



A Partner With Communities Where Children Come First

Director of Food, Health and Well-Being

**W.K. Kellogg Foundation
Battle Creek, MI**

THE SEARCH

The W.K. Kellogg Foundation (WKKF), founded in 1930 as an independent, private foundation by breakfast cereal pioneer, Will Keith Kellogg, is among the largest philanthropic foundations in the United States. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work and life.

Over the course of several years, the foundation worked with the board of trustees and staff to create a strategy that would link future activities to the past vision and create a clear focus for its work. The resulting strategic framework is focused on the health, well-being and education of vulnerable children and their families; breaking the generational cycle of poverty and creating sustainable social change. The foundation is committed to the active pursuit of racial equity, the eradication of structural racism and the promotion of racial healing, the efficacy of place-based work and the rigorous encouragement of civic and community engagement.

Based in Battle Creek, Michigan, the Kellogg Foundation works throughout the United States and internationally, as well as with sovereign tribes. Special emphasis is paid to priority places where there are high concentrations of poverty and where children face significant barriers to success. WKKF's priority locations in the U.S. are located in Michigan, Mississippi, New Mexico and New Orleans; and internationally, are in Mexico and Haiti.

The foundation is seeking a director of food, health and well-being. This is a newly created position and a rare opportunity for the director to lead the food, health and well-being team in achieving significant progress by utilizing extraordinary assets including: a talented, experienced and dedicated team; an innovative strategic framework that guides the work and is in turn refined by on-the-ground results; a culture of experimentation and risk-taking, learning from experience and applying leading practices; and a strong endowment.

The director is responsible for the success of the food, health and well-being portfolio. This includes setting the strategic direction, aligning strengths internally on the team and within the greater foundation, maintaining a strong external presence and upholding the Foundation's core values of community engagement and racial equity.

The W.K. Kellogg Foundation has retained the executive search firm Isaacson, Miller to assist in this search. Inquiries, nominations and applications should be directed to Isaacson, Miller at the address listed at the end of this document. All communications will be held in strict confidence.

HISTORY AND BACKGROUND

The W.K. Kellogg Foundation was established in 1930 by breakfast cereal pioneer Will Keith Kellogg. During his lifetime, Mr. Kellogg donated \$66 million in Kellogg Company stock and other investments "to help people help themselves." When creating the foundation, Mr. Kellogg told his staff to "use the money as you please, as long as it promotes the health, happiness and well-being of children." Following his wishes, the foundation was established as a child welfare organization that focused its initial work within the state of Michigan. Over the years, WKKF's programming has evolved, striving to remain innovative and responsive to the ever-changing needs of communities, while remaining grounded in Mr. Kellogg's legacy and concern for children.

"It has given me a great deal of satisfaction to feel that the contributions of the foundation will help children everywhere to face the future more confidently, healthier in mind and body, and more secure in their trust of this country and its institutions."

- W.K. Kellogg

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

From modest beginnings, with programs that served the health and education needs of youth in south-central Michigan, the organization has grown into one of the world's largest private foundations. As of August 2013, the foundation and the foundation trust's combined assets totaled approximately \$8.2 billion. The foundation continues to benefit from sound investment strategies, which provide consistent resources to support the mission and resulted in distributions for the last fiscal year of \$342 million toward programs and operations.

MISSION AND VISION

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

In 2007, the W.K. Kellogg Foundation engaged in a strategic planning process that built on the organization's enduring core values to create new and effective models for investments, grant-making and programming efforts. The resulting strategic framework created comprehensive change both in the internal workings of the foundation and in its external initiatives. The innovative framework seeks full integration of all aspects of the foundation's work and outlines the organization's aspirations to make significant social change over the next decade. As part of this framework, the foundation will lead dialogue, sustain communities, invest in opportunity, share expertise, advocate for change and explore the application of research in order to meet the following organizational vision:

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

Building on more than 80 years of experience, the new framework recognizes that success for vulnerable children depends on an intricate weave of elements. In service to this new strategic mission and vision, the programming interests of the W.K. Kellogg Foundation focus on three key elements: education and learning; food, health and well-being; and family economic security. The integration of these elements to help children learn, develop and stay healthy, and strengthen families all happen within the context of communities and places. The foundation's work to improve the lives of children and families connects to different stages of a young person's growth, with a core focus on the early years of a child's life. To integrate each element into a community, three teams of foundation staff members focus on the objectives of each dimension.

In strategizing to integrate these elements into building partnerships and creating more thriving communities for children, the foundation focuses on two approaches: racial equity and civic/community engagement, which cuts across and infuses the three key elements. Teams of foundation staff members also focus on the objectives of both of these dimensions.

WKKF works throughout the United States, in Haiti, Mexico, northeastern Brazil and southern Africa, and with sovereign tribes to make positive change to children's lives. Wherever we partner, we operate with the belief that significant and lasting change begins with individuals and communities coming together to advance children's best interests.

In the United States there is tremendous opportunity for innovation across the nation. Understanding the limitations of the foundation's resources, our focus is to make a clear positive impact and create conditions that help vulnerable children, their families and communities achieve success in school, work and life. We work at the national level to advance education, health and economic security as well as at the place-based levels to examine the effectiveness of social change efforts in a limited number of geographic locations. The four U.S. places are Michigan, Mississippi, New Mexico and New Orleans, chosen in part because of the deep history of grant-making, existing relationships, and in some cases, infrastructure to leverage. We are focused on aligning and integrating our national and our place-based work for greatest success.

Beyond the U.S., the Kellogg Foundation funds change making efforts in Mexico, Haiti, Brazil and southern Africa. In Mexico, we have named Chiapas and the Yucatan Peninsula for place-based

work and we are in the process of naming specific communities in Haiti. All of the Kellogg Foundation work aims to be highly aligned and integrated so that we can facilitate and share experiences as well as the practical application of knowledge both internally, and within and among geographies and communities of practice.

FOOD, HEALTH AND WELL-BEING (FHWB)

All children need a healthy start, good nutrition, physical activity and accessible health care in order to thrive in school, work and life. Yet many children, especially those in the most vulnerable communities, face disproportionately high barriers to acquiring these fundamentals. Children of color, in particular, face significant disparities, beginning with unacceptably high infant mortality rates and low breastfeeding rates. Food plays a vital role in overall health and too many communities lack access to healthy, affordable, fresh, local and sustainably grown food. Equally important is some communities' lack of safe places for children to play outdoors.

WKKF works alongside communities – especially those facing health inequities – to support community-based approaches in four key areas: perinatal care, first food (breast milk as the optimal first food), school and community food and natural and built environments. In their national grant-making and investments in priority places, WKKF supports efforts to improve the health of mothers and families; to increase breastfeeding rates; to transform food systems so children and families have healthier foods in child care settings, in schools and in their communities; and to create safe natural and built environments. By addressing the health and well-being of children on a number of interrelated fronts, the foundation seeks to create a set of conditions within communities that support and encourage optimal child development at home, at school and at play. The foundation seeks funding opportunities that allow it to make progress in ensuring all children grow and reach optimal well-being by living in secure families, having access to fresh, local healthy food, physical activity and access to quality health care.

OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR OF FOOD, HEALTH AND WELL-BEING

The director will motivate, inspire and work in concert with a team of highly seasoned program officers to strengthen, integrate and grow this important area of focus. Reporting to the vice president for program strategy, the director will also work closely with the director for education and learning and the director of family economic security. Together, they will build partnerships that successfully incorporate assets from each team that leverage the overall strengths of the foundation. These partnerships will serve as catalysts for strengthening communication both within FHWB and also across the foundation. The director is responsible for cultivating successful collaborations both within and across teams. Other challenges and opportunities for the next director include:

Chart the strategic direction

The director will work closely with the program officers to understand the work that has already

been accomplished and the hopes for where it is headed. S/he will be responsible for providing focused, imaginative leadership, ensuring that it extends and strengthens its record of innovative philanthropy. This will include working with the program officers, fellow directors and vice presidents for program strategy to develop and implement a strategic plan.

Align strengths within the food, health and well-being team

This focus area is fortunate to have a strong team of program officers who are experts in their field. The director will be instrumental in aligning the research interests and deep knowledge across team members to form new partnerships and synergies. The director must be able to see the opportunities for funding and collaboration across subject areas and ensure that it is effective both internally and externally. In conjunction with building partnerships, the director must manage a team of highly-competent and successful leaders who, until now, have largely operated independently.

Leverage the work of food, health and well-being across the foundation

The W.K. Kellogg Foundation is rich with intellectual resources. The director will have the privilege of building partnerships and alliances between food, health and well-being and the other program areas. With an eye to interdisciplinary relationships, the director will help to build innovative connections across the foundation to foster truly pioneering philanthropy.

Cultivate and maintain the program's external image

The W.K. Kellogg Foundation has a strong reputation as a leader in philanthropic work with vulnerable children. The area of food, health and well-being has been a focus area of the foundation since its founding. Serving as an articulate and credible spokesperson, the director must work with external stakeholders and peers to champion these issues, attending and speaking at national conferences and encouraging and supporting publications from within the program area.

See funding opportunities through the lens of community engagement and racial equity

Since its inception, the mission of the foundation has been clear. The director must work with the program officers to develop funding opportunities not only in line with food, health and well-being but also the broader mission of the foundation. These ideals and standards include particular focus on community engagement and racial equity.

QUALIFICATIONS AND EXPERINCE

Leadership

- Serve as a leader for the execution of the foundation's strategic framework within FHWB
- Analyze current policies, trends, systems, issues and other relevant data to assess the national landscape and identify key leverage points for WKKF investment.
- Identify and engage leadership and other partners for change efforts, ensuring commitment and readiness to persevere through the change process. Encourage,

support and coach high potential individuals to build and enhance their leadership capacity.

- Play an active, facilitative role in strategy and systems change dialogues, including effectively addressing sensitive issues such as mental models/assumptions, power dynamics, historical contexts and racial inequities.
- Act as a liaison/ombudsman garnering the trust and respect of external partners; understanding and translating the WKKF framework and integration of program efforts.
- Collaborate closely with other program directors to ensure appropriate integration and alignment of program efforts and sharing lessons learned.
- Work with the Learning & Innovation team to ensure measurements/success indicators are in place to track and assess progress; regularly convene community partners to discuss priorities and share information/metrics.
- Develop and maintain strategic relationships to leverage participation of other foundations, businesses, governmental agencies and other key decision makers and stakeholders in alignment with WKKF core values and program interests.
- Continually survey the local, regional, state and national landscape to identify current and potential partners, leaders, funders, people of influence and other stakeholders.
- Serve as a convener and connector to broker relationships, partnerships, ventures and bring together people and organizations within assigned element or approach with common interests, energy and commitment as they relate to community change efforts.
- Develop methods and strategy for reaching out to and engaging youth as a strategic partner.
- Stay abreast of innovations occurring at the national level and potential application within the local contexts of WKKF's priority places.
- Understand, communicate and represent the foundation's mission, vision, core values and strategic framework to internal and external groups, including key stakeholders and intermediaries.

Program, Design, Management & Coordination

- Work with the element and approach teams to develop and integrate all aspects of programming macro and micro design, including: idea generation, meta-analysis and research, networking with key internal and external resources, advocacy, monitoring approach, and evaluation strategy.
- Work with the element and approach teams to coordinate and carry out all aspects of the grant-making process and manage a portfolio of grants, including recommending grants for funding; preparing funding documents; conducting site visits; providing strategic and technical assistance to grantees, ensuring completion of all aspects of knowledge management; and evaluating for effectiveness.
- Maintain up-to-date knowledge of the current grant portfolio within assigned element or approach, including funding requests under review and those that have been declined for funding.
- Carry out program objectives, plans and strategies to ensure integration of element and approach content expertise as it pertains to WKKF's priority places.
- Form, manage and disband task teams as appropriate.
- Maintain accurate and current knowledge about trends, movements, and developing policy to recommend and capitalize on emerging opportunities on behalf of vulnerable children and families.

Human Resources and Operational Management

- Responsible for management of performance of all direct reports within areas of responsibility to include performance planning, coaching, dialog, performance feedback and development.
- Participate in open communication, sharing of information, and conflict resolution within the element or approach team and across the organization.
- Prepare, propose and manage annual program and operating budgets; responsible for allocations within areas of responsibility.
- Manage day-to-day operations of the element or approach team, including personnel management and creating and maintaining an environment which fosters good team morale and effective utilization of resources and talent.

Education/Experience

- Bachelor's degree in a field relevant to assigned areas is required; Master's degree preferred.
- Significant work experience (8-10 years) in fields relevant to assigned responsibilities as well as a broad, generalist background with deep and comprehensive understanding of program design and development, systems, and networking. Distinguished in relevant field of practice.
- Evidence of effective work beyond areas of relevant field of practice and technical skills in one or more of the foundation's core programming areas.
- Successful experience working as part of a multidisciplinary team and working effectively with persons from diverse cultural, social and ethnic backgrounds.
- Deep knowledge of the broad social and economic forces, systems policy, theories, models and strategies surrounding food systems and access, sustainable agriculture and public health.
- Knowledge and sensitivity to effectively work with and support vulnerable communities including appreciation for historical context, discernment of relationship nuances and power dynamics, and understanding of social, racial and ethnic realities.

Core Competencies

- Ability to represent WKKF to a variety of stakeholders and intermediaries in a credible and influential way, with a selfless manner focusing on WKKF values and program objectives.
- Global thinker with demonstrated ability to develop and implement programs that have impact.
- Ability to translate concept to action.
- Highly developed facilitation, coaching, and engagement skills; comfort with managing diverse group dynamics and leading toward common desired outcomes.
- Problem solving skills, including the ability to develop novel approaches to solving problems.
- Sound judgment and the ability to make complex, multidimensional decisions based on both facts and knowledge of previous programming.
- Thorough knowledge and grasp of systems change and the ability to orchestrate the levers of change.
- Capacity to effectively use research and evaluation.

- Ability to establish policy frameworks and targets.
- Innovation orientation.
- Demonstrated risk taking and flexibility.
- High tolerance for ambiguity.
- Organization, administrative and management skills.
- Team effectiveness skills and the ability to use interpersonal and political skills in cooperative, collaborative, and diplomatic ways.
- Organizational and community savvy and constructive political skills.
- Demonstrated ability to integrate knowledge and learning.
- Demonstrated effectiveness in written and oral communication.
- Knowledge of human resources management/supervision, philosophy, policy, and legal compliance matters.
- Budgeting and contract negotiation skills.
- Team building and individual management skills.

TO APPLY

The W.K. Kellogg Foundation has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in confidence to:

Jack Gorman, Vice President
Ariannah Mirick, Senior Associate
Isaacson, Miller
263 Summer Street Boston, MA 02210
www.imsearch.com/5192

Electronic submission of materials is strongly
encouraged.

*The W.K. Kellogg Foundation is an equal opportunity employer and encourages candidates
of all backgrounds to apply.*