



**W.K. Kellogg Foundation  
PROGRAM OFFICER, MICHIGAN  
Health Equity  
Grand Rapids, Michigan**

## EXECUTIVE SUMMARY

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The W.K. Kellogg Foundation (WKKF), a leading philanthropic institution helping communities create the conditions children need to thrive, is seeking nominations and applications for the position of Program Officer on its Michigan team to strengthen the foundation's work in **Health Equity**. In recent years, the foundation has sharpened its focus on improving conditions for vulnerable children, concentrating on three key factors of success and their intersections: education and learning; food, health and well-being; and family economic security. The foundation has made a generational commitment to grantmaking in the region that advances the vision of a future in which every child thrives. The Michigan team partners closely with community stakeholders and policy makers to create a network of organizations working together to advance Michigan's economic stability, racial equity, and community and civic engagement, while increasing access to quality education, healthy food, and medical care for children and families in need.

Working in partnership across the three team offices for Michigan Programs led by its new Director Faye Nelson and in collaboration with WKKF national staff, the Program Officer will provide leadership and oversight for on-the-ground execution of program efforts that nurture opportunities for achieving positive systemic change for better education, health, and economic outcomes for children and their families throughout the state of Michigan. The Michigan team works in offices in Battle Creek, Detroit, and Grand Rapids and is a critical place-based team at the foundation. Particular areas of interest related to WKKF priorities as the Michigan Programs team grows include public health and health equity. The Program Officer will screen and recommend grants for funding, conduct site visits, manage and monitor a portfolio of grant programs aligned with the WKKF strategic framework, and collaborate within the Michigan Programs team and across the foundation to share learnings from both the place-based work and national work to inform grantmaking strategies at all levels. The Program Officer will maintain strong, authentic relationships with grant seekers and grantees and act as a spokesperson for the W.K. Kellogg Foundation, effectively communicating the foundation's goal of partnering with communities to improve the well-being of children and their families.

The ideal candidate will have deep knowledge of and experience with Michigan's diverse communities and will know how to foster collaboration and support for positive change among and with Michigan's most vulnerable children and families. S/he will bring specific knowledge in working in and partnering with the various systems that foster the success of communities and impact access to quality healthcare. S/he will possess a thorough knowledge of systems change and will be a holistic and interdisciplinary thinker with significant mastery of the broad social, economic, and place-based forces affecting the social determinants of health among communities and families in Michigan. S/he will have a demonstrated ability to oversee development and implementation of programs that target disparities and possess the skills to facilitate



authentic, productive dialogue within diverse communities and settings. S/he will possess a strong team orientation, a high tolerance for ambiguity, the ability to adapt quickly to change, and a record of success in working effectively with persons from diverse cultural, social, and ethnic backgrounds. The ideal candidate will have an advanced degree and substantial work and leadership experience in a relevant field.

The W.K. Kellogg Foundation is being assisted in this search by Katherine Jacobs and Melinda Hull of the national search firm [NPAG](#).

## HISTORY AND MISSION

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In 1930, breakfast cereal pioneer Will Keith Kellogg donated \$66 million in Kellogg Company stock and other investments “to help people help themselves” launching the W.K. Kellogg Foundation. The Foundation began its work in Michigan, but by the 1940s had expanded its work internationally and was breaking ground in areas such as rural children’s health, “mainstreaming” children with disabilities, and the development of the healthcare profession. By its 50<sup>th</sup> anniversary, the Foundation was among the world’s largest private philanthropic organizations and, now in its 83<sup>rd</sup> year, the Foundation celebrates over \$7 billion spent toward helping people to help themselves.

In 2007, the Foundation reviewed, revised, and refocused program goals toward helping vulnerable children and realigning with W.K. Kellogg’s original intent. The new mission statement reads:

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

To bring the vision of this refreshed mission into action, the Foundation unveiled a new strategic framework for its programming. Previously, both the organization and its grantmaking were structured around individual programming areas. The new framework, built on 80 years of grantmaking experience, recognizes that success for vulnerable children depends on an intricate tapestry of elements. The three program areas (Education and Learning; Food, Health, and Well-Being; and Family Economic Security) all play interconnected roles in creating an environment in which vulnerable children are protected, nurtured, equipped and stimulated to succeed. Moreover, the attention to racial equity, the eradication of structural racism, and the rigorous encouragement of civic and philanthropic engagement across each of these program areas is essential to the creation of a social context in which all children can thrive, particularly the most vulnerable.

## MICHIGAN PROGRAMS

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As the W.K. Kellogg Foundation’s home state, Michigan has always held a special place in its mission. The foundation has a focused team whose work in the region is committed to the health, happiness, and well-being of all children in the community. Critical to that effort is having the community fully engaged in its own outcome. The foundation believes that its work must focus on community and civic engagement as well as racial and economic equity in order to create real, systemic and lasting change for Michigan’s children and their families. 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.



## Grantee Highlights:

### Strong Beginnings

Strong Beginnings is dedicated to improving maternal-child health in communities of color, which have higher infant mortality rates than their white counterparts. The organization promotes racial equity and father engagement; and works to address issues affecting maternal-child health like poverty, unemployment, limited transportation and a lack of affordable housing. Community health workers partner with nurses and social workers at Kent County Health Department, Cherry Health and Spectrum Health MOMS on case management teams and connect families to job placement, transportation and housing resources. They take a holistic approach to improving participants' overall health with therapists on staff to provide mental health counseling, offering peer support groups and providing tools to help participants develop self-esteem and set goals for themselves and their children.

### Fair Food Network

Since 2009, the Fair Food Network has helped bring more fresh fruits and vegetables to low-income families in Michigan with its Double Up Food Bucks program, a model that also supports local farmers and infuses needed revenue into the state's economy. Supported in part by the W.K. Kellogg Foundation, the program doubles the value of SNAP benefits at participating local farmers markets and grocery stores. So, if a family spends \$20 in their SNAP benefits at a farmer's market, they get \$20 in free Double Up Food Bucks to spend on any Michigan grown fruits and vegetables. This means they can bring home \$40 worth of healthy food for just \$20.

### Community Learning Partnership

The Community Learning Partnership, a national nonprofit dedicated to developing community change studies - or community leadership programs - across the country, is helping to build the Detroit's future brigade of community leaders. The local CLP site, with support from the W.K. Kellogg Foundation, partners with local community organizations and area community colleges to develop degree and certificate programs in community change studies.

### Michigan League for Public Policy

The Michigan League for Public Policy is a nonprofit, nonpartisan statewide policy and advocacy organization dedicated to advancing economic security. With WKKF support, it established the Prosperity Coalition – a bipartisan, cross-sector, statewide partnership – to improve the lives of Michigan's vulnerable families and children through policy change.

### Michigan Roundtable for Diversity and Inclusion

The mission of the Michigan Roundtable is to build sustainable, inclusive communities. WKKF supports the Roundtable's Michigan Racial Equity Network, which promotes collaboration across healthcare, business, higher education, K-12 education, foundations, faith-based groups, and the arts and humanities, linking and coordinating efforts at the local and state levels to pursue collective action on behalf of racial equity.

## OPPORTUNITIES AND CHALLENGES FACING THE PROGRAM OFFICER

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The new Program Officer will join an extraordinary team of individuals who are passionate about eradicating social disparities and improving well-being for all children. S/he will also be part of a closely connected cross-disciplinary team executing the place-based work that spans across Michigan, Mississippi, New Mexico, New



Orleans, Haiti, and Mexico. The place-based teams strive to improve conditions across these diverse places by sharing best practices and aligning resources, approaches, and assessment of grantmaking to drive solutions for systemic social change.

The new Program Officer, Michigan, can expect to engage the following challenges and opportunities:

- ***Provide leadership and oversight for on-the-ground execution of program efforts that is aligned and integrated with the unified mission and vision of the foundation.*** The new Program Officer will develop a strong network of key stakeholders, policymakers, community leaders, and grantees that support the foundation's mission and inform and advance its work in Michigan. S/he will expand and deepen the foundation's work on health equity and public health, shaping the work and supporting communities to enhance the well-being of children and families in the state.
- ***Collaborate with and support prospective and existing grantees in developing funding strategies, requests, and plans with a focus on change making relevant to policy and advocacy.*** The Program Officer will provide high-level technical assistance to grantees including conducting site visits and consulting on model development, partnership negotiations, leadership capacity building, and coaching. S/he will identify and recommend grantmaking opportunities that leverage WKKF investments for maximum impact in creating systemic change, and s/he will maintain strong, authentic relationships with grant seekers and grantees, ensuring mutual understanding of WKKF program direction, goals, and expectations.
- ***Create learning communities and collaborative networks amongst grantees and partners, develop and manage learning and evaluation components for grants, and cultivate a wide breadth and depth of knowledge about trends, practices, and issues relevant to economic and/or health equity.*** The Program Officer will work closely with WKKF's Learning and Impact team to incorporate assessment components into program efforts to measure progress and impact. S/he will document and circulate lessons learned from grant investments, networking meetings, and other foundation-related activities. S/he will work collaboratively to identify and prioritize the highest value knowledge and learning from the foundation's grant investments and networking meetings.
- ***Build public and policy goodwill and awareness of issues affecting vulnerable children and families.*** The Program Officer will contribute ideas for how the foundation's highest value knowledge and learning could be packaged and disseminated to benefit nonprofit executives, business leaders, government officials, community leaders, parents, and other external stakeholders of the foundation. S/he will serve as a credible, articulate representative and spokesperson for the foundation and will communicate the program's strategic direction and funding interests to various audiences, internal and external to the foundation.

## QUALIFICATIONS OF THE IDEAL CANDIDATE

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While no one person will embody all of the qualities enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:

- Minimum five years' experience in public health or relevant field is preferred with a preference for a master's or terminal degree and significant relevant work experience (8+ years) within or partnered with public health systems and with strong state-wide networks and contacts.



- A broad, generalist background with deep and comprehensive understanding of health equity, public health systems and financing, program design and development, budgeting and contracts, and community engagement is preferred.
- Demonstrated flexible, multidisciplinary thinking required to address the social determinants of health and the drive to shape and inform the work based on the immediate issues and opportunities found in communities; understanding of the broad social and economic forces that affect communities and families and shape programming efforts; holistic and multi-dimensional approach to leadership development, organizational change, and community transformation;
- Sophisticated understanding of health disparities in Michigan and the related policy landscape; ability to navigate successfully the different legal, social, and political forces at play through the federal, state, local, and sovereign governance systems in Michigan; and familiarity with the different health delivery systems in Michigan and their funding, regulatory, and reform processes especially as it relates to other health related organizations serving Michigan communities.
- Expertise in understanding philanthropy's role in policy development to sustain program success and the current trends, movements, and best practices in developing policy to advance and magnify philanthropic investment and capitalize on emerging opportunities;
- Capacity to develop and implement impactful programs and effectively communicate conceptual program frameworks to grant-seekers and trustees; deep and comprehensive understanding of systems, networking, and community change;
- Demonstrated success in forging and stewarding partnerships with the private sector, government agencies, foundations, policymakers and stakeholders in health, racial justice and equity, economic development, education, and community organizations in support of children and families;
- The 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;
- Demonstrated ability to develop and implement programs that have impact; ability to think globally while working locally, representing WKKF to a variety of stakeholders and intermediaries in a credible and influential way and with a selfless manner focusing on values and the greater good;
- Successful experience working as part of a multidisciplinary team and working effectively with persons from diverse cultural, social and ethnic backgrounds; willingness to set aside a personal agenda in favor of organizational and/or community goals and objectives;
- Strong relationship building and communication skills; the ability to have authentic dialogue around sensitive issues including funding priorities, WKKF expectations, and community concerns; highly developed emotional intelligence and active listening skills, and the ability to use interpersonal and political skills in collaborative, diplomatic ways;
- Excellent writing, editing, analytical, and oral communication skills including the ability to collect, review, synthesize, and present information and findings;



- Ability to multitask and meet deadlines within designated timeframes, as well as demonstrated resourcefulness in setting priorities; strong organizational skills and exceptional attention to detail with the ability to work both independently, take initiative, and contribute ideas for enhancing performance;
- An optimistic outlook and the humor, integrity, and patience necessary to work within a transformative environment; and
- Ability to travel approximately 50 percent of time is required.

## APPLICATIONS AND NOMINATIONS

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More information about the W.K. Kellogg Foundation may be found at <http://www.wkkf.org>.

The search is being led by Katherine Jacobs and Melinda Hull of [NPAG](#). Due to the pace of this search, candidates are encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications, your resume (in Word format), and where you learned of the position should be sent to: [WKKF-POMIHE@nonprofitprofessionals.com](mailto:WKKF-POMIHE@nonprofitprofessionals.com). In order to expedite the internal sorting and reviewing process, please type your name (Last, First) as the only contents in the subject line of your e-mail.

***The W.K. Kellogg Foundation is an equal opportunity employer and proudly values diversity. Candidates of all backgrounds are encouraged to apply.***