.C. 100,000 716,000 156,913 —

Increase access to health care services for the uninsured and underinsured through improved information systems
University of California, San Francisco — 867,539 283,334 283,442
Rockford Council for Affordable Health Care, Illinois — 277,663 101,714 96,296

Increase efficiency and effectiveness in health care facilities by adapting management innovations from industry to multihospital systems; share results nationally
Lutheran Hospital Society of Southern California, Los Angeles — 20,907 — —

These projects were funded under pre-1997 strategies which are being phased out.
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total</th>
<th>New</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

### Cost-Continguous Professional Education

- Implement a computer-based health promotion program for nursing students at the University of Wisconsin, Madison.
- Promote health-related practices in nursing education, including simulation and laboratory exercises.

### Education and Health Promotion Professionals

- Implement a community-wide health promotion program targeting health care professionals.
- Provide ongoing support and evaluation for the program.

### Health Care Policy Making

- Implement models of health care policy making and practice that reflect appropriate preparation and use of nurses in primary care settings.
BETTERMENT OF HEALTH

Health Promotion Services

Design, conduct, and evaluate a model health promotion project for inner-city adolescents
International Center for Integrative Studies, New York City

- 1,063
- 752,401
- 1,063

Develop a health promotion demonstration to assess multiple risk factors affecting pregnant adolescents and their unborn infants
Bard College, Annandale-on-Hudson, New York

- 49,000
- 2,298,950
- 422,810

Develop a program that teaches preschoolers patterns of basic health and wellness for future healthy lifestyles
Northern Michigan Hospitals, Inc., Petoskey

- 79,500
- 208,400
- 130,100

Develop and operate, through a church network, a program to reduce the risks of chronic diseases among rural, low-income blacks
General Baptist State Convention of North Carolina, Inc., Raleigh

- 853,770
- 55,000
- 1,532

Disseminate information about a Foundation-assisted model health promotion project for inner-city youth
International Center for Integrative Studies, New York City

- 44,699
- 44,699
- 44,699

Enhance health of predominantly Hispanic communities through school health promotion and development of a community laboratory, disseminate lessons learned
Laredo-Webb County Health Department, Laredo, Texas

- 1,565,367
- 190,676
- 203,908

Evaluate the effect of worksite health promotion activities on corporate costs in collaboration with Blue Cross-Blue Shield of Vermont/New Hampshire and Northeast Ohio Health Services Foundation, Chicago, Illinois

- 685,769
- 100,168

Evaluate the effects of the "Growing Healthy" school-based curriculum on elementary school children's academic performance and school attendance
Board of Education of the City of New York, Brooklyn

- 35,000

Help the elderly maintain their independence by developing communitywide health promotion programs geared to their special needs
Chattanooga-Hamilton County Health Department, Tennessee

- 671,690
- 142,134
- 296,836

Health Education Center, Pittsburgh, Pennsylvania

- 1,070,530
- 297,197
- 253,841

North Central Technical Institute, Wausau, Wisconsin

- 932,918
- 136,256
- 129,756

Implement a patient health promotion service that emphasizes physician involvement in risk reduction
Wayne State University, Detroit, Michigan

- 2,000
- 761,128
- 2,000

Improve health of students, as well as staff and faculty, through a universitywide, nurse-coordinated, health promotion program
Pace University, Pleasantville, New York

- 1,330,071
- 210,433
- 305,519

Improve the abilities of elderly to maintain health and independent living through a nationwide health promotion program
Dartmouth College, Hanover, New Hampshire

- 1,051,710

Improve the health of Detroit's black and impoverished elderly by developing model nutrition and health promotion services
Wayne State University, Detroit, Michigan

- 986,666
- 224,191
- 402,038

Improve the health of adolescents and elderly in medically underserved eastern Virginia by establishing a nurse-managed clinic and a faculty/student operated mobile unit
Hampton University, Virginia

- 743,092
- 140,891

Initiate an educational program to add health promotion criteria to the curriculums of health science graduates
University of Tennessee Center for the Health Sciences, Memphis

- 6,125
- 1,850,625
- 411,199
- 110,566

Promote human well-being by developing effective health risk assessment skills in physicians and dentists
University of Michigan, Ann Arbor

- 356,298
- 228,098

Use educational technology to develop alternative approaches to adult learning for the registered nurse
Michigan State University, East Lansing

- 73,880

Health Promotion Policy

Conduct a two-year study to define the roles and functions of public health agencies in the development of national public health policy
National Academy of Sciences, Washington, D.C.

- 663,727
- 3,776

Design a health maintenance/disease prevention program through the study of dietary components for individuals with chronic diseases
National Academy of Sciences, Washington, D.C.

- 500,000

Examine the characteristics of national health promotion programs to assess appropriate directions for public policy formulation in the field
Harvard University, Boston, Massachusetts

- 265,215

Identify useful strategies for curtailing cigarette smoking and make legislative policy recommendations to encourage health promotion
Harvard University, Cambridge, Massachusetts

- 100,000
- 907,900
- 369,926
- 8,205

Improve peoples health status by developing recommendations for integrating preventive health care services into clinical settings
American College of Preventive Medicine, Washington, D.C.

- 99,512
- 185,512
- 99,512

Promote and advance the concept of health promotion by building communications networks between lay and professional groups involved in health promotion activities; evaluate project results
National Center for Health Education, New York City

- 100,000
- 2,050,000
- 393,600
- 6,400

Strengthen the evaluation and dissemination activities of Foundation-funded projects in health promotion and disease prevention
University of North Carolina, Chapel Hill

- 1,050,368
- 233,867

Compatible Computerized Data Systems

Design and implement a coordinated statewide data management system to integrate public health information between the Department and local health departments
Michigan Department of Public Health, Lansing

- 4,108,616
- 422,000
- 243,000

Safeguard public health by developing a groundwater monitoring survey in 77 southwestern Michigan counties
Western Michigan University, Kalamazoo

- 99,941
- 518,512
- 99,941

Education of Health Professionals in Public Health

Develop senior-level professionals who have the broad understanding and skills to provide leadership in solving problems in environmental health
Johns Hopkins University, Baltimore, Maryland

- 9,574,544
- 265,571
- 190,169

Educate agriculturalists and health professionals to deal effectively with farm-related occupational/environmental health problems
University of Iowa, Iowa City

- 1,227,745
- 418,589
- 398,589

Improve the health and safety of individuals in farm communities through new extension programs and education of university students for careers in rural areas
Medical University of South Carolina, Charleston

- 787,000
- 206,228
- 427,772
**PRE-1987 PROGRAMS**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve workplace health and safety by developing an interdisciplinary educational program in occupational and industrial health for the northeastern United States</td>
<td>—</td>
<td>396,138</td>
<td>104,404</td>
<td>41,282</td>
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<td>University of Massachusetts, Worcester</td>
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<td>188,280</td>
<td>21,073</td>
<td>1,652</td>
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<tr>
<td>Integrate the master's of public health degree into four family practice residencies</td>
<td>—</td>
<td>560,400</td>
<td>79,451</td>
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<tr>
<td>Loma Linda University, California</td>
<td>—</td>
<td>764,060</td>
<td>100,054</td>
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<tr>
<td>Prepare health professionals to effectively diagnose, treat, and prevent occupational illnesses and injuries among U.S. workers</td>
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<tr>
<td>Greater Cincinnati Occupational Health Center, Ohio</td>
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<td>105,000</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Prepare physicians, pharmacists, nurses, and industrial hygienists in environmental health and educate the public on related issues</td>
<td>—</td>
<td>368,820</td>
<td>128,372</td>
<td>204,260</td>
</tr>
<tr>
<td>University of Arkansas, Fayetteville</td>
<td>—</td>
<td>205,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Promote the preparation and use of occupational/environmental health professionals by evaluating and sharing nationally the experiences of related Foundation model projects</td>
<td>—</td>
<td>368,820</td>
<td>128,372</td>
<td>204,260</td>
</tr>
<tr>
<td>University of Cincinnati, Ohio</td>
<td>—</td>
<td>105,000</td>
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</table>

**COMPREHENSIVENESS/CONTINUITY OF HEALTH CARE**

<table>
<thead>
<tr>
<th>Project Description</th>
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<th>Total</th>
<th>Fiscal Year Payments</th>
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</thead>
<tbody>
<tr>
<td>Manpower</td>
<td>—</td>
<td>107,034</td>
<td>1,507,215</td>
<td>5,213</td>
</tr>
<tr>
<td>Demonstrate and evaluate nurse-physician team training in family practice</td>
<td>—</td>
<td>99,743</td>
<td>99,743</td>
<td>—</td>
</tr>
<tr>
<td>University of Missouri, Columbia</td>
<td>—</td>
<td>99,743</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Plan, implement, and evaluate a communications development workshop designed to improve quality of health services through increased collaboration between physicians and nurses</td>
<td>—</td>
<td>371,776</td>
<td>643,576</td>
<td>93,832</td>
</tr>
<tr>
<td>University of Georgia, Athens</td>
<td>—</td>
<td>371,776</td>
<td>643,576</td>
<td>93,832</td>
</tr>
<tr>
<td>Reinforce the Kellogg pharmaceutical clinical scientist programs values and strengths by providing annual assessment-dissemination meetings and publishing a monograph</td>
<td>—</td>
<td>371,776</td>
<td>643,576</td>
<td>93,832</td>
</tr>
<tr>
<td>University of Minnesota, St. Paul</td>
<td>—</td>
<td>371,776</td>
<td>643,576</td>
<td>93,832</td>
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**HEALTH CARE COST CONTAINMENT**

<table>
<thead>
<tr>
<th>Project Description</th>
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<th>Fiscal Year Payments</th>
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<tbody>
<tr>
<td>Manpower</td>
<td>—</td>
<td>584,306</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Develop interdisciplinary undergraduate, graduate, doctoral, and/or continuing education programs in nursing administration to better prepare nurses for management roles</td>
<td>—</td>
<td>584,306</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>University of Pennsylvania, Philadelphia</td>
<td>—</td>
<td>584,306</td>
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**QUALITY HEALTH CARE**

<table>
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<th>Project Description</th>
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<tbody>
<tr>
<td>Manpower</td>
<td>—</td>
<td>454,000</td>
<td>16,227</td>
<td>—</td>
</tr>
<tr>
<td>Advance the application of new knowledge in health care delivery through two new publications by the Health Administration Press</td>
<td>—</td>
<td>454,000</td>
<td>16,227</td>
<td>—</td>
</tr>
<tr>
<td>Foundation of the American College of Healthcare Executives, Chicago, Illinois</td>
<td>—</td>
<td>80,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Make medical care more efficient and assure its continuity by forming a national clearinghouse to provide leadership to the allied health professions and educational institutions</td>
<td>—</td>
<td>80,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>University of Alabama, Birmingham</td>
<td>—</td>
<td>22,203</td>
<td>4,771</td>
<td>1,565</td>
</tr>
<tr>
<td>Provide advice and direction in the Foundation’s programming area of health services: Trustee education</td>
<td>—</td>
<td>437,171</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>—</td>
<td>437,171</td>
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**ACCESS/AVAILABILITY OF HEALTH CARE**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>New</th>
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<th>Fiscal Year Payments</th>
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<tbody>
<tr>
<td>Manpower</td>
<td>—</td>
<td>205,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Establish a wide family practice residency programs</td>
<td>—</td>
<td>307,500</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Marquette General Hospital, Michigan</td>
<td>—</td>
<td>307,500</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Evaluate and disseminate information about the primary care curriculum and its impact on medical graduates and their patients</td>
<td>—</td>
<td>368,820</td>
<td>128,372</td>
<td>204,260</td>
</tr>
<tr>
<td>University of New Mexico, Albuquerque</td>
<td>—</td>
<td>368,820</td>
<td>128,372</td>
<td>204,260</td>
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<tr>
<td>Services</td>
<td>—</td>
<td>105,000</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Provide advice and direction in the Foundation’s programming area of ambulatory care</td>
<td>—</td>
<td>105,000</td>
<td>—</td>
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<tr>
<td>Consultants-W.K. Kellogg Foundation, Battle Creek, Michigan</td>
<td>—</td>
<td>105,000</td>
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**INTERNATIONAL**

<table>
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<tr>
<td>Manpower</td>
<td>—</td>
<td>669,946</td>
<td>2,122</td>
<td>—</td>
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<tr>
<td>Conduct a workshop for 14 countries to explore ways to change regulations governing nursing education and practice</td>
<td>—</td>
<td>62,875</td>
<td>19,000</td>
<td>—</td>
</tr>
<tr>
<td>University of West Indies, Trinidad and Tobago</td>
<td>—</td>
<td>62,875</td>
<td>19,000</td>
<td>—</td>
</tr>
<tr>
<td>Develop a framework for networking/communication between nursing leaders in the Americas to increase and improve nursing involvement in primary health care</td>
<td>—</td>
<td>99,000</td>
<td>99,000</td>
<td>99,000</td>
</tr>
<tr>
<td>University of California, San Francisco</td>
<td>—</td>
<td>99,000</td>
<td>99,000</td>
<td>99,000</td>
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**HEALTH CARE COST CONTAINMENT**

<table>
<thead>
<tr>
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<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower</td>
<td>—</td>
<td>61,500</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Promote information exchange among leaders in health administration and education internationally</td>
<td>—</td>
<td>61,500</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Institute of Public Administration, Dublin, Ireland</td>
<td>—</td>
<td>61,500</td>
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**New Commitments Made This Fiscal Year**

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<tr>
<th>Fiscal Year Payments</th>
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<tr>
<td>—</td>
<td>132,545,706</td>
<td>—</td>
<td>—</td>
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<td>—</td>
<td>—</td>
<td>447,862,835</td>
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**New Current Commitments During This Fiscal Year**

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<tr>
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<th>Unpaid</th>
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<tbody>
<tr>
<td>—</td>
<td>107,196,934</td>
<td>—</td>
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**Unpaid Commitments August 31, 1968**

<table>
<thead>
<tr>
<th>Fiscal Year Payments</th>
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<th>Total</th>
<th>Fiscal Year Payments</th>
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<tbody>
<tr>
<td>—</td>
<td>132,313,991</td>
<td>—</td>
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**Uncommitted Appropriations August 31, 1968**

<table>
<thead>
<tr>
<th>Fiscal Year Payments</th>
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<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
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<tbody>
<tr>
<td>—</td>
<td>34,481,002</td>
<td>—</td>
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**Total Appropriated for Future Payments August 31, 1968**

<table>
<thead>
<tr>
<th>Fiscal Year Payments</th>
<th>New</th>
<th>Total</th>
<th>Fiscal Year Payments</th>
<th>Unpaid</th>
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<tbody>
<tr>
<td>—</td>
<td>166,794,933</td>
<td>—</td>
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“I’ll invest my money in people.”
— W.K. Kellogg