
Kellogg National Leadership Program

A Practical Guide to
Leadership Development

Prepared by:
Roger H. Sublett
Delores Grubb
Maureen Myers
Jill Grant

Letter from the Director

Max DePree has stated that “To be a leader means having the opportunity to make a meaningful difference in the lives of those who permit leaders to lead.” Since 1980 the Kellogg National Leadership Program (KNLP) has focused on assisting emerging leaders in the development of leadership knowledge, skills, and competencies addressing human, societal, and community issues. Through the generous support of the Board of Trustees of the W.K. Kellogg Foundation and in partnership with hundreds of organizations across the United States, KNLP has worked with more than 700 fellows and 92 advisers in enhancing the leadership effectiveness of a generation of leaders.

KNLP has been an evolving program over the last 18 years. Through the process of operating a leadership development program, we have discovered certain core elements which have worked well. We have identified processes which encourage leadership growth, and we have created a flexible framework in which conceptual leadership models can evolve. These are made available in this practical guide to leadership development. We encourage you to use it as it is intended, i.e., as a “guide” to leadership development. Ultimately, each program must determine its own goals, objectives, and policies for implementation which allow for effective leadership growth for participants.

At the W.K. Kellogg Foundation (WKKF), we are still learning and working together to discover creative ways to foster leadership development among fellows, staff, and grantees. Eric Hoffer once said, “It is the **learner** who will affect the future. The **learned** find themselves equipped only to live in a world that no longer exists.” Thus, we have emphasized the **Leader/Learner** approach throughout the program’s evolution.

Has KNLP had a major influence on the development of leadership capacities? Through the Institute for Social Research’s evaluation, fellows have suggested the following influences which have been of significance to their personal and professional growth:

- KNLP encouraged the development of the ability and need to look at issues from an **interdisciplinary** viewpoint. Fellows clearly see why they are no longer able to view issues from a single dimension or narrow discipline.
 - KNLP emphasized the importance of an international perspective. Issues are not restricted to the United States only; a **global** outlook is essential to understanding issues at home and abroad and to be able to see the connection between the two.
 - Drawn from diverse disciplines, backgrounds, and fields, the rich resource of fellows, advisers, staff, and others provide an on-going **network** for continuing leadership development and action.
-

-
- The challenge, comfort, and support offered by close personal and professional **relationships** with the fellows and others in KNLP allow for the creation of a “safe haven,” resulting in **increased exploration**, development, and growth as well as encouraging enhanced “**risk-taking**,” which is essential to the development of leaders.
 - The increased **self-confidence** encouraged by the personal and professional development opportunities available through KNLP allows fellows to expand their personal vision as well as explore leadership experiences which they otherwise might not have investigated.
 - The **affirmation** which resulted from being selected to a highly competitive leadership program provided recognition for many fellows that they are emerging leaders. For many it was the first time they had been clearly identified and designated as individuals who possessed potential to provide leadership in their organizations and communities.
 - The opportunity to work **collaboratively** on laboratory development, small-group activities, cross-group activities, leadership action plan development, and action-oriented projects demonstrated the power of **group work** and the importance of **teams** in **sustaining** positive change in organizations and communities.
 - Leadership development is both an “**inner**” and an “**external**” journey. Often, the “inner” journey is the most difficult of the two. Knowing who you are is a key to successful leadership growth. One cannot ignore the spiritual side of development any more than he/she can ignore the physical and intellectual growth resulting from the freedom of exploration.

KNLP has suggested that “**leadership is the ability to get good things done with the help of others.**” It is that philosophy which encouraged the Foundation to prepare this practical guide to leadership development. We hope you will find it useful and that you will add to its pages, sharing the leadership lessons learned through your own programming with WKKF and others. “It takes **vision** and **courage** to create—it takes **faith** and **courage** to prove.” (Owen D. Young)

We wish for you and your programming vision the courage and the faith to pursue creativity in serving others. It is our pleasure to provide you with this program guide. We hope that it will be helpful and useful.

Roger H. Sublett, Director
Kellogg National Leadership Program
Program Director
W.K. Kellogg Foundation
Battle Creek, Michigan

Introduction to the Guidebook

As you consider setting up a leadership fellows program, we hope our model, the Kellogg National Leadership Program, may inform your development process. This guidebook includes detailed descriptions of the fundamental aspects of the Kellogg program and is designed to help you create a successful program. It includes the following sections:

- Section 1** Program Introduction and Overview
 - Section 2** Program Components (including information about reporting requirements)
 - Section 3** Grant Administration
 - Section 4** Financial Information
 - Section 5** Recruitment, Application Processing, and Review (including sample documents and instructions)
 - Section 6** Commitment Processing and Notification
 - Section 7** WKKF Programming Information
-

Contents

Letter from the DirectorI

Introduction to the Guidebook.....III

Contents1

Section 1: Program Introduction and Overview5

- Guidelines for Group Participation.....6
- Program Introduction.....7
- Overview of Program Components9

Section 2: Program Components.....11

- Leadership Action Plan.....12
- Leadership Action Plan Meetings16
- Site Visits17
- Laboratories20
- Small-Group Activities25
- Cross-Group Activities30
- Family Leadership Activities33
- Advisory Committee.....37
- Evaluation.....39
- Electronic Talent Bank40
- Alumni Network41

Section 3: Grant Administration43

- Award Summary44
- General Commitment Information45
- Government Official Checklist46
- Grant Administration Procedures48
- Annual Reporting Procedures50

Section 4: Financial Information	51
Financial Information Overview	52
Budget Line Items	54
Sample: First-Year Budget	55
Sample: Salary Statement.....	56
Disbursement Guidelines.....	57
Guidelines for Self-Administered Fellows.....	58
Stipend Guidelines.....	59
Sample: Request for Stipend – First Year Only (Self-Employed Fellow).....	60
Sample: Recertification of Stipend (Self-Employed Fellow)	61
Sample: Request for Stipend (Organization-Employed Fellow)	62
Sample: Budget Revision Request	63
Transfer Instructions	64
Sample: Request for Transfer	65
Income Tax Treatment	66
Income Tax Information	68
Section 5: Recruitment, Application Processing, and Review	69
Recruitment Strategy	70
Sample: Advertising List	71
Sample: Recruitment Letter to Administrators.....	72
Sample: Application Memo for Fellows and Advisers.....	73
Frequently Asked Questions.....	74
Application Processing	80
Sample: Prescreen Worksheet.....	83
Sample: Application Return Letter.....	84
Recommendation Processing	85
Sample: Primary Review Rating Sheet	87
Sample: Primary Review “Conflict” Sheet	88
Interview Information	89
Sample: First Round Decline Letter.....	91
Sample: Interview Invitation Letter	92
Sample: Informational Memo to Interview Committee	93
Interview Guidelines	94
Interview Rating Categories.....	95
Sample: Interview Rating Sheet	96
Candidate Orientation	97
Sample Interviewee Packet: Background Material for Applicants	99
Sample Interviewee Packet: Program Components	100
Sample Interviewee Packet: Grant Award Summary.....	102
Sample Interviewee Packet: Income Tax Treatment	103
Sample Interviewee Packet: Income Tax Information.....	105
Sample Interviewee Packet: Activity Schedule	106
Sample Interviewee Packet: Laboratory Attendance Acknowledgment	107

Section 6: Commitment Processing and Notification	109
Commitment Processing.....	111
Government Official Checklist/Fellows	114
Sample: Second Round Decline Letter (post-interview)	115
Sample: Invitation Letter	116
Sample: Commitment Letter for an Organization	117
Sample: Commitment Letter for Self-Administered Fellow	120
Sample: General Requirements	123
Sample: Insurance Information.....	125
Sample: Designation of Beneficiary	127
Sample: Medical Insurance Confirmation.....	128
Sample: Financial Officer Information Form	129
Commitment Revisions	130
Transfer Instructions.....	131
Sample: Request for Transfer	133
Sample: Commitment Revision Letter - Transfer	134
Sample: Transfer of Award to New Grantee - Payment Not Enclosed.....	136
Sample: Transfer to Fellow/Stipend.....	138
Sample: Transfer KNLP Award - Payment Enclosed.....	140
Sample: Commitment Revision Letter - Time Extension	143
Sample: Extension Letter/No Condition.....	144
Sample: Extension Letter/Self-Administered	145
Payment Letter Overview	146
Sample: Memo/First-Year Payment Procedures	148
Sample: Payment Letter	149
Sample: KNLP Monthly Stipend Payment Letter.....	150
Sample: Budget Revision Letter	151
Sample: Budget Revisions/Self-Administered	152
Reminder Letter Overview	153
Sample: Memo/Reminder Procedures (first/second years).....	154
Sample: Reminder Letter/Annual Report	155
Sample: Reminder Letter/Final Report	157
Sample: Travel Log (for AD&D Insurance)	159
Sample: Final Report Request (Three Years)	160
Closing Procedures	161
Sample: Closing Letter - Check and Final Report Received	163
Sample: Closing Letter - Check & Final Report Received/Self-Administered	164
Section 7: WKKF Programming Information	165

Section 1:

Program Introduction and Overview

Guidelines for Group Participation	6
Program Introduction	7
Overview of Program Components	9

Guidelines for Group Participation

Early in the fellows program, WKKF provides the framework for discussions and group participation during our activities. All participants bring different levels of comfort, experience, and skill at working as part of a group. Our guidelines set some basic ground rules for our work together:

1. **Participate** – Every person participating is of equal worth and value.
 2. **State your opinion** – All opinions are valued and needed. Speak in “I” terms: “I think ...” “I feel ...” “I believe ...” “It’s been my experience that ...” etc.
 3. **Listen** – We will be speaking from our experiences; it is important to understand and appreciate that we will be talking about what is true for us. We agree to listen to each other with respect. We also understand that points may arise on which we agree to disagree.
 4. **Be prompt** – Stay focused and on track. We have a very full schedule.
 5. **Be respectful** – Personal digs are inappropriate and unacceptable in a learning environment.
 6. **Stay with us** – Because the information presented is planned for your leadership experience, we ask that you do not leave during presentations. We have designed frequent breaks for your comfort and convenience.
 7. **Observe confidentiality** – We want you to take home whatever you learn; however, any personal information shared is confidential.
 8. **Assist** – Share responsibility for moving the group forward. Do not rely solely on facilitators to interrupt inappropriate or oppressive behavior.
 9. **Let go of your personal agenda(s)** – Learn from others’ experiences.
 10. **Have fun!** Enjoy each other’s company.
-

Program Introduction

The Kellogg National Leadership Program (formerly the Kellogg National Fellowship Program) began in 1980 and now serves as an example of the Foundation's broader involvement in leadership development. In addition, it affirms the Foundation's continuing commitment to support efforts to assure a constant reservoir of capable leaders for today and into the 21st century.

Fellowships are awarded annually to up to 40 individuals who show a high level of success and accomplishment in their specific area of professional concentration.

The primary goals of the fellowship are to:

- Assist in the leadership development of outstanding individuals by providing them the opportunities and experiences necessary to develop a global perspective on human and social issues. This emphasis on wide-ranging interests and knowledge encourages fellows to cross lines of specialization to grapple with society's complex problems.
 - Promote the development of new skills and competencies beyond the areas of fellows' specialized training. Ideally, this experience should bring a positive, bolstering effect to the fellows' understanding of societal problems and improve their ability to contribute to solutions.
 - Establish a network of bright and competent individuals who will be leaders in academe, government, nonprofit, business, and other professional areas. As members of this network, fellows will exchange viewpoints from among their diverse areas of specialization.
 - Offer forums for the exchange of ideas, so the responsibilities of leadership emerge through a process of identification, clarification, and dialogue about values and knowledge drawn from a wide range of sources.
 - Develop broad leadership in individuals who are capable of acting upon important issues with an insight for the interrelatedness of social and economic systems across fields of expertise.
 - Provide an opportunity to apply leadership skills through implementation of the leadership action plan.
 - Improve all Foundation programming and activities by infusing new ideas and approaches from fellows and others involved in the program.
-

Working from these broad goals, WKKF officials, with the assistance of an advisory committee and evaluators, developed the following projected outcomes:

Improved Communication – Fellows will develop a broader understanding and ability to communicate with others outside their discipline and profession, finding interests and linkages that lead them to a greater understanding of the definition of and solution to problems and issues that interest them.

Improved Understanding of Public Policy Development – Fellows will develop a deeper understanding of the conception and implementation of public policy and become more interested in taking an active role in these processes. They will develop the ability to analyze public problems critically and objectively and recognize the multifaceted nature of these problems.

Improved Understanding of Human Service Problems – Fellows will develop a clear understanding of human service problems and be motivated to seek innovative ways of improving the quality of human existence through the corrective delivery of human services.

Network Building – Fellows will form long-term networks with varied resource persons for consultation, interaction, and action on professional or public service issues.

Leadership Skills Training – Fellows will participate in leadership skills development activities to prepare them to assume leadership roles in a wide variety of settings.

The following program components have been designed to help achieve the above outcomes:

1. Leadership Action Plans
 2. Leadership Action Plan Meetings
 3. Laboratories
 4. Site Visits
 5. Small-Group Activities/Family Leadership Activities
 6. Cross-Group Activities
 7. Advisory Committee
 8. Evaluation
 9. Electronic Talent Bank
 10. Alumni Network
-

Overview of Program Components

Our program components have made KNLP a successful fellowship program. These components have changed considerably over the years and continue to evolve.

Leadership Action Plans – Each fellow plans and implements a self-directed program of study, called the leadership action plan (LAP), which gives the fellow an opportunity to gain greater knowledge of an issue or discipline outside of his or her previous training and experience. In addition, using various self-evaluation measures, the fellow is encouraged to explore ways of improving his or her interpersonal skills. The Foundation requires yearly reporting and budget approval of the LAP prior to payment of the award. LAP implementation costs are included in the fellow's award.

Leadership Action Plan Meetings – Each fellow must attend two leadership action plan meetings during the three-year fellowship. These meetings provide an opportunity to meet with other fellows, advisers, and KNLP staff to report on and receive feedback about their leadership development goals and proposed course of action. Fellows, advisers, and staff operate as a team to support the development and fulfillment of the fellow's leadership action plan.

Laboratories – Each group of fellows participates in seven required laboratories on a range of leadership and social issues. As a whole, the laboratories will expose fellows to numerous social issues as well as provide opportunities for leadership discussions and skills development. Laboratories are largely experiential in nature. Attendance is mandatory at each session of the required laboratories.

Site Visits – During the first two years of the fellowship, an adviser or KNLP staff representative will conduct at least one site visit to review work undertaken by the fellow. The visit gives the Foundation representative an occasion to meet with the fellow's employer, coworkers, and family. It also provides fellows an important opportunity to receive personal attention related to their LAP, and helps integrate the fellowship with their professional and personal life.

Small-Group Activities/Family Leadership Activities – Fellows with similar or cross-cutting LAP themes may work together to develop and participate in learning activities involving small groups of fellows (up to 15). Interested fellows may also organize a unique small-group activity that includes family members; the activity would focus on leadership and the family.

Cross-Group Activities – Periodically, activities are available to fellows and advisers from all groups. Often they are experiential in nature and focus on a specific topic, such as cultural diversity or media relations.

Advisory Committee – Each group of fellows has an Advisory Committee (four members) who attend laboratories, assist with leadership action plans, and are involved in all components of the program. The Foundation contracts with these professional advisers to provide services and support to the fellows and the fellowship program. They are accomplished professionals representing a wide variety of disciplines and personal and professional backgrounds.

Evaluation – Evaluation of the fellowship program is critical. Evaluation efforts may include fellows' and advisers' feedback on specific laboratories or other components and short-term and long-term studies which assess the program's effect on the fellows and their leadership development. All fellows and advisers are expected to participate fully in any evaluation effort as requested.

Electronic Talent Bank – The WKKF Talent Bank is an extranet that serves the W.K. Kellogg Foundation and members of KNFP/KNLP, enabling fellows and advisers to maintain up-to-date profiles of themselves and communicate with each other securely from anywhere on the Internet. The system stores this profile information in a talent database. Participants are required to sign on to the computer at least twice weekly in order to keep current with important information.

Alumni Network – WKKF has made a substantial investment in Kellogg fellows and the fellows themselves have made a significant contribution to the Foundation. The alumni program is designed to bring alumni fellows together around leadership issues. The goal is to have alumni work together to shape policy, and consequently to help improve the quality of life.

*Note: **Medical Insurance Requirement*** – To participate fully in Kellogg National Leadership Program activities, each fellow **MUST** provide KNLP with proof of medical insurance coverage when traveling out of the state of residency and out of the United States.

Fellows are urged to examine their own insurance in detail. Should they find that they are not covered, they **MUST** purchase additional health insurance. This purchase is considered a personal expense and cannot be reimbursed from their fellowship funds.

Section 2:

Program Components

Leadership Action Plan.....	12
Leadership Action Plan Meetings	16
Site Visits	17
Laboratories	20
Small-Group Activities	25
Cross-Group Activities	30
Family Leadership Activities	33
Advisory Committee	37
Evaluation	39
Electronic Talent Bank	40
Alumni Network	41

Leadership Action Plan

The major goal of KNLP is to help individual fellows enhance their leadership skills so that they can have a meaningful impact on meeting human needs. The individual leadership action plan is a primary tool which stimulates leadership development in each person.

Leadership Action Plan Content

The leadership action plan (LAP) provides an opportunity for experiential, hands-on learning focused on a human or public policy problem facing society. The first two years of the LAP generally focus on leadership theory, personal leadership development, and an in-depth examination of the fellow's particular social or community issue. The third year of the LAP will be devoted to field testing of newly learned leadership skills. This may include a grant to an eligible community-based agency or institution as part of the fellow's LAP.

The purpose of the fellowship or LAP is not to generate new data (research) or to acquire knowledge or skills related to the fellow's professional discipline. The LAP is designed to provide new exposures and experiences beyond the fellow's primary academic or professional expertise. While the LAP's interdisciplinary nature is essential to the integrity of the fellowship experiences, it is possible that the third-year phase of the fellowship may relate to the individual's past professional experience, or that he or she may apply existing expertise to the new challenge.

Assessment of fellows' LAPs will be based on their importance, potential for significant change, and long-term impact on policy.

Review and Approval

Each fellow is assigned to a program director (WKKF staff) or consultant and to a KNLP adviser; the LAP is submitted to both. The program director will provide feedback to the fellow on the LAP. In addition, he or she will provide the necessary official approval for the LAP and budget and initiate the grant payment.

The adviser's role is to question and challenge the fellow when appropriate, and provide advice, direction, and suggested resources so that the fellow benefits fully from the leadership action plan. The fellow may also forward his or her LAP to any other adviser or KNLP staff person for additional feedback.

Fellows must provide WKKF with an annual report of accomplishments, and plans for the next fiscal period, including financial information. Requests for substantive departures from the approved plan must be submitted to the program director for approval.

WKKF compiles a grant folder for each individual fellow which contains documentation of the fellowship. The folder is open to audit, both internal (WKKF) and external (IRS).

Personal Leadership Development

In addition to focusing on a new policy issue or program, each fellow's LAP includes activities that will improve his or her leadership skills and knowledge. When proposing personal development activities, it is essential that the fellow articulate how the skills or knowledge will impact his or her ability as a leader. The LAP includes personal development activities that focus on, but are not limited to, the following:

1. Interpersonal effectiveness
2. Interdisciplinary skills
3. Systems thinking
4. Flexibility, adaptability, and growth
5. Creative thinking
6. Commitment to service and ethics
7. Organizational stewardship
8. Personal mastery

Third-Year Leadership Action Plan Project Guidelines

Kellogg National Leadership fellows design their LAPs to enable project implementation during the third year of their fellowship. Up to \$15,000 of LAP funds from a fellow's original commitment must be allocated to the LAP project. This encourages fellows to apply new skills and ideas acquired in the first two years of their LAP activities to organizations or communities.

The primary criteria for the third-year LAP project are that it:

- is intellectually sound;
 - broadens the fellow's main discipline or field of activity;
 - is compatible with other remaining activities in the LAP; and
 - meets all WKKF requirements, including tax status approval of organizational partners.
-

In addition, the third-year LAP project must meet the following guidelines:

1. The LAP must have the full support of the adviser and must be approved by the assigned WKKF program director.
 2. A written proposal must be submitted to the KNLP office as part of the LAP report documents submitted at the end of the second fiscal year. The proposal should explain the project objectives, operational procedures, time schedules, and personnel and financial resources available and needed.
 3. The project must reflect a cooperative relationship between the fellow and at least one of the following: the fellow's employing institution, another fellow, and/or a nonprofit organization. If the partner is an organization other than the fellow's employer/grant administrator, it must be approved and have an eligible tax status confirmed by the Foundation. The eligible organization must submit a letter from the CEO of the organization stating that the organization is willing to accept/administer the grant.
 4. The project must relate to applying the new leadership skills and knowledge gained during the fellowship. Kellogg Foundation staff will determine options for granting of the funds on an individual project basis.
 5. The project must benefit groups other than the fellows themselves and the Foundation must approve its charitable purpose; that is, it must be directed towards solving problems related to human needs and services.
 6. The project must include a leadership role for the fellow(s) during the implementation process. Collaboration with other fellows is an option; however, each participating fellow must assume a leadership role in the implementation. If the project is a collaborative effort, the partnership must establish working guidelines for group leadership, decision making, management of funds, evaluation, and clear circumstances under which group members may be added to or withdrawn from the group.
 7. Conferences, seminars, travel, and travel exchanges for the third-year project may be approved by the program director/adviser as a component of the project; the entire \$15,000 cannot be used to pay for one or more of these components.
 8. Up to \$15,000 of LAP funds remaining from the fellow's original commitment must be allocated to the LAP project. None of these project implementation funds can be paid to fellows for additional salary or consulting time. The time devoted to the project is part of the fellow's 25 percent released time.
 9. The third-year LAP project should be listed as a line item on the fellow's proposed budget. Funds are administered in accordance with the fellow's commitment letter and are subject to audit by WKKF and/or the IRS.
-

-
10. The LAP project will end with the termination date of the fellowship award. Project expenditures are to be reported on WKKF's financial statement form. The terms of the fellowship commitment letter, including any amended terms, will also apply to the LAP project.
 11. The \$15,000 for the third-year LAP project must be spent during the third year of the fellowship; no additional funds will be provided.
 12. The project proposal must provide a detailed plan for evaluating the project.
-

Leadership Action Plan Meetings

Each fellow must attend two leadership action plan meetings during the three-year fellowship. These meetings provide an opportunity to meet with other fellows, advisers, and KNLP staff to report on and receive feedback about their leadership development goals and proposed course of action. Fellows, advisers, and staff operate as a team to support the development and fulfillment of the fellow's leadership action plan.

Site Visits

Purpose and Goals of Site Visits

The W.K. Kellogg Foundation staff regularly monitors, guides, and evaluates the progress of Foundation projects via on-site visits. Similarly, each Kellogg fellow receives at least one site visit during the fellowship period. Visits are conducted by KNLP staff, advisers, or other selected consultants.

Site visits are intended to accomplish the following:

- Support and nurture the progress of individual fellows and encourage progress toward accomplishing leadership action plan objectives.
- Intervene and assist fellows in problem solving, particularly in those areas relating to the third-year project.
- Develop excellent relations between KNLP and the fellow's institution on behalf of both the individual fellow and KNLP in general.
- Promote KNLP to the institution as well as to other organizations in the community as an avenue of future recruitment and a vehicle for promoting WKKF program goals.
- Facilitate and/or stimulate collaborative activities among Kellogg fellows (past and present) in the community.
- Assist fellows and their families in dealing with the pressures and opportunities presented by the fellowship.

Planning a Site Visit

Site Visitor's Responsibilities

1. Negotiate a mutually convenient date for the site visit with the fellow. Enough time should be scheduled to provide individual time with the fellow as well as an opportunity to meet with others in the fellow's institution or community. The visit typically will last about one day, perhaps from late one afternoon through lunch the next day. An overnight schedule often allows an opportunity to spend a casual evening with the fellow and his/her immediate family or household, or with a small group of fellows who reside in the region.
-

-
2. Discuss with the KNLP program director any special issues related to that particular fellow. Convey to the fellow any specific requirements for the visit, such as people who should be included in the meeting (e.g., supervisor, dean, financial officer), in addition to others the fellow might have in mind.
 3. Discuss with the fellow his/her responsibilities for planning the visit (see below).
 4. Carefully review the fellow's leadership action plan, budget, reports, and other appropriate documents provided by the KNLP office.
 5. If you wish, obtain from the KNLP office a listing of other fellows and advisers in the same city or area and host a dinner or breakfast if your schedule permits. The fellow should assume the responsibility for organizing and cohosting this type of gathering. The site visitor will cover the cost of the meals for the meeting.
 6. Schedule travel and hotel. Often fellows will volunteer special housing such as university guest houses.
 7. Notify the KNLP office of the site visit date. This can be done by sending a copy of the correspondence which confirms dates and arrangements through the computer network or by mail.
 8. Submit field notes to KNLP summarizing the site visit.
 9. Submit expenses on a Non-Employee Payment Request for Honorarium and/or Expenses form. (Expenses cannot be reimbursed until field notes have been received.)

Fellow's Responsibilities

1. Clarify with your site visitor those site visit goals which would be most useful to you.
 2. Communicate any other special needs that the site visit should cover.
 3. Decide beforehand on the following:
 - Which person(s) in your institution (or community) should be included?
 - What will be the most effective and productive format for the visit (e.g., sequential one-on-one meetings or group meetings)?
 - How much one-on-one time do you personally want with the site visitor?
 4. Plan and organize the site visitor's time.
-

-
5. Send the site visitor an advance agenda, complete with names, titles, and addresses of people on the agenda.
 6. Prepare a brief orientation for the site visitor prior to the first activity of the visit.
 7. Have available for the site visitor any materials pertinent to your fellowship, including a copy of your leadership action plan, budget, approved changes, and a copy of your job description or a summary of your position within your organization.
 8. Consult with your site visitor, and if it is possible and appropriate, make arrangements to host a small-group dinner or meeting with other Kellogg fellows (past and present) in your institution and/or geographic area.
-

Laboratories

Overview

KNLP laboratories are a vital part of the fellowship growth experience. While they serve many purposes, their most salient objectives are:

- to broaden the interdisciplinary outlook of fellows;
- to acquire new skills in leadership;
- to achieve greater understanding of important societal or world problems;
- to expand the network of fellows with other key decision makers and opinion leaders; and
- to build the interactions of each fellowship group.

There are seven required laboratories during the three-year active period of each fellowship group. Some of those laboratories are “constant” from group to group. Others are “issues” laboratories which relate to program goal areas within the Foundation.

Laboratory Planning

Over the years, KNLP staff experience and continual evaluation has led to the following constant laboratories:

- An **Orientation Laboratory** is essential because fellows want and need a good deal of information about the Foundation’s values and processes early in the program in order to use all program elements to their maximum benefit.
 - An **Outward Bound Laboratory** gives specific attention to building fellows’ personal and group leadership skills.
 - An **International Laboratory** is important because this unique kind of foreign travel fuels fellows’ growth.
 - Finally, a **Summit Laboratory** enables fellows to bring closure to the active part of their experience while operating on the principle of “once a fellow, always a fellow.”
-

The issues laboratories are directly connected to the Kellogg Foundation program goal areas (see section 7). In addition to KNLP staff, participants in the issues laboratory planning process include advisory committee members and a WKKF staff person from the targeted programming area.

KNLP staff and advisers develop an overarching leadership theme which ties together all of the group's required laboratories. Sites for each laboratory are selected, and learning objectives are determined by the KNLP staff and advisory committee members. An associate director is assigned to coordinate each laboratory and has overall responsibility for the development and implementation of the laboratory. A local site coordinator is employed by KNLP staff to complete arrangements for each laboratory.

The roles of the laboratory planning participants, including advisory committee members, are briefly delineated below:

KNLP Staff

- Director – retains oversight and budget approval.
- Associate Director – overall administrative responsibility for the laboratory, including conceptualization, issuing contracts, and working with the budget.
- KNLP staff assigned to laboratory coordination – handle logistics, transportation, and housekeeping elements.

Advisers

- Support KNLP staff and help to facilitate the planning process.
- Gather input, and synthesize into concepts and themes which will have broad appeal.

Site Coordinator

- Gives suggestions, assists with logistics, follows through on wishes of planning committee, and works closely with KNLP staff responsible for the laboratory.

WKKF Program Area Representatives

- Suggest sites and resources for the laboratory.
-

Planning Timetable

1. About 12 months before any laboratory takes place, the appropriate KNLP associate director activates the laboratory advisory committee and develops a schedule of committee meetings and teleconferences.
2. The planning process must conclude about seven months prior to the laboratory, with a full meeting of the planners (and perhaps the local site coordinator). Meeting products should include:
 - a complete schedule of events, including presenters, activities, sites, and any additional related information;
 - a list of each event or presenter, showing alternatives in priority order (three options);
 - a list of proposed presenters whom each planner will contact for interest and availability; and
 - a detailed plan for synthesis of the laboratory.
3. Approximately six months in advance, the director of KNLP approves and amends the above materials.
4. Five to six months in advance of the laboratory, the laboratory advisory committee, under the direction of the associate director, completes the full schedule of contacts. KNLP staff are then responsible for negotiating and issuing contracts to all presenters and other resource people. The associate director has the authority and responsibility to resolve any last-minute problems or changes which may arise during the final months before the laboratory begins.

Measuring Results

Each laboratory presents a new challenge. The principles of adult education are followed in the laboratories:

- Each learner is responsible for his or her learning.
- Interactive, experiential methods are preferable to lectures and speeches.
- Questions should evoke, rather than dictate, answers.
- Whenever possible, the goal should be to *walk and see*, rather than to *sit and hear*.

The outcomes of the laboratories are measured in increased awareness, stimulated interest, and commitment to future problem solving. While each fellow's private interests are considered, the thrust of the laboratory's work is broadly based. Each laboratory must be more than the sum of the previous interests of the people who participate.

Required Laboratories – Attendance Policy

The seven required laboratories of KNLP are an integral part of the program. They provide fellows with an overview of important topics and issues of general interest and help build their leadership skills. In addition, these laboratories are the only opportunity for the entire group of fellows to interact with each other, the advisers, and KNLP staff. Therefore, it is critical that fellows attend each laboratory and participate fully in all program activities.

The mandatory nature of the laboratories is emphasized during the selection and commitment processes. The application lists the laboratory dates; and during the interviews, all candidates learn about the laboratories and their importance. The attendance requirement is also emphasized during the Orientation Laboratory.

Only under extreme and unavoidable circumstances will a fellow be excused from participation in a required laboratory. A fellow who fails to attend a required laboratory without the approval of the KNLP director will be asked to resign his or her fellowship immediately. This policy applies to fellows missing *any portion* of the laboratory (even one day).

Excused Absence

As stated, excused absences from required laboratories will be granted only under extreme and unavoidable circumstances. These will include a serious illness on the part of the fellow or a close family member, death in the fellow's family, or similar personal crises.

Laboratory Substitution

If a fellow misses a laboratory due to an excused absence, the fellow may be asked by the KNLP staff to attend a similar laboratory with a different fellowship group. This decision will be made by the KNLP staff and will depend on which laboratory was missed and the time remaining in the fellow's active fellowship period.

Introduction Givers and Conveners' Guidelines

If fellows have agreed to introduce an expert presenter/discussion leader or to convene a laboratory session, they should follow these simple guidelines:

Introducers

1. Please lead by example. Your introduction should not exceed two minutes. The presenter's biography has been distributed to the fellows. You should communicate something about the discussion leader which will ease his/her acceptance by the audience. Focus on that graceful task, rather than a reiteration of a résumé.
-

2. You should accomplish a quick, simple start and close to each session (or introduction of an expert). Do not use the occasion to give a speech under the guise of overview or introduction.
3. The expert who has been invited to lead a discussion has been given the responsibility for two-way communication. Please reinforce the importance of the question and answer period for fellows. Talk to the presenter in advance.

Conveners

1. Conveners control the success of the laboratory session. Begin and end on time; moderate by recognizing fellows to take or relinquish the floor; gracefully call discussion leaders' attention to elapsed time; see that presentations don't cut into question and answer time.
2. Review physical arrangements in advance, find discussion leaders and introduce them to introduction-givers, etc. If a problem is evident, check quickly and unobtrusively with staff.

Guidelines for Conveners on "Tracks"

Fellows convening a track or field visit should effect a speedy, gracious, and interactive visit with hosts at a given site. The basic responsibilities of the convener include:

- Gathering participants at the laboratory site and getting them transported on time.
- Greeting hosts, thanking them on behalf of KNLP, and making necessary introductions.
- Beginning and ending sessions on time, getting everyone back to transport.
- Encouraging hosts, gently and graciously, to keep participants out of meeting rooms, to encourage walking and seeing, to avoid speeches, to answer questions, etc.

Conveners are asked to represent everyone and to guard against the impression that WKKF grants will follow the visit.

Small-Group Activities

A small-group activity (SGA) is a project designed by a group of active fellows to explore problems and themes of common interest and is funded in part by a WKKF grant. SGAs should be an extension of the participating fellows' leadership action plans which address an issue and develop leadership skills. KNLP staff will review the proposals according to the stated guidelines.

SGAs are opportunities for collaborative, experiential learning among a small group of fellows. Fellows plan and implement the activity: they are responsible for the organization, logistics, preparation, and agenda for the small-group activity.

As many as fifteen but no fewer than five fellows constitute a small group. Fellows may self-select from within a single group or from among any of the active groups. Each fellow can participate in several SGAs during his/her fellowship; however, each SGA should be used to enhance individual learning activities. Fellows should keep in mind that attrition occurs often within SGAs.

Purpose of Small-Group Activity Grant

After a rigorous review by KNLP program directors, these special awards are made to small groups of fellows for exceptional projects that have been deemed important to their leadership development and can be best accomplished in a group setting. The use of external planners and organizations to facilitate SGAs is discouraged.

Fellows may apply for additional funding for an activity that will take place prior to the completion of their fellowship experience. This activity (proposed SGA) must be announced and made available to all active fellows in their group.

Advisory Committee Member Participation

Advisers are encouraged to participate as resource persons and participants in small-group activities. In order to facilitate involvement, each adviser has access to travel reimbursement funds of \$7,000 over the three years to cover costs of participating in small-group activities, family leadership activities, or cross-group activities. Fellows should consult with advisers during the initial planning stages of an SGA to determine their interest and the appropriateness of their participation. SGA funds may not be used for adviser payments.

Eligible Activities for SGAs

1. **Small-Group Projects** – These are hands-on, action-oriented projects designed and implemented by small groups of fellows. For example, a project could entail:
 - Involvement in technical assistance, training, and support of domestic or international efforts.
 - Working with an organization or institution (on a partnership or internship basis) to effect change or make a positive impact on issues related to human welfare.
 - Production and dissemination of materials needed for transferring training and knowledge to a special audience.

Currently, \$50,000 is available per year per fellowship group for small-group activities. The maximum grant for an SGA is \$6,000.

2. **Experiential Learning Activities** – Fellows may receive an SGA grant to participate in activities which address the following specific skills or areas of interests:
 - Health
 - Food Systems and Rural Development
 - Youth and Education; Higher Education
 - Philanthropy and Volunteerism
 - Social and Economic Community Development
 - Technology/Information Services
 - Capitalizing on Diversity
 - Leadership

Applying for an SGA Grant

Fellows interested in implementing an SGA must designate a coordinating fellow who will be responsible to WKKF for submitting the SGA proposal, having his/her 501(c)(3) organization administer the grant, and submitting the final report within 30 days after conclusion of the SGA.

To apply for an SGA grant, the coordinating fellow must submit a written proposal to the Foundation. To be considered for review, proposals must include all of the following items:

A. Proposal

1. **Background** – How did this idea come about? Why should this activity be considered for a grant?
 2. **Goal Statement** – What is the ultimate purpose of the proposed activity?
-

-
3. **Objectives** – State specific outcomes the group expects to accomplish as a result of the project.
 4. **Activities** – What steps need to be taken to accomplish the objectives? When will these activities begin and end?
 5. **Participants** – Provide a list of fellows who have confirmed their participation in the project. The group should reflect diversity.
 6. **Leadership Action Plans** – Provide a brief justification on the relationship of the small-group activity to the leadership action plan of each of the participating fellows. These statements will be approved by the WKKF program director responsible for the administration of the SGA.
 7. **Evaluation** – How will the success of the project be assessed?
 8. **Budget** – What is the amount needed for the successful completion of the project? Present budget in a line-item format. Along with the amount requested for the SGA grant (not to exceed \$6,000), include resources contributed through other sources and through the fellows' own leadership action plan funds.
- B. **Letter** – A letter must be submitted by the chief executive officer from one of the fellows' sponsoring institutions, indicating the organization's willingness to administer the grant. The sponsoring institution must be a 501(c)(3) nonprofit organization, such as a university.

Proposal Review Process

The proposal must be submitted to the associate director of KNLP responsible for SGAs at least three months in advance of the proposed activity. Once received, it will be reviewed for completeness; if incomplete in any way, it will not be reviewed, and will be returned to the fellow with an explanation. Proposals will be reviewed on a competitive basis among each fellowship group. The coordinating fellow will be notified of the decision.

Evaluation criteria for proposals include:

1. The extent to which the activity involves experiential, hands-on, and/or innovative learning techniques.
 2. The involvement of people and/or organizations other than the fellows; to what extent are they participating in the design and control of the project?
 3. Timeframe and cost – can the activity be accomplished within the timeframe indicated and within the costs projected?
-

4. Evaluation – has a valid evaluation procedure been identified and included in the proposal?
5. The extent that the activity relates to the participating fellows’ leadership action plans or laboratory outcomes.

SGA Budget Process

SGA grants are provided to fellows as a way to enhance their leadership action plans while engaging in group activities. The majority of the costs for the activities will be the responsibility of the participating fellows through the use of their leadership action plan funds. Any funds provided by WKKF for SGAs should be seen as supplemental to the leadership action plan funds. *No SGA grant will exceed a total of \$6,000.* For this reason, certain line items are typically included in the SGA grant while other expenses are funded from the fellows’ leadership action plans.

SGA Costs

- Consultant honorarium
(not to exceed \$400/day)
- Consultant travel (coach airfare)
- Consultant food & lodging
- Conference expenses (meeting room)
- Group travel expenses (bus or van)
- Foreign language interpreter

Fellows’ Leadership Action Plan Costs

- Fellows’ travel expenses
- Fellows’ food and lodging
- Consultant honorarium over \$400/day

The following expenses cannot be paid from SGA funds:

1. Consultant honorarium can be no more than \$400 per day per consultant. Any honorarium in excess of that figure will be the responsibility of the participating fellows as a leadership action plan expense.
2. The site selected for the SGA will be reviewed and approved by KNLP staff. Fellows should select a location that is cost-effective and appropriate for a business/ learning activity. Generally, proposed SGAs located in a resort or tourist setting will not be approved. Fellows can request KNLP staff assistance in selecting an appropriate site.
3. Because of the advance planning required for SGAs, registration fees, deposits, and other expenses often must be paid early in the process. Refunds are subject to commitments made by the fellow(s) responsible for the planning of the SGA.
4. SGAs are for active fellows only and must take place prior to the completion of the participating fellows’ fellowship period (inactive fellows are not eligible for participation in SGAs).

SGA Report Guidelines

Within 30 days of the conclusion of the activity, a narrative report must be submitted by the coordinating fellow and a financial report (on WKKF-provided form) must be submitted by the sponsoring organization's chief financial officer.

The narrative report is submitted to the associate director of KNLP responsible for SGAs and must:

1. Restate the original objectives of the SGA.
2. Provide a list of the fellows and advisers who participated in the activity.
3. Provide a copy of the agenda/itinerary for the SGA.
4. Describe the nature of activities conducted in relation to the stated objectives.
5. Discuss the impact on the leadership growth and development of the group and, when appropriate, identify the impact this activity had on the lives of others.
6. Describe outcomes of the activity.
7. Report evaluation results.
8. Provide additional documentation in narrative reports or letter form from other participating fellows as appropriate. Each participating fellow should also include a statement about their SGA participation in their annual LAP report. These documents will not be accepted as a replacement for the formal narrative report, however.

New proposals for small-group activities will not be considered until all report requirements for any previous outstanding SGA or FLA grants are met by the coordinating fellow.

Cross-Group Activities

Cross-group activities (CGA) are special gatherings arranged around specific topics recommended by fellows and advisers. As many as 25, but no fewer than 15, fellows and advisers from all groups can participate in any CGA. These activities help develop skills through intensive learning and sharing activities that entail working with others, exploring limits of knowledge, and pushing beyond those limits.

CGAs are opportunities for collaborative, experiential learning, and skill development among a group of fellows. KNLP staff and resource persons plan and implement the activity. They are responsible for the organization, logistics, preparation, and agenda for the group activity.

Applying for a Cross-Group Activity

Proposals are reviewed on a competitive basis. They must be submitted to KNLP no later than October 1. To be considered proposals must include all of the following items:

A. Proposal

1. **Background** – How did this idea come about? Why should this activity be considered?
 2. **Goal Statement** – What is the ultimate purpose of the proposed activity?
 3. **Objectives** – State specific outcomes the group expects to accomplish as a result of the project.
 4. **Activities** – What steps need to be taken to accomplish the objectives? When will these activities begin and end?
 5. **Evaluation** – How will you assess the success of the project?
 6. **Budget** – What is the amount needed for the successful completion of the project? Present budget in a line-item format.
-

CGA Review Process

The proposal is submitted to the assistant to the director of KNLP. After internal review, the person responsible for the proposal is notified of the decision.

Proposals are reviewed on a competitive basis, and the evaluation criteria for a CGA include:

1. The extent to which the activity involves experiential, hands-on, and/or innovative learning techniques.
2. The involvement of people and/or organizations other than the fellows; to what extent are they participating in the design and control of the project?
3. Timeframe and cost – can the activity be accomplished within the time frame indicated and within the costs projected?
4. Evaluation – has a valid evaluation procedure been identified and included in the proposal?
5. The extent to which participating fellows can address the “so what?” question, a rhetorical, philosophical question posed to each fellow at the end of the fellowship period. This question is intended to encourage the fellows to become action oriented as a result of the fellowship experience.

CGA Budget Process

CGA grants are provided to individuals as a way to enhance their skills while engaging in group activities. Budget line items typically included in the CGA grant are:

- Consultant honorarium (not to exceed \$400/day)
- Consultant travel (coach airfare)
- Consultant food & lodging
- Conference expenses

In addition, there are other specific budget limitations:

1. Individuals are responsible for their own travel arrangements and costs.
 2. Registration fees will be required for each CGA. The registration fee will include books, program materials, room, and group meals.
 3. Cancellation/Refund Policy: Refunds (less \$75 processing fee per registrant) will be granted 61 days prior to each activity. No refunds will be made after that time.
 4. The site selected for the CGA is reviewed and approved by KNLP staff. When planning the CGA, a location should be selected that is cost-effective and appropriate for a business/learning activity.
-

CGA Report Guidelines

Within 30 days of the conclusion of the activity, the coordinating person must submit a narrative report and a financial report (on WKKF form) must be submitted by the sponsoring organization.

The narrative report is submitted to the assistant to the Director of KNLP and must:

1. Restate the original objectives of the CGA.
 2. Provide a list of the fellows and advisers who participated in the activity.
 3. Provide a copy of the agenda/itinerary for the CGA.
 4. Describe the nature of activities conducted in relation to the stated objectives.
 5. Discuss the impact on the leadership growth and development of the group and, when appropriate, identify the impact this activity had on the lives of others.
 6. Describe outcomes of the activity.
 7. Report evaluation results.
 8. Provide additional documentation in the form of narrative reports or letters from other participating fellows/advisers as appropriate.
-

Family Leadership Activities

A family leadership activity (FLA) is a grant provided by WKKF to a group of active fellows to explore leadership and family issues. FLA proposals may be submitted at any time and are reviewed by KNLP staff on a continual basis.

FLAs are opportunities for collaborative, experiential learning among a small group of fellows, each accompanied by one or more family members. Participating fellows plan and implement the activity. The fellows involved share responsibility for the organization, logistics, preparation, and agenda for the family leadership activity.

As many as 15 but no fewer than five fellows and their family members may participate in an FLA. Fellows may self-select from within a single group or from among any of the active groups. Each fellow may participate in only one FLA during his/her fellowship.

Family Member Participation

For the purpose of the FLA, the term “family member” can denote any person such as spouse, child, significant other, or other individual providing close personal support to the fellow. Depending on the format agreed upon for the FLA, each fellow may have one or more family members participate. For example, an FLA addressing public policy related to families may include only spouses or other adult family members. An FLA intended to build the leadership skills and awareness of family units may include both spouses and children.

Family Member Expenses

For each fellow, the Foundation will support the expenses of one or more family members to participate. These expenses are reimbursed through the fellow’s leadership action plan funds (Travel/LAP line item). The expenses for more than one family member can be reimbursed from leadership action plan funds only when the total cost for all family members is no more than \$800. In other words, the total expenses for the fellow will be reimbursed from the leadership action plan funds. In addition, the total cost of one family member or the aggregate cost of more than one family member – up to \$800 – will also be paid from the leadership action plan funds.

Adviser Participation

Advisers are also encouraged to participate in FLAs. Travel funds for advisers and their family member(s) are reimbursed by the Foundation from the advisers' small-group activity account. The total amount available for family member expense is \$800 (see Family Member Expenses). Fellows should consult with advisers during the initial planning stages of an FLA to determine adviser interest and the appropriateness of their participation.

Applying for an FLA Grant

Fellows interested in implementing an FLA must designate a coordinating fellow who will be responsible to WKKF for submitting the FLA proposal, having his/her organization administer the grant, and submitting the final report. To apply for an FLA grant, the coordinating fellow must submit a written proposal to the Foundation. To be considered for review, proposals must include all of the following items:

A. Proposal

1. **Background** – How did this idea come about? Why should this activity be considered for a grant?
2. **Goal Statement** – What is the ultimate purpose of the proposed activity?
3. **Objectives** – State specific outcomes the group expects to accomplish as a result of the project.
4. **Activities** – What steps need to be taken to accomplish the objectives? When will these activities begin and end?
5. **Participants** – Provide a list of fellows who have confirmed their participation in the project. The group should reflect diversity.
6. **Evaluation** – Specify how will you assess the success of the project.
7. **Budget** – What is the amount needed for the successful completion of the project? Present budget in a line item format (see Budget Limitations). Along with the amount requested for the FLA grant, include resources contributed through other sources and through the fellows' own leadership action plan funds.

- B. **Letter** – A letter must be submitted by the chief executive officer from one of the fellows' sponsoring institutions indicating the organization's willingness to administer the grant. The sponsoring institution must be a 501(c)(3) nonprofit organization, such as a university.
-

FLA Proposal Review Process

The proposal must be submitted to the associate director of KNLP responsible for FLAs at least three months in advance of the proposed activity. Once received, it is reviewed for completeness; if it is incomplete in any way, it will be returned to the fellow with an explanation. If complete, it is accepted for review. Proposals submitted by members of each fellowship group will be reviewed on a competitive basis. Upon completion of the internal review the coordinating fellow is notified of the decision.

FLA Budget Process

FLA grants are provided to fellows as a way to specifically address issues of leadership and the family. Participating fellows are responsible for the majority of the costs for the activities through the use of their leadership action plan funds. Any funds provided by WKKF for FLAs should be seen as supplemental to the leadership action plan funds. Currently, \$30,000 per group is available for FLAs during the three-year fellowship. For this reason, certain line items are typically included in the FLA grant while other costs are budgeted in the fellows' leadership action plans.

FLA Costs

Consultant honorarium
(not to exceed \$400/day)

Consultant travel (coach airfare),
food, lodging

Conference expenses
(meeting room)

Group travel expenses
(bus or van)

Fellows' Leadership Action Plan Costs

Fellow/family members' travel expenses
(family member(s) limited to \$800 total)

Fellow/family members' food and lodging

Consultant honorarium over \$400/day

Budget Limitations

In addition, there are several specific budget limitations:

1. Consultant honorarium cannot exceed \$400 per day per consultant. Any honorarium in excess of that figure is the participating fellows' responsibility as a leadership action plan expense.
 2. The site selected for the FLA must be in the continental United States and is reviewed and approved by KNLP staff. When planning the FLA, fellows should select a location that is cost-effective and appropriate for a business/learning activity. Generally, proposed FLAs located in a resort or tourist setting will not be approved. Fellows can request assistance from KNLP staff in selecting an appropriate site.
-

-
3. Because of the advance planning required for FLAs, registration fees, deposits, and other expenses frequently must be paid early in the process. Refunds are subject to commitments made by the fellow(s) responsible for the planning of the FLA.
 4. FLAs are for active fellows only and must take place prior to the completion of the fellowship period (inactive fellows are not eligible for participation in FLAs).

FLA Report Guidelines

Within 30 days of the conclusion of the activity, the coordinating fellow must submit a narrative report and a financial report (on WKKF form) must be submitted by the sponsoring organization's chief financial officer.

The narrative report is submitted to the associate director of KNLP responsible for FLAs, and must:

1. Restate the original objectives of the FLA.
2. Provide a list of the fellows, advisers, and family members who participated in the activity.
3. Provide a copy of the agenda/itinerary for the FLA.
4. Describe the nature of activities conducted in relation to the stated objectives.
5. Discuss the impact on the leadership growth and development of the group and, when appropriate, identify the impact this activity had on the lives of others.
6. Describe outcomes of the activity.
7. Report evaluation results.
8. Provide additional documentation in the form of narrative reports or letters from other participating fellows as appropriate. Each participating fellow should also include a statement describing their FLA participation in their annual leadership action plan report. These documents will not be accepted as a replacement for the formal narrative report, however.

Proposals for family leadership activities will not be considered until all report requirements for any previous outstanding FLA or SGA grants are met by the coordinating fellow.

Advisory Committee

The purpose of the Kellogg National Leadership Program is to broaden the perspectives of the next generation of leaders and to give them the opportunity to develop new skills which will enhance their leadership potential. The advisory committee plays a distinctive role and performs unique functions during the organization and implementation of a given KNLP group.

The primary role of the adviser is to develop an open, flexible, and cooperative relationship with the fellows as a group and as individuals. Ideally, the adviser will share his or her own personal and professional leadership expertise with the fellows, as a colleague or mentor would.

Advisory committee functions are as follows:

1. **Selection** – In collaboration with the KNLP staff, the advisory committee reviews the selection criteria for fellows, and each adviser is a panel participant in one week of candidate interviews, making recommendations for final selection of the fellows.
 2. **Laboratory Planning** – The advisory committee has a supportive role in the development and implementation of laboratory objectives, serving on advisory committees for each laboratory. KNLP staff assigned to the specific laboratory have responsibility for the planning, budgeting, and implementation of each laboratory.
 3. **Mentoring** – Since much of the intended development of new skills and knowledge by the fellows is related to their leadership action plans, members of the advisory committee, individually and as a group, serve as mentors to assist each fellow in deriving maximum benefit from the program. Advisers assist fellows in pursuit of their leadership action plans, guiding individual aspects of the fellowship experience, and assisting the fellows with career development. Each adviser is assigned a number of fellows to mentor, monitor, and counsel, but this does not limit their role with all fellows in the group.
 4. **Computer Networking** – Advisers are expected to communicate with fellows and staff through the electronic messaging network. Signing onto the network twice a week is essential.
-

5. **Small-Group Activities** – Advisers are encouraged to participate as resource persons in three to four small-group activities during the course of the fellowship. Fellows consult with advisers during the initial planning stage to determine adviser interest.
 6. **Evaluation** – The Foundation is aware of the importance of an evaluation procedure and solicits advice and recommendations from the advisory committee to continually improve the program. In addition, the advisory committee submits reports from time to time, including a final statement at the conclusion of the three years.
 7. **Site Visits** – Advisers conduct site visits for a number of fellows. The site visits focus on the leadership action plan, and as such, the visit may need to be conducted at the leadership action plan implementation site and/or at the fellow's home institution. Site visits increase accountability among the fellows, the sponsoring institution, and the Foundation. In addition, site visits are an important mentoring and problem solving opportunity regarding the fellow's leadership action plan and overall progress in KNLP.
 8. **Leadership Action Plan Meetings** – Advisers attend leadership action plan meetings at which they serve in two roles: after-dinner gathering hosts and facilitators of the leadership action plan presentations.
-

Evaluation

The effectiveness of the policies and components of KNLP is continually assessed. An evaluation component was commissioned early on in the program's development to ensure process effectiveness and assess the program's impact. Consultants are contracted to develop and conduct the evaluation at the beginning of, during, and following the fellowship experience.

In addition, each session of a laboratory is evaluated for its effectiveness by the fellows. At the end of the fellowship, in final reports, fellows and advisers evaluate each component of the fellowship program. This information is analyzed and reviewed to determine KNLP programmatic changes.

Electronic Talent Bank

The WKKF Talent Bank is an extranet that serves the W.K. Kellogg Foundation and members of KNFP/KNLP. The system enables fellows and advisers to maintain up-to-date profiles of themselves and communicate with each other securely from anywhere on the Internet. The system stores this profile information in a talent database.

The KNLP Talent Bank system enables project directors to enter project opportunities. Fellows and advisers can then find projects that match their talents and interests, and project directors are able to efficiently find qualified individuals for their projects.

In addition, the Talent Bank is a communication and collaboration tool. On-line discussion groups allow KNLP staff to share general information regarding laboratories, cross-group activities, small-group activities, etc. The system provides opportunities to send and receive personal and group messages. To assure timeliness in sending or receiving messages, participants are required to sign on to the network at least twice weekly.

Alumni Network

An active alumni group is an essential and critical element of the Kellogg National Leadership Program. The alumni program is designed to bring alumni fellows together around leadership issues. Regional and state alumni activities developed around professions, local issues, and/or interests may be developed in collaboration with other leadership programs. Alumni may identify issues and methods to effectively influence policymakers to improve quality of life.

The continuing support of fellows and use of the rich resources created by WKKF will leverage the Foundation's initial investment long after the active years of the fellowship are over. Additional efforts are being made to incorporate KNLP fellows' access to programming initiatives on a regional basis.

Section 3:

Grant Administration

Award Summary	44
General Commitment Information	45
Government Official Checklist	46
Grant Administration Procedures	48
Annual Reporting Procedures	50

-

Award Summary

If the fellow is employed by an eligible, nonprofit institution, the award will be made to the institution on the fellow's behalf. The institution will receive and administer the funds and report expenditures to the Foundation on an annual basis. Fellows will continue to receive their normal salary but will be granted 25 percent released time from work responsibilities. Reimbursement of 12.5 percent of the fellow's actual salary and fringe benefits (not to exceed \$33,000 or \$11,000 maximum per year) will be paid to the employer by the Foundation. There will be three equal fiscal periods of September 1-August 31 annually.

If the fellow is not employed by an eligible, nonprofit institution, the award will be made directly to the individual, but no salary reimbursement will be made. These fellows will receive and administer their funds and report expenditures to the Foundation and will be considered "self-administered."

If the self-administered fellow's income is reduced because of granted released time, a monthly stipend payment may be made directly to the fellow in lieu of salary reimbursement. A requirement for participation in KNLP is the devotion of 25 percent of the fellow's employment time to KNLP-related activities. The stipend is based on payment of one-half of the resulting reduction in income (up to \$33,000 or \$11,000 maximum per year).

Maximum Awards

	Nonprofit	Self-Administered
Leadership Action Plan	\$42,000	\$42,000
Required Travel / Laboratories	8,000	8,000
Salary Reimbursement (maximum)	33,000	-0-
Stipend* (maximum)	-0-	33,000
Totals	\$83,000	\$83,000

* Note: Stipend based on eligibility and documentation.

General Commitment Information

A formal commitment letter is mailed to the fellow and the fellow's employer (if an eligible nonprofit institution). This letter, with its enclosures, outlines all of the conditions of the award and is a contract between the Foundation and the fellow (and institution, if applicable).

The Foundation is prohibited by federal law from awarding a fellowship to certain government officials, as described in the Internal Revenue Code. If a fellow becomes a government official or candidate for public office during the fellowship, no further payments will be made. See "Government Official Checklist" (next page) for further information.

The fellowship award may be included in the fellow's gross income. Up to \$5,000 of leadership action plan funds (over three years) may be used to offset additional income tax paid by the fellow because of the award. See "Income Tax Treatment" (Section 4) for further information.

If a fellow changes employment during the course of the fellowship, the Foundation can transfer the award to the new employer (if eligible) or to the fellow. See "Transfer Instructions" (Section 4).

Government Official Checklist

Before an individual may receive a fellowship award from WKKF, it must be determined that the individual is not a government official, as described by the Internal Revenue Code. If the answer to *all* of the following questions is a definite “no,” the individual is clearly not a government official and is eligible to receive a fellowship. If the answer to *any* question is “yes” or “unsure,” the individual may be a government official and eligibility must be determined by WKKF.

Government Official Definition Questions

1. Is the individual a member of the U.S. Congress or the Vice President or President of the United States?
 2. Does the individual hold an office in the executive or judicial branch of the Government of the United States, or appointment which was made by the President? (This includes any commission or other post, including honorary appointments).
 3. Does the individual hold *any* position in the executive, legislative, or judicial branch of the Government of the United States?
 4. Does the individual hold *any* position in the House of Representatives or the Senate of the United States under circumstances in which the applicant receives gross compensation at an annual rate of \$15,000 or more? Gross compensation covers sick pay, vacation pay, expense reimbursements in excess of expenses incurred, and all other receipts included in gross income for federal income tax purposes.
 5. Does the individual hold *any* office, position, or employment in the executive, legislative, or judicial branch of a state, local, tribal, or other nonfederal governmental unit for which gross compensation is received at an annual rate of \$20,000 or more?
 6. Is the individual a personal or executive assistant or secretary to an individual who is a government official as defined by the above questions?
-

Eligibility Determination

If the answer to any of the preceding questions is “yes” or “unsure,” WKKF must determine eligibility before a fellowship will be granted or continued. To request review, the following items must be submitted to the fellowship office:

1. A statement indicating the specific government position or appointment and effective date.
 2. A job description and/or organizational chart showing the individual’s role in the government agency.
 3. If the position is an appointment, a copy of the letter of appointment.
 4. If the position is within the federal civil service system, a letter documenting the GS level of the position.
 5. If the position is in a state, local, or tribal government, a copy of the agency’s constitution, by-laws, or similar document showing the position’s role in the government agency.
-

Grant Administration Procedures

The following procedures have been developed to assist fellows in administering their grants.

Fiscal Periods

The duration of the fellowship is three years, beginning September 1 and ending August 31.

Annual reports are due by October 1 of each year. Failure to submit an annual report by the due date will result in a \$3,000 reduction in leadership action plan funds, unless a written explanation is received from the fellow and approved by his/her program director (KNLP staff) before October 1. Waivers will be granted only under extremely extenuating circumstances.

No leadership action plan activities should be undertaken before the beginning of the fiscal period, nor before the fellow submits the three-year leadership action plan and receives approval from his/her program director.

First-Year Payment Procedures

To initiate the first scheduled payment of the fellowship award, fellows must submit the following items:

1. The signature copy of the commitment letter, signed by the fellow and institution (if applicable) accepting the conditions of award. This is the legal contract.
 2. A three-year leadership action plan, in the following format: goals and objectives, activities, and outcomes. Failure to submit the leadership action plan by the due date will result in a \$3,000 reduction in leadership action plan funds. A one-page abstract of the three-year leadership action plan should also be submitted.
 3. A one-page description of the proposed first-year activities.
 4. A line-item budget on plain paper, signed by both the fellow and the organization's financial officer (if applicable). A detailed explanation of each line item should be attached. Original signatures are required; no faxed signatures can be accepted. See "Sample: First-Year Budget." (Section 4)
-

-
5. If salary reimbursement is requested, a statement on the organization's letterhead from the fellow's supervisor, personnel office, or designated financial officer of salary and fringe benefits for the year. See "Sample: Salary Statement." (Section 4)
 6. If the fellow is eligible for a stipend, a stipend request form and appropriate documentation should be included. See "Stipend Guidelines" (Section 4).

These materials are sent to the program director with a copy to the adviser (excluding salary/stipend documents).

Annual Reporting Procedures

At the end of each fiscal period, the fellow will prepare an annual report, consisting of a narrative report, financial statement, and a salary statement. (Please note that the annual recertification of stipend payments is handled on a calendar basis rather than on a fiscal basis.)

Before the annual report is due, KNLP staff will send the fellow a reminder letter, which will indicate the format to follow. See “Sample: Reminder Letter/Annual Report” and “Sample: Reminder Letter/Final Report” (Section 6).

Unexpended funds in a fellow’s account will be carried forward into the next fiscal year, and charges against previously approved budget line items may continue between the close of the fiscal year and the approval and payment for the next fiscal year.

If a fellow anticipates an overexpenditure in a budget line item, a budget revision request must be submitted to the fellow’s program director in writing *before* finalizing the financial report. See “Sample: Budget Revision Request” (Section 4).

The financial statement submitted to WKKF must have the *original signatures* of both the fellow and financial officer (if applicable).

WKKF’s accounting procedures allow for cash or accrual-basis reporting. The fellow’s financial officer should indicate the accounting method used by checking the appropriate space on the financial statement. The same method of accounting should be used throughout the three-year fellowship period.

Interest earned on fellowship funds should not be reported to the Foundation.

Section 4:

Financial Information

Financial Information Overview	52
Budget Line Items	54
Sample: First-Year Budget	55
Sample: Salary Statement.....	56
Disbursement Guidelines	57
Guidelines for Self-Administered Fellows	58
Stipend Guidelines	59
Sample: Request for Stipend – First Year Only (Self-Employed Fellow)	60
Sample: Recertification of Stipend (Self-Employed Fellow)	61
Sample: Request for Stipend (Organization-Employed Fellow)	62
Sample: Budget Revision Request	63
Transfer Instructions.....	64
Sample: Request for Transfer	65
Income Tax Treatment	66
Income Tax Information.....	68

Financial Information Overview

The information below is discussed with the fellow at an orientation laboratory. Often, fellows have many questions regarding the relationship between this grant, its administration, and their organization. If a fellow is employed with an eligible grantee organization, the organization will act as the fiscal agent for this grant. WKKF partners with the organization by trying to fit its expectations for fiscal administration of the grant into the policies and procedures currently in place at the organization.

For instance, the fellow should follow the organization's guidelines in requesting and receiving reimbursement, advances, and purchases. Fellows not employed with an eligible grantee organization act as their own fiscal agents and must follow the Foundation guidelines explained in this section.

General Budget Guidelines

At the beginning of each fiscal period, the fellow will present a proposed line-item budget to the Foundation. General guidelines for this budget request are as follows:

1. All budget and financial statement entries should be rounded to the nearest dollar. Line items should be consolidated into no more than six or seven general categories. A detailed explanation of each line item should be attached to the budget. See "Budget Line Items" (this section) and "Sample: First-Year Budget" (this section).
2. If salary reimbursement is requested, a statement on the organization's letterhead from the supervisor, personnel office, or designated financial officer of salary and fringe benefits is required. See "Sample: Salary Statement" (this section). Note that the total salary reimbursement over the three-year period is \$33,000 (maximum of \$11,000 per year). At no time can these funds be transferred to another line item. (Any cash remaining in this line at the end of the fellowship must be returned to WKKF.)

Salary reimbursement is based on 12.5 percent of the fellow's salary and fringe benefits, and paid to the employer. The salary statement is the employer's prediction of the salary and fringe benefits for the fiscal period. The coinciding expenditure reported on the financial statement should reflect 12.5 percent of the *actual* salary and fringe benefits paid to the fellow during the fiscal period. The reimbursement funds can be used by the employer to offset any additional staff costs

(part-time help, consultants, etc.) incurred by the employer because of the fellow's time reduction. The employer, however, may use these funds in any manner, including depositing them to the general funds or returning them to the fellow to augment the leadership action plan funds.

3. Fellows are provided travel/required laboratories funds to cover expenditures such as airfare, ground transportation, and food (when meals are not provided). These funds are to be used *only* for the purpose of travel to and from *required* laboratories and leadership action plan meetings.

At no time can these funds be transferred to another line item. Any cash remaining in this line at the end of the fellowship must be returned to WKKF.

4. Additional costs, such as limited consulting or personnel costs (secretarial, technical support, mentors) may be considered in budget requests. The purpose for the request and how it relates to fellowship activities must be specified. Personal expenses such as film, clothing, health care, or insurance cannot be charged to the leadership action plan or taken from fellowship funds.
 5. Payments are made once each year, though budget revisions may be requested at any time. Requests for additional funds during the fiscal year are discouraged. Fellows should call the KNLP office to discuss options if they believe they will run short of funds during the fiscal year.
 6. Budget revisions during the fiscal year must be submitted in writing (letter or computer network) to the program director. Requests should include the amount of the revision, the line items involved, and the reason for the revision. See "Sample: Budget Revision Request" (this section). If the request is approved, the Foundation will revise the financial statement and notify the financial officer in writing, with a copy to the fellow. Self-administered fellows will receive the approval directly.
 7. Program directors must be contacted immediately if a fellow intends to change institutions or if employment status changes, particularly if the fellow is considering taking a government job or appointment of any kind. Guidelines for transferring fellowships and for requesting a stipend have been provided later in this section.
-

Budget Line Items

Grant funds are divided into three categories: Salary, Leadership Action Plan (LAP), and Required Laboratories funds. The following are suggested line items used in budgets. Most expenses should fit under one of these categories. If not, fellows may use other general categories and line items.

Salary Funds	\$33,000 three-year maximum; \$11,000 per year maximum
Salary/Fringe Benefits	Calculate 12.5 percent of expected salary and benefits
- or -	
Stipend	In lieu of salary for those who qualify Does not appear on budget; distributed as monthly payments
Leadership Action Plan (LAP)	\$42,000 three-year maximum \$14,000 first-year suggested \$13,000 second-year suggested \$15,000 third-year project
Travel/LAP	Keep separate from Travel/Required Laboratories Domestic and foreign travel including small-group activities, cross-group activities, and family leadership activities
Income Tax Expense	\$5,000 three-year maximum \$1,500 first-year suggested May include tax consultant fees
Personnel Expense	Limited - must be approved in advance by program director
Office Expense	Postage, phone, photocopying, etc.
Resource Materials	Books, tapes, subscriptions, etc.
Equipment	Limited – must be necessary for leadership action plan and be specifically approved by program director; computer equipment (up to \$3,000) may be purchased during the first year only
Required Laboratories	\$8,000 total over three years to be used only for travel and expenses incurred while participating in the <i>required</i> labs and leadership action plan meetings hosted by the Foundation. Acceptable expenditures may include airfare, ground transportation, food (when meal is <u>not</u> provided), lodging, etc.
Travel/Required Labs	\$3,000 first year suggested \$4,000 second year suggested \$1,000 third year suggested

Note: Overhead costs for institutions will not be paid.

Sample: First-Year Budget

Fellow's Name

Salary Funds \$9,520

Leadership Action Plan (LAP)

Travel/LAP	\$8,000
Income Tax Expense	1,500
Office Expense	500
Resource Materials	1,000
Computer Equipment	3,000

Required Laboratories

Travel/Labs	<u>\$3,000</u>
-------------	----------------

Total \$26,520

Fellow's Original Signature

Date

Designated Financial Officer's Original Signature

Date

Designated Financial Officer's Name and Mailing Address:

Note: WKKF will mail the check to the designated financial officer with a cover letter including the approved budget; a copy of the letter with the approved budget will be mailed to the fellow. Fellows who are self-administered will receive original letter and approved budget with payment directly.

Sample: Salary Statement

ORGANIZATION'S LETTERHEAD

Date:

To: WKKF Program Director

This is to certify that <fellow's name>'s projected annual salary for the period of September 1, <year>, through August 31, <year>, will be \$<amount>. Fringe benefits for that period will be <amount or percentage>.

Sincerely,

Fellow's Supervisor, Personnel Officer, or Designated Financial Officer

Disbursement Guidelines

Documentation

Receipts must be retained by the fellow for all expenses over \$25. The receipt must include item(s) purchased, amount, date, and place of purchase. In addition, fellows should write the business purpose on the receipt.

Transportation

Air – The Foundation will pay only the round-trip, coach-rate airfare between the fellow's city and the activity site. Whenever possible, reservations should be made in advance to avoid premium fares.

Ground – If travel is by other means such as bus, train, or rental car, the Foundation will pay the actual cost, provided it does not exceed the round-trip coach-rate airfare. Travel by private automobile will be reimbursed at the current rate per mile as established by the IRS, or the cost of airfare, whichever is less. If public transportation is used to and from the airport, the Foundation will reimburse for the actual costs incurred.

Meals

During laboratories and meetings, most meals will be provided for the group and billed directly to the Foundation. When group meals are not provided, meals will be reimbursed at their actual cost, including gratuity. Fellows are discouraged from paying the bill for several others; however, if this occurs, a fellowship purpose and the names of all participants must be attached to the receipt.

Hotel/Incidentals

Hotel expenses will be reimbursed at the single occupancy rate. (During required labs, the hotel will direct bill the Foundation for room costs.) Reimbursement for long distance telephone calls directly related to the fellowship may be taken out of leadership action plan funds. Personal expenses such as bar charges, snacks, movies, and personal phone calls are the responsibility of the fellow and may not come out of fellowship funds. Laundry charges are reimbursable only if traveling for more than one week.

Miscellaneous

WKKF will reimburse the actual cost of other miscellaneous expenses only as they are directly related to the fellowship, subject to approval by Foundation staff.

Guidelines for Self-Administered Fellows

Listed below are the Foundation's requirements and expectations for fellows administering their own fellowship grants.

1. The fellow must maintain an accurate and detailed accounting of fellowship related expenses. Receipts must be retained by the fellow for all expenses over \$25. The receipt must include item(s) purchased, amount, date, and place of purchase. Fellows should write the business purpose on the receipt.
2. A separate checking account must be established and used exclusively for fellowship funds. A separate credit card, though optional, may be beneficial in keeping track of fellowship monies.
3. Reimbursement for expenses is based on actual costs incurred and not on a per-diem basis.
4. Expenses incurred must be in accordance with the approved budget, the fellowship guidelines, and the "Disbursement Guidelines" (previous page).
5. Any interest earned on the fellowship account can be spent at the discretion of the fellow and should not be reported on financial statements submitted to WKKF.
6. The explanation for each budget line item should be outlined in the leadership action plan report and approved by the fellow's WKKF program director *prior to incurring any expenses*.
7. All financial information must be maintained and made available to WKKF internal and/or external auditors upon request.

Questions about budget and reimbursement should be directed to the fellow's WKKF program director or the KNLP accounting liaison.

Stipend Guidelines

Purpose

A requirement for participation in the Kellogg National Leadership Program is that 25 percent of the fellow's employment time be available to pursue KNLP-related activities. The Foundation provides stipend payments to eligible fellows as an equitable means of partially compensating them for a decrease in their income, as a direct result of their participation in the program.

Eligibility

The stipend is available only to fellows who are employed full time (35 or more hours per week) and qualify in one of the following ways:

1. The fellow is self-employed. Time devoted to self-employment activities is equivalent to approximately 75 percent of a full-time job. The fellow must certify that participation in KNLP reduces income.
2. The fellow is employed by the private sector, and because of released time granted to participate in KNLP, the fellow receives a reduced salary. The employer must certify the reduction in the fellow's salary.

Calculation of Stipend

The stipend is calculated based on one-half of the resulting loss of income, up to a maximum of \$33,000 over the three years (\$11,000 per year maximum), or approximately \$917 per month. The Foundation will recognize a maximum of 25 percent released time when calculating the stipend.

Requesting a Stipend

To request a stipend, the fellow must submit a "Request for Stipend" form (next three pages), certifying the reduction in income as a result of KNLP, to the director of KNLP for confirmation of eligibility and determination of the amount of stipend. This request must be submitted by the fellow each year on a calendar basis.

Income Tax

Stipend payments are made directly to eligible fellows on a monthly basis. The payments are subject to income tax, and as such should be reported as income to the IRS by the fellow.

*Sample: Request for Stipend –
First Year Only (Self-Employed Fellow)*

Fellow's Name

Group #

I am requesting a stipend under the conditions outlined in the Stipend Guidelines provided by the W.K. Kellogg Foundation.

I hereby certify that I am self-employed and that the released time required for participation in the Kellogg National Leadership Program reduces my income-producing activity to approximately 75 percent time. I have calculated the expected reduction in my income and have included either a copy of my most recent IRS Schedule C (if self-employed previous year) or a copy of my most recent W-2 form (if employed by an organization last year). If employed by an organization last year, my estimate of self-employment income for this year cannot exceed my W-2 income.

I understand that the Foundation will base my monthly stipend on this documentation and that I am required to resubmit certification on an annual basis. I agree to notify the Foundation immediately if my employment situation changes and/or if I am no longer eligible for a stipend.

Pre-fellowship income (or reasonable estimation if recently self-employed) Attach Schedule C or W-2	\$
Expected reduction in income (maximum of 25 percent of income)	\$
Monthly stipend amount (half of income reduction, not to exceed \$917/month)	\$
Beginning date for stipend	/ /
Ending date for stipend	/ /

Fellow's Signature

Date

Processing	Initials	Date
PS:		
ACCT:		
PD:		
OM:		

Sample: Recertification of Stipend (Self-Employed Fellow)

 Fellow's Name

 Group #

I am requesting a stipend under the conditions outlined in the Stipend Guidelines provided by the W.K. Kellogg Foundation.

I hereby certify that I am self-employed and that the released time required for participation in the Kellogg National Leadership Program reduces my income-producing activity to approximately 75 percent time. I have calculated the expected reduction in my income and have included either a copy of my most recent IRS Schedule C (if self-employed in the previous year) or a copy of my most recent W-2 (if employed by an organization last year). If employed by an organization last year, my estimate of self-employment income for this year cannot exceed my W-2 income.

I understand that the Foundation will base my monthly stipend on this documentation and that I am required to resubmit certification on an annual basis. I agree to notify the Foundation immediately if my employment situation changes and/or if I am no longer eligible for a stipend.

A. Estimated annual earnings (100%)	\$
B. Annual income reflecting fellowship participation (attach Schedule C or W-2)	\$
C. Expected reduction in income (maximum of 25% of income) (Line A minus Line B)	\$
Beginning date for stipend	/ /
Ending date for stipend	/ /

 Fellow's Signature

 Date

Processing	Initials	Date
ES:		
ACCT:		
PD:		
OM:		

*Sample: Request for Stipend
(Organization-Employed Fellow)*

Fellow's Name

Group #

I am requesting a stipend under the conditions outlined in the Stipend Guidelines provided by the W.K. Kellogg Foundation.

I hereby certify that I am employed by an organization that has reduced my salary as a result of the released time required for participation in the Kellogg National Leadership Program. I understand that the Foundation will base my monthly stipend on this documentation and that if there are substantive changes, I can resubmit certification on an annual basis. I agree to notify the W.K. Kellogg Foundation immediately if my employment situation changes and/or if I am no longer eligible for a stipend.

Pre-fellowship income (attach W-2)	\$
Expected reduction in income (maximum of 25 percent of income)	\$
Monthly stipend amount (half of income reduction, not to exceed \$917/month)	\$
Beginning date for stipend	/ /
Ending date for stipend	/ /

Fellow's Signature

Date

Processing	Initials	Date
ES:		
ACCT:		
PD:		
OM:		

Sample: Budget Revision Request

Date:

To: WKKF Program Director

This is to request a revision in my KNLP budget.

I would like to transfer \$<amount> from <line item> to <line item>.*

The reason for this revision is: <explanation of how the requested adjustment relates to the fellow's leadership action plan, any changes in leadership action plan, etc.>

Sincerely,

<Fellow Signature>

<Fellow Name>

**Note: For more complicated budget revisions which affect several line items, include a proposed new budget. Remember that funds may not be transferred out of Salary and Fringe Benefits or Travel/Required Laboratories.*

Transfer Instructions

If a KNLP fellow changes employment during the course of the three-year fellowship, it is necessary for WKKF to transfer the award from the former employer to the new employer. WKKF will process this transfer only after receiving all necessary information and documentation.

Transfers should be initiated as soon as the fellow knows that he/she will be changing employment. The “Request for Transfer” form on the following page must be completed and submitted to the fellow’s WKKF program director.

Following are instructions for completing the form:

Fellow: Fills in name, group number, and date of job change in the top section of the form. Fills in former employer’s name and new employer’s name. Obtains the necessary signatures.

Former Employer: The financial officer should sign the form’s statement of release. The former employer should continue to administer the KNLP account until the transfer has taken place. The Foundation will provide written authorization when the transfer of funds has been approved. Funds may not be transferred until WKKF provides written authorization.

New Employer: The chief executive officer of the new institution should sign the form’s statement of acceptance. (This signature must be that of the CEO, head of contracts and grants for a university, or other organization official who has authority to sign a contract on behalf of the organization.) The CEO’s name and mailing address must be typed or printed in the space provided on the form. The commitment letter will be issued accordingly. In addition, the new organization must provide WKKF with a statement of the fellow’s salary and fringe benefits for the fiscal period as well as a copy of the organization’s IRS tax determination letter (unless a college or university) before the transfer of funds will be approved.

Fellow: Once the form is completed as outlined above, the fellow should sign and date the bottom of the form and mail to his/her WKKF program director. Original signatures are required; a fax or photocopy will not be accepted.

Note: Fellows who become self-employed or who change to a for-profit organization will become self-administered. On the form, these fellows should sign as the new employer, and should talk to the KNLP office for a determination of stipend eligibility.

Sample: Request for Transfer

Fellow's Name

Group #

This certifies that as of <date>, the above-named fellow is changing employers. The W.K. Kellogg Foundation (WKKF) is instructed to transfer the fellow's Kellogg National Leadership Program (KNLP) award from the former employer to the new employer.

.....

Former Employer (type or print): _____

On behalf of the former employer, I agree to release the KNLP grant funds upon receiving written authorization from WKKF.

Signature, Financial Officer

Date

.....

New Employer (type or print): _____

Business Address _____

CEO's Name and Title* _____

On behalf of the new employer, I agree to administer KNLP grant funds and provide the Kellogg fellow with 25 percent released time from employment. I understand that WKKF will issue a commitment letter for my organization's acceptance which outlines the conditions of this award.

Signature, Chief Executive Officer

Date

**Note: The signature above must be of the CEO, head of contracts and grants for a university, or another organization official who has authority to sign a contract on behalf of the organization. The new organization must provide WKKF with a statement of the fellow's salary and fringe benefits for the fiscal year as well as a copy of the organization's IRS tax determination letter (not necessary if organization is a university or college).*

.....

Fellow's Signature

Date

Income Tax Treatment

The IRS considers the value of fellowships, such as the Kellogg National Leadership Program, to be taxable income to recipients. Therefore, Kellogg fellows are required to report the value of benefits they receive under fellowships as gross income and to pay tax on such income, except to the extent that they are entitled to deduct expenditures for some or all of the goods or services provided under the fellowship.

For most fellows, such deductions will not entirely offset the amount of benefits included in their gross income. Therefore, a fellow will generally be required to pay tax on all or part of the value of such benefits. A fellow may be required to pay such additional tax through quarterly estimated tax payments. Fellows should keep these tax rules in mind when designing their leadership action plans and when planning for their tax liabilities during those years in which they receive benefits.

Caution: The rules described in this summary may not apply uniformly to all fellows. In addition, the current rules contain several ambiguities which the IRS may clarify in future rulings or regulations. Therefore, fellows should consult their own tax advisers to determine how these rules will affect their individual tax situations.

A. Inclusion of the Value of Benefits in a Fellow's Gross Income

1. The full value of all benefits provided to fellows under fellowship awards granted after August 16, 1986, must be included in the fellow's gross income for federal income tax purposes.
 2. Amounts to be included in a fellow's gross income include stipends, leadership action plan expenses, small-group activities, computers, and the value of any other benefits, such as laboratories (including cross-group activities), provided directly to the fellow by the Foundation. It appears that all such amounts, other than reimbursements of salary provided by the foundation to a fellow's employer, will be treated for tax purposes as payments to the fellow by the Foundation.
 3. The Foundation is not obligated to provide the IRS with an annual report for each fellow of the amounts to be included in the fellow's gross income. The Foundation will, however, provide all fellows with information related to the value of the various KNLP activities. Each fellow will be individually responsible to report such payments on his or her income tax forms as other income.
-

B. Computation of a Fellow's Taxable Income

1. The fellow will be required to pay federal income tax on any portion of such applicable amounts that is not offset by deductions. State and local income taxes may also be payable on these amounts.
 2. Each fellow should consult his or her tax adviser regarding the availability of deductions with respect to benefits received under the fellowship program. Deductions may be available as nonreimbursed employee business expenses in connection with a trade or business, as qualified educational expenses, or for other reasons. The availability of such deductions will depend on a detailed examination of the fellow's individual situation and will be the responsibility of the fellow. Because individual circumstances vary, it is possible that for some fellows no deduction will be available. Refer also to "Income Tax Information" on the next page.
-

Income Tax Information

As amended by the Tax Reform Act of 1986, section 117 of the Internal Revenue Code provides that gross income for an individual who is a degree candidate does not include any amount received for tuition and fees required for enrollment or attendance at an educational organization, or for books, supplies, and equipment required for courses of instruction.

Since KNLP fellows are not receiving degrees, the fellowship award is not exempted by the above exclusions, and the entire fellowship amount is treated as income.

Recipient Obligations

The recipient of the fellowship grant is responsible for determining whether the fellowship, in whole or part, is included in gross income under section 117. In other words, the recipient is responsible for determining whether such grant was used for qualified tuition and related expenses. The Foundation is not responsible for reporting the value of the fellowship to the IRS.

Components of Fellowship - Taxability

	Amount	Status
Salary Reimbursement	Varies to \$33,000	Not Separately Taxable
- or -		
Stipend	Varies to \$33,000	Taxable
Leadership Action Plan Award	\$42,000	Taxable
Travel/Required Laboratories Allowance	\$ 8,000	Taxable
Conferences/Laboratories/Computer Networking/Small-Group Activities	Varies	Taxable

Section 5:

Recruitment, Application Processing, and Review

Recruitment Strategy	70
Sample: Advertising List	71
Sample: Recruitment Letter to Administrators	72
Sample: Application Memo for Fellows and Advisers	73
Frequently Asked Questions	74
Application Processing	80
Sample: Prescreen Worksheet.....	83
Sample: Application Return Letter	84
Recommendation Processing	85
Sample: Primary Review Rating Sheet	87
Sample: Primary Review “Conflict” Sheet	88
Interview Information	89
Sample: First Round Decline Letter.....	91
Sample: Interview Invitation Letter	92
Sample: Informational Memo to Interview Committee	93
Interview Guidelines.....	94
Interview Rating Categories	95
Sample: Interview Rating Sheet	96
Candidate Orientation	97
Sample Interviewee Packet: Background Material for Applicants.....	99
Sample Interviewee Packet: Program Components	100
Sample Interviewee Packet: Grant Award Summary	102
Sample Interviewee Packet: Income Tax Treatment	103
Sample Interviewee Packet: Income Tax Information	105
Sample Interviewee Packet: Activity Schedule	106
Sample Interviewee Packet: Laboratory Attendance Acknowledgment.....	107

Recruitment Strategy

Various activities are undertaken to market information about the fellows program in order to recruit qualified candidates from diverse settings. These efforts include informational mailings, advertisements, and referrals from other Kellogg Foundation programming areas.

Information Mailings

One application and one KNLP brochure are mailed to each of approximately 10,000 organizations on the annual report mailing list. These organizations include universities and colleges, professional journals, professional associations, and nonprofit agencies. Approximately 3,000 application packets are mailed to the training and development executives of large corporations, using a mailing list purchased from the American Society for Training and Development. In addition, KNLP fellows and advisers each receive two application packets to distribute to qualified candidates.

Advertisements

Advertisements about the program are placed in a broad range of publications. In an effort to recruit candidates from the business sector, advertising is targeted to several business-related publications. In addition numerous reference books on grants and fellowships include descriptions of the program. Professional organizations with newsletters also help publicize the program.

Sample: Advertising List

Publication	Audience/Estimated Circulation
<i>The Economist</i>	Big business/Executives (225,000)
<i>American Association for Adult and Continuing Education (AAACE) Adult Learning Newsletter</i>	Education
<i>AAACE Online</i>	Education
<i>American Association of Community Colleges (AACC) Journal</i>	Junior College
<i>AACC Times</i>	Junior College
<i>Black Issues in Higher Education</i>	Minorities in Higher Education (40,000)
<i>Business Week</i>	
<i>Chemical & Engineering News</i>	
<i>Chronicle of Higher Education</i>	Students in Higher Education (420,000)
<i>Community College Week</i>	Academic Subs. (fed/state government officials, education associations, business and industry reps. (15,000)
<i>Electronic Engineering Times</i>	
<i>Hispanic Link</i>	
<i>Hispanic Times Magazine</i>	Hispanic Education (45,000)
<i>Wall Street Journal</i>	Midwest, SW, Western Eastern Readers
<i>Winds of Change Magazine</i>	American Indian Science/Engineering Society-76 chapters across U.S. campuses

Sample: Recruitment Letter to Administrators

<date>

Dear Administrator:

The W.K. Kellogg Foundation is pleased to announce the availability of Kellogg National Leadership Program (KNLP) applications for Group <current group number>. KNLP is designed to prepare leaders who can function effectively and knowledgeably in dealing with complex problems where narrow expertise is not sufficient. It seeks to involve professional men and women in the early years of their careers who are interested in developing interdisciplinary and cross-cultural perspectives on contemporary human and social problems.

KNLP awards will be made to as many as 40 individuals of exceptional merit and competence who have exhibited leadership potential in their community, organization, and/or profession. To be eligible for the three-year program, an applicant must be a U.S. citizen, agree to participate in *all* required activities related to KNLP, and, if employed, receive 25 percent released time from his/her employer to implement a non-degree, self-directed leadership action plan. Specific requirements of the program and related dates are outlined in the application.

The Kellogg Foundation will provide a financial award for participation, including \$42,000 for the design and development of the leadership action plan. Individuals employed in both nonprofit and for-profit sectors, as well as self- and non-employed, may apply. Employers that are nonprofit organizations are eligible to receive 12.5 percent of the fellow's salary, up to \$33,000 over the three years (not to exceed \$11,000 per year) from the Foundation as partial reimbursement for the released time. Because of tax laws, employers that are for-profit organizations are not eligible to receive the salary reimbursement.

We invite you to forward the enclosed KNLP application materials to individuals who enjoy a high level of accomplishment in their field, are highly motivated, have an appreciation for the broader scheme of things, and show promise for providing leadership to their profession and/or community.

The deadline for completed KNLP applications to be submitted for review is <date>. For more applications or for additional information, please contact:

Kellogg National Leadership Program
W.K. Kellogg Foundation
P.O. Box 550
Battle Creek, MI 49016-0550

Sample: Application Memo for Fellows and Advisers

TO: KNLP Fellows and Advisers
FROM: Kellogg National Leadership Program Office
DATE:
RE: KNLP Applications

We are pleased to announce the availability of applications for Group <number> of the Kellogg National Leadership Program.

Enclosed are two application packets for your use. We ask your assistance in locating diverse individuals who could both benefit from and contribute to the KNLP experience. Please review the materials and distribute these applications to individuals whom you feel exhibit leadership potential and the commitment to make a difference.

If more applications are required, please call our 24-hour application and information line at <phone number>. The deadline for applications to be submitted for review is <date>.

We appreciate your support.

Frequently Asked Questions

The Kellogg National Leadership Program is a three-year leadership development program for American citizens in the earlier years of their professional careers. The purpose of the program is to encourage potential leaders to gain leadership and interpersonal skills so that they can contribute to communities and organizations in effective and meaningful ways. During the program, fellows are introduced to a range of disciplines and issues, helping them broaden their interests, perspectives, and understandings.

The primary components of the leadership program are the pursuit of leadership action plans and participation in seven required laboratories. The leadership action plans are individual plans that focus on skills development outside or beyond the fellow's field of expertise. Ideally, at the end of the program, the fellow is more confident and better equipped to participate and play a leadership role in solving society's problems.

Eligibility

Q: Who is eligible to apply for KNLP?

A: Applicants must be U.S. citizens. They should also be in the earlier years of their professional careers.

Q: I am an immigrant who has applied for citizenship. May I apply for a fellowship?

A: No. You must receive your citizenship before you apply.

Q: What does "early years" of career mean?

A: The application states 2-12 years after education; the selection committee will look for that point in the applicant's career. They will also take into consideration other factors such as taking a break from one's education or career to raise a family.

Q: I am in the early years of my second career. Can I apply?

A: The selection committee is looking at where you are in your professional activity. In other words, how long have you been out of school and working? The rule of thumb is 2-12 years. Applicants up to about 15 years out of school will be considered.

Q: I am in graduate school. Can I apply?

A: It would be better to wait until you have completed your program. KNLP is not designed for individuals who are pursuing academic degrees.

Q: How old are fellows? What is the age limit?

A: Fellows are not selected based on age, but at the point they have reached in their professional activities. The age range is about 25-45 years, with the average about 37.

Q: I am self-employed, or unemployed. Can I apply?

A: Yes (see funding options if necessary).

Q: I am a government official. Can I apply?

A: The Foundation is prohibited by Federal law from giving fellowships to people in certain governmental positions, including jobs in the federal, state, local, and Indian tribal governments. Basically, people who are elected, appointed by an elected official, or in a policymaking position may not be eligible. Read this section of the application carefully. If you hold any of the positions described, you are probably not eligible. Final determination of eligibility is made by the Foundation after the interviews and before final selection.

Leadership

Q: What does the Foundation mean by leadership development?

A: We define leadership simply as getting good things done with the help of others. KNLP will enhance your leadership through personal and professional development. Your leadership focus could be in whatever position, profession, community, or cause in which you are involved.

Q: How does KNLP develop leaders?

A: We develop the leadership capability of the fellows through the leadership action plan, laboratories, and other activities which allow fellows to learn new skills and to broaden their knowledge. Fellows also become linked to former program participants through an alumni network.

Leadership Action Plan

Q: What is a leadership action plan?

A: The leadership action plan (LAP) is a self-designed leadership development plan and is the heart of the program. Each fellow develops a personalized leadership action plan to pursue during the three-year program. A fellowship candidate proposes the leadership action plan in the application; once a fellow is selected, the plan is refined and finalized with the help of program staff and advisers.

Q: What does the application mean by “outside your discipline?”

A: The LAP is an opportunity for the fellow to learn something new, beyond what he or she has been trained in or does on the job. For instance, a physician may study economics or sociology. The LAP is interactive, experiential, and creative. It entails immersion in a new subject through seminars, workshops, and dialogue with experts.

Q: Must I have a product (such as a book or other publication) when my leadership action plan is finished?

A: No. The product is the personal and professional development of the fellow. You will write a report for the Foundation, however, documenting your fellowship experiences.

Q: I have a project I am involved with at work. Can I use fellowship funds for it?

A: No. Fellowship funds are for the fellow’s personal and professional development, as approved by the Foundation in the leadership action plan. Funds are not for other projects.

Q: I have two ideas for a leadership action plan. Can you tell me which is better?

A: There is really no need for you to describe your ideas. What you should do is think carefully about what you would like to undertake that you are unable to learn in your present environment. Be creative. If a specific activity would enhance your leadership development, then it should become the seed for your leadership action plan. Also, keep in mind that applications are not selected or rejected based on the leadership action plan proposed.

Q: Can I take classes with my leadership action plan?

A: Yes, you can take some classes, as long as they fit into a broader plan. However, KNLP is not a program to assist you in receiving any kind of academic degree.

Laboratories

Q: What are the laboratories about?

A: The required laboratories are on a variety of topics and are planned by the Kellogg Foundation with the fellows’ input. Laboratories may address skills, such as team building and conflict resolution, or they may address topics, such as health care or education.

Q: How are laboratories conducted?

A: Laboratories are held in different locations across the country to provide a look at specific issues. We typically hear from expert speakers in the field, as well as talk to persons involved with the issue on a first-hand basis. For example, if the laboratory topic is education, we may have the head of a national teachers association speak, as well as send the fellows to an inner-city school to spend a half day in a classroom.

Q: What is the schedule for the laboratories?

A: The required laboratory dates are listed in the application. Except for the international laboratory, they will all be in the United States. Laboratories usually last about a week, Sunday through Friday.

Q: Where is the international laboratory and what will be the topic?

A: Each group has one international laboratory which will be two weeks in an international country. The country for Group <number> has not been selected yet, but the fellows will spend two weeks learning about another country's history, culture, government, health care, education, and policymaking.

Grant Information

Q: How much is the grant?

A: The award is \$42,000 for the leadership action plan, plus up to \$33,000 provided as reimbursement to your employer if it is an eligible nonprofit organization (or a stipend for self-employed fellows or for-profit organization), and funds for travel to the required laboratories.

Q: How can the leadership action plan funds be used?

A: These are the funds for your individual leadership action plan. It may include resource materials, such as books, fees for conferences and workshops, and expenses for travel to see first-hand whatever your leadership action plan is about. Usually, most of the funds are used for travel, since those costs are greatest. In a leadership action plan dealing with rural economic development, for example, a fellow might visit four sites in the U.S. and two in other countries to investigate and compare rural economic development projects.

Q: What type of employer is eligible to receive the salary reimbursement?

A: Employers must be a government agency or a 501(c)(3) nonprofit organization to receive a grant from the Kellogg Foundation.

Q: How does the fellowship coincide with my job?

A: Fellows stay with their normal employment but receive 25 percent released time to participate in all KNLP activities. Employers normally pay the fellow's full salary. Employers that are eligible receive a 12.5 percent reimbursement of the fellow's salary from the Foundation.

Q: I am employed in a business/corporation. Can I be a fellow?

A: Yes, but in your case there would be no salary reimbursement to your employer. Your employer would have to agree to the 25 percent released time so that you could participate in the program.

Q: What is a stipend? Am I eligible for a stipend?

A: The stipend is a monthly payment to offset part of the income which a fellow might lose because of participation in the program. It is given in lieu of salary reimbursement in certain cases; eligibility is determined by the Foundation. It is available only if the fellow is employed by a for-profit company and his employer is reducing his salary because of the released time; or if a fellow is self-employed and is losing income because of participation in the program.

Q: Can I use fellowship funds for a preexisting project?

A: No. Fellowship funds are for the fellow's personal and professional development, as approved by the Foundation in the leadership action plan. Funds are not for other projects.

Q: How are the funds paid?

A: Payments are made on a yearly basis, according to a budget which the fellow has provided and the Foundation has approved. For those fellows who are employed by an eligible, nonprofit institution, the award is made directly to the institution on the fellow's behalf. The employer reimburses their fellowship-related expenses, and reports these expenditures to the Foundation on a yearly basis. For fellows who are not employed by an eligible nonprofit, the fellow receives the funds directly and pays his or her own bills, reporting expenditures to the Foundation on a yearly basis. No salary reimbursement is received, but the fellow may be eligible for a stipend. Final determination of how the fellowship is to be awarded is made by the Foundation.

Q: Are fellowship funds taxable?

A: With the Tax Reform Act of 1986, all nondegree fellowships are now considered taxable income. KNLP fellows will receive information on a yearly basis that they can use for tax reporting. The Foundation does not send any report of payments to fellows to the IRS.

Completing the Application

Q: When is the application period?

A: Applications are usually available beginning August 1 of each year and must be submitted to the Foundation with a postmark on or before December 1.

Q: Can I remove the pages from the application booklet to fit into my typewriter?

A: Yes. Just reassemble before submitting.

Q: Can I enter the application questions into my computer instead of submitting the booklet?

A: Yes. Just be sure it follows the format of the booklet.

Q: The instructions say that the answer can be 500 words long. Do you count punctuation, numbers, etc.?

A: Calculate the number of words only.

Q: The application says that my supervisor must submit a recommendation. I don't have one (or she is new). May I have someone else submit the recommendation?

A: Recommendations should come from your supervisor, if you have one. If not, please have another person who knows your work fill one out.

Q: Do I need to supply information for all of the questions (for example, questions 7-11)?

A: All questions will not apply to all applicants. Just fill in what applies to you and indicate N/A (not applicable) if you cannot answer a question.

Q: What is the timetable for selection?

A: The deadline is December 1, and applications must be postmarked by that date. You will get a reply from us in early February (as stated on the acknowledgment card). The interview schedule is printed in the application. Notice of final selection will be by May 1. The first program activity is a required laboratory in June.

Q: Who is on the selection committee/advisory committee?

A: The Foundation contracts with individuals from a wide range of backgrounds, disciplines, and fields.

Application Processing

Individuals interested in the Kellogg National Leadership Program must submit an application for review. The steps of the process include: application receipt, computer processing, recommendation processing, and preparation for primary review (the process resulting in the selection of those to be interviewed).

Application Receipt

The deadline for submitting fellowship applications is December 1 (this is the date by which applications must be *postmarked* to be eligible). Applications and recommendation forms will not be received at the same time. Processing applications should take priority over the recommendation forms. (If applications are received directly by WKKF, the following tasks must be completed first by the application processing clerks.)

Instructions to Fulfillment Company for Application Processing

- Applications must be **postmarked** by December 1 to be eligible. All applications should be delivered to KNLP regardless of the postmarked date.
 - Applications should be processed according to the following guidelines:
 - Check postmark date. If date is December 1 or before, the envelope can be thrown away. If the date is December 2 or after, the envelope should be included with the application packet.
 - Date-stamp first page of application in upper left corner. This is the page containing name, address, etc.
 - Secure all copies of the application together with a rubber band.
 - Recommendation forms should be processed according to the following guidelines:
 - Date-stamp first page of form at the top.
 - Secure all copies of the recommendation form together with a paper clip.
 - Delivery to the Foundation—materials should be delivered to the Foundation once each day during November and twice (a.m. and p.m.) each day during December.
-

Initial Processing

Applications are to be submitted in triplicate. If they are not, additional copies should be made. When processing an application, look first to find the original (containing original signatures). To the original, staple the green Prescreen Worksheet and complete the following information: applicant name, degrees, discipline, and ethnicity.

Degrees, discipline, and ethnicity are tables on the computer system and the **code** should be entered onto the Prescreen Worksheet. Enter only the highest degree earned; two degrees should only be entered if they are distinctly different but of equal value, e.g., law degree and medical degree. If no degree or discipline option is available on the table which fits the applicant, make a note and share it with the office manager (additional options can be added if needed). If ethnicity is not included on the application, put a question mark on the Prescreen Worksheet and enter the code for Unknown into the computer.

The processing clerk should also check the first four items on the Prescreen Worksheet: U.S. Citizen (first page of application); applicant's signature (page 10); and supervisor and CEO signature (page 11 or 12). If the applicant is not a U.S. citizen, the application should be returned with "Application Return Letter."

Separate the two additional application copies from the original which already has the green Prescreen Worksheet stapled to it. The additional copies should be secured with a binder clip and set aside to be filed alphabetically. The original application is now ready for computer input. After computer input, each application is logged onto the tracking sheet and then given to the consultant for prescreening.

Computer Processing

Information on each applicant is entered into the computer database. This becomes the permanent record, is used to run reports, and carries over to the fellows database for those who are selected. Instructions for computer input in subsequent sections represent entries into the W.K. Kellogg Foundation's computer database system, PROGRIS. (Each organization should consider the value of developing such a system based on the number of applications to be processed.)

Prescreening

After the applications are returned by the consultant, they should be logged onto the tracking sheet as being returned. Check the Prescreen Worksheet to see if the consultant made any changes (degrees, discipline, ethnicity) and whether the consultant checked *Yes* or *No* for *Continue to Primary Review*. If *No* is checked, the application must go to the director for the final decision on whether the application goes to Primary Review. If the director indicates *No*, the applicant's status in the

computer is changed to *SD*. If the director indicates *Yes*, the application continues for processing. Applications with the status *SD* are not included in Primary Review.

For applications coded as *SD* on the computer system, the two copies of the application and recommendation forms should be discarded; the original application with the Prescreen Worksheet containing the director's initials, along with the original recommendation forms, are retained. All of the original copies of the SDs are placed in a separate file drawer so that they are not interfiled with the applications for Primary Review. Decline letters for the SDs can be run before Primary Review, but they should have the same date and be mailed at the same time as Primary Review decline letters.

Sample: Prescreen Worksheet

Applicant Name: _____ # _____
LAST FIRST M.I.

Degrees: _____ Discipline: _____

Ethnicity: _____ Special Needs; Please specify: _____

Continue to Primary Review? YES _____ NO _____

Director Approval _____

KNLP Check:	YES	NO	N/A	DATE
1. U.S. Citizen?	_____	_____	_____	_____
2. Applicant's signature/page 10?	_____	_____	_____	_____
3. Supervisor's signature/page 11/12?	_____	_____	_____	_____
4. CEO's signature/page 11 (if applicable)?	_____	_____	_____	_____

Pre-Reader Check:	YES	NO	N/A
1. Applicant is in early years of career?	_____	_____	_____
2. Applicant wishes to gain degrees or conduct research?	_____	_____	_____
3. Applicant is presently pursuing an academic degree and is enrolled in courses?	_____	_____	_____
4. Applicant appears to have adequate education and/or experience to achieve leadership?	_____	_____	_____
5. Applicant exhibits understanding of KNLP purpose?	_____	_____	_____

Comments:

 Signature of Pre-Reader

Sample: Application Return Letter

<Date>

Dear <applicant>:

We regret that we must return the enclosed application for the Kellogg National Leadership Program for the reason(s) noted below:

- _____ No **original** applicant signature (cannot be a copy)*
- _____ No **original** CEO signature (cannot be a copy)*
- _____ No supervisor signature*
- _____ Governmental Official Checklist not completed*
- _____ Three copies not submitted*
- _____ Not U.S. citizen/Ineligible
- _____ Postmarked after December 1st deadline
- _____ Other:

*You may complete the application and resubmit, but it must be postmarked by <date>.

Return to: Kellogg National Leadership Program
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, MI 49017-4058

Recommendation Processing

Letters of recommendation consist of either the three-part carbonless set provided with the application and/or a separate letter. Be sure letters of recommendation are date-stamped. They will be accepted if they are not postmarked by the deadline date. Three copies of each recommendation will be needed; make additional copies if necessary. Frequently, the three-part set is submitted with additional comments on a separate sheet. Make copies of the additional sheet and clip them to the set. Do not copy brochures, reports, or any other excessive information; retain the original only. Letters of recommendation should be filed alphabetically (by candidate). Paper clip letters for the same candidate together as they are filed. Preparation of letters of recommendation will take one person approximately two weeks.

Preparation for Primary Review

Applications will be reviewed during the Primary Review week. For this activity, all applications must be received, entered into the computer, prescreened by the consultant, matched with the recommendation forms, and separated for each reviewer.

Two sets of labels which contain the applicant's name and number will be run from the computer system. The labels are affixed to the two Primary Review Rating Sheets. Working with groups (alphabetically) of the applications and recommendations, assemble into sets:

1. Original application with Prescreen Worksheet on top; staple original recommendation letters on bottom.
2. One copy of application with pink Primary Review Rating Sheet on top; staple pink (second) copies of recommendations on bottom.
3. Third copy of application with yellow Primary Review Rating Sheet on top; staple yellow (third) copies of recommendations on bottom.

(Note: use heavy-duty stapler with 3/8" staples).

After this process is complete, almost all recommendation forms should be matched with applications, and almost all applications should have three or more recommendations. Secure individual application sets together with a binder clip and refile. Group matched recommendation letters and file; some applications will not be submitted.

Reviewers are assigned to read applications in pairs (this task done by office manager). According to the computer printout, pull applications for each reviewer. Compare the applications for each reading team to ensure that they are identical. Discrepancies need to be changed in the computer system.

Primary Review Processing

During Primary Review, each eligible application is read by at least two people. The Primary Review readers are given a computer printout listing their applications, along with the applications they will be reviewing (in alphabetical order). After they have read the application, they indicate *Interview* or *Decline* on the Primary Review Rating Sheet which is attached to each application. They then return the applications to the Primary Review headquarters room.

Since applications are returned individually, they must be matched up to see if the two primary reviewers agreed or disagreed. Single applications are filed alphabetically. When a pair of applications are matched, they are pulled from the file.

If both primary reviewers indicate *Interview*, they are given to the director to review. If both primary reviewers indicate *Decline*, they are given to the assistant directors to review. If one reviewer indicated *Interview* and one indicated *Decline*, they are placed on the conflict table for the reviewers to discuss. For any conflicts that cannot be resolved, a blue Primary Review Rating Sheet is attached for a third Reviewer to indicate *Interview* or *Decline*.

Once the final decision has been made (either *Interview* or *Decline*), the status of the applicant is changed in the computer to *NT* (interview) or *RD* (decline). Reports can be generated to monitor the number of applicants with each status and the demographic information. Reports can also be generated for each Primary Reviewer so that they know the status of their applications.

Through this Primary Review process, approximately 130 candidates will be identified for interview. Those with the interview status must then be assigned interview times and dates on the computer. All of this data entry must be completed before letters can be generated for the interviews. Letters can be generated for applicants to be declined as soon as the decline list is finalized. Verify that letters are generated against the *final* status of the applicant, as the status is frequently changed in the last day of Primary Review.

Sample: Primary Review Rating Sheet

INTERVIEW _____

DECLINE _____

	High Degree		Low Degree	
	4	3	2	1
1. Has the career path of this candidate indicated leadership potential?				
2. Do the personal and professional contributions of this person, within and outside his/her community, institution, or organization, indicate an emerging leader?				
3. Has this applicant shown generosity and leadership in his/her community?				
4. Are the applicant's personal and professional goals consistent with the objectives of KNLP?				
5. Would KNLP make a significant difference in his/her contribution to society?				
6. Would KNLP make a significant difference in the personal and professional development of this individual?				
7. To what degree does this candidate's proposed leadership action plan show understanding of the goals and objectives of KNLP? That is, is the LAP interdisciplinary, creative, addressing an important issue facing some segment of society or institution—or is it "more of the same?"				

Overall Impression (please check recommendation in upper right-hand corner; provide concise narrative to support your recommendation):

Signature of Reviewer

(please disqualify yourself from the review process if you are a friend or relative of the candidate).

Sample: Primary Review “Conflict” Sheet

Applicant Name: _____

Reader: _____

Reader: _____

The initial review of this application resulted in a “conflict” between the two readers. Therefore, please review the application *together*, and note your decision by checking one below:

_____ “Conflict” is resolved. _____ (reader’s name)
has changed recommendation to

INTERVIEW / DECLINE

(circle one)

– OR –

_____ “Conflict” is not resolved. Please forward to a third reader.

Interview Information

The result of the January Primary Review of KNLP applications is the selection of 125-130 applicants to be interviewed. The interview process determines the final recommendations made to the director and Fellowship Approval Committee. Interviews are conducted regionally, in four sites during four weeks of February and March.

Immediately following Primary Review, the applicants selected for interview are scheduled and letters are generated notifying them of their interview date, time, and location. Included with the letter are several pieces of information, including items which they must complete and bring to the interview.

Logistical Arrangements

The interview teams for each week of interviews are usually six people and, other than the director, are different for each week of interviews. Individual interview teams are comprised of the KNLP director (or designate); a KNLP assistant director (if available); one or more members of the Advisory Committee; members of the Primary Review Team (as needed); and other advisers, fellows, or consultants as needed. In addition, either the assistant to the director or office manager participates in the interview process to make logistical arrangements and provide an orientation to the candidates. The KNLP assistant to the director contracts hotels for the four weeks of interviews.

Once interview teams are selected, steps must be taken to establish a WKKF contract with each team member. Interviews are included in the Advisory Committee and Primary Review Team contracts. Any other advisers, fellows, or consultants must be contracted separately. As soon as possible, each member of the interview team should receive details about the logistics of the interviews, along with copies of the applications for each candidate to be interviewed.

Candidates to be interviewed are notified by mail, and they must fax the KNLP offices to confirm their attendance at the interview. Only under unusual circumstances will candidate interview schedules be changed, and this is usually accomplished by switching the interview times for two candidates. Confirmation should be made in writing regarding the new interview time. As candidates confirm their interview time, they also notify KNLP if they require a room. The rooming lists are prepared and sent to the respective hotels as soon as possible.

Interview Process

The interview week usually begins on Sunday evening with a dinner for the interview team followed by an overview of the interview process. The interviews then begin on Monday morning and continue through Thursday or Friday. Each applicant receives an orientation to KNLP and the interview process by either the assistant to the director or office manager. They receive several informational handouts and their questions are answered.

The group interview is usually conducted in a parlor room around a large table. The interview takes about 40 minutes, and at the end of that time the candidate can return to the orientation room to collect their belongings and then leave. Immediately following the interview, the interview team members individually rate the candidate with a score on a scale of one to five. Generally, the candidate must receive an average score of 4.5 or higher to be selected for the program.

The assistant to the director or office manager compiles the interview scores and shares them with the interview team at the end of each day. As decisions are made, applications for those candidates not selected are shredded. The Interview Rating Sheets are filed with the information brought by the candidate and are shipped back to WKKF.

Finalizing the Selection

As interview weeks are concluded, the average interview score is entered into PROGRIS, a WKKF database. Once all interviews are completed, the director reviews the list and finalizes the recommendations for the committee. The final approval is made by the Fellowship Approval Committee, who gives the approval to commit monies appropriated by the Board for the KNLP budget to the specific individuals' fellowships.

Sample: First Round Decline Letter

<Date>

Dear <applicant>:

The primary review phase of the selection process for Group <number> of the Kellogg National Leadership Program has now been completed. Approximately <number> applications were received by the Foundation and reviewed by a multi-disciplinary selection committee comprised of <number> members. While the selection committee did not recommend you for an interview, we sincerely appreciate the time and commitment that you invested in applying for the Kellogg National Leadership Program.

Since this is a leadership development program, applications are reviewed to discern the leadership activities and potential of the applicants. Because of the large number of applications received, we are unable to provide an evaluation of your application. Please keep in mind that this program is extremely competitive and that a limited number of applicants receive interviews.

We appreciate your interest in the Kellogg National Leadership Program. Please accept our best wishes for your continued personal and professional development.

Sincerely,

<Name>

<Title>

Sample: Interview Invitation Letter

<Date>

Dear <applicant>:

We are very pleased to invite you for an interview with a screening committee representing the Kellogg National Leadership Program. Applications were received by the Foundation and reviewed by a multidisciplinary screening committee comprised of <number> members. Since there are considerably more candidates than there are fellowships available, this invitation neither indicates the offer of a fellowship nor the approval of your proposed leadership action plan. Rather, we invite you to discuss your personal and professional goals and how a fellowship experience could impact your life and assist you toward achieving your leadership aspirations. Your personal interview has been scheduled as follows:

Interview Date:
Interview Time:
Hotel Name:
Hotel Address:
Hotel Phone Number:

Please **arrive 30 minutes early** and locate the room designated Kellogg National Leadership Program. <name of contact> of our office will be on hand to greet you, give you a thorough orientation to the fellowship program, and answer your questions. Your interview with five or six members of our interview committee will last approximately 40 minutes.

To confirm your interview appointment, you must fax the enclosed Arrival/Departure form to <name> in the fellowship office at <fax number>. We must receive this form by <date>.

You should make your own travel arrangements to the interview site. If travel arrangements make it necessary for you to spend a night at the interview location, please indicate this on the form, and we will make hotel accommodations for you. The room will be charged directly to the Foundation. A form for submitting your other expenses will be given to you at the time of your interview.

We look forward to the opportunity to meet you and discuss the Kellogg National Leadership Program with you.

Sincerely,

<Name>

<Title>

Enclosure: Arrival/Departure Form

Sample: Informational Memo to Interview Committee

DATE:

TO: Chicago Interview Committee

FROM: KNLP

RE: Chicago Interviews

Enclosed are the interview schedule and copies of the applications for the Chicago interviews. **Please bring them with you to the interview session.** We have also enclosed an interviewee folder containing pre-interview orientation information and a copy of the interview invitation letter.

The hotel is approximately four miles from the airport and the hotel courtesy shuttle runs every 15 minutes. When you arrive at O'Hare, call the hotel from one of the courtesy phones located in the baggage claim area and they will tell you when the next shuttle is scheduled. Be sure to take the shuttle that says **O'Hare Marriott** as there are several Marriott hotels in the area. The hotel offers a heated indoor pool, health club with sauna, gym, and whirlpools. There are a variety of restaurants located in the hotel offering oriental and continental cuisine.

We will begin Sunday evening with a group dinner; please meet in the hotel lobby at <time>. The final interview and wrap-up will conclude by <time> on <date>.

If you have any questions, please call me at <phone number>. We look forward to seeing you in Chicago!

Hotel information

Chicago O'Hare Marriott
8535 West Higgins Road
Chicago, IL 60631
Phone: 773/693-4444
FAX: 773/714-4296

Interview Committee

Director
WKKF program director
Primary review reader
One adviser
Two other interviewers
Orientation: Office Manager

Enclosures: Interview Schedule
Copies of Applications
Copy of Interviewee Invitation Letter
Interviewee Pre-Interview Orientation Folder

Interview Guidelines

All candidates should be asked questions directed at the following topics. Be as creative as you can in formulating these questions.

1. Perceptions of leadership
2. Key qualities of leadership
3. Personal strengths and weaknesses
4. Perspectives on diversity
5. Long- and short-range leadership goals
6. Personal contributions to the program/to other participants
7. Personal gains from participation in the program
8. Current reading (broadening horizons and leisure)
9. Outside interests, hobbies, leisure activities
10. Critical issues in today's society and into the future
11. Willingness to change leadership action plan
12. Willingness to assume "learner" role/"follower" role
13. Greatest risk
14. Failure; what was learned

Supplementary Questions

1. Is your work life and family life ever in conflict? How do you resolve it?
2. What is your idea of an ideal society?
3. It is said that power tends to corrupt. What do you think?
4. What are the key issues that will determine the future of society?
5. How would your leadership skills be improved by this fellowship?

Supplementary Questions – Corporate Candidates

1. Does the private sector have a role to play in social justice?
2. Should the private sector be concerned about education? How?
3. Ethics in business – personal philosophy.

Any other questions pertaining to candidate's profession, community, or outside activities are encouraged. Each interview is 35-45 minutes long. We allow the candidate to ask the team questions during the last five minutes.

Interview Rating Categories

Rating	Description
5 - 4.5	Outstanding in all observable categories; most promising; should be awarded a fellowship.
4.4 - 4	Shows great promise; possible inclusion in program.
3	Leadership potential questionable.
2	Lacks excellence at this time.
1	Exhibits no leadership knowledge or potential.

Sample: Interview Rating Sheet

Applicant Name _____

(Rating Scale: 5=High Degree; 3=Average; 1=Low Degree; N=Not Observable)

Degree to which the candidate's remarks and responses do the following:

Exhibits communication skills; ability to persuade, express, interpret thoughts, develop views with clarity, see both sides of a question, etc.	5 4 3 2 1 N
Shows awareness of the influence other professions might have on his/her specialty.	5 4 3 2 1 N
Shows ability to identify obstacles confronting effective utilization of knowledge and services.	5 4 3 2 1 N
Shows social and cultural sensitivity, interest, and warmth in relating to others (interviewer).	5 4 3 2 1 N
Shows capacity to think clearly about the moral and social implications of his/her decisions in society.	5 4 3 2 1 N
Shows reasonable self-confidence in the give-and-take situation of the interview.	5 4 3 2 1 N
Sees the humor of life and of his/her own shortcomings.	5 4 3 2 1 N
Shows ability and desire to develop as a leader.	5 4 3 2 1 N
Shows leadership <i>potential</i> that will be <i>developed</i> through his/her participation in KNLP.	5 4 3 2 1 N
Shows reasonable understanding of KNLP.	5 4 3 2 1 N

Overall Impression (Circle One):

- Outstanding candidate for fellowship (5)
- Possible candidate for fellowship (4)
- Leadership potential questionable (3)
- Lacks excellence at this time (2)
- Exhibits no leadership knowledge or potential (1)

Brief statement to support overall impression:

Signature of Reviewer _____

Candidate Orientation

The candidate orientation is provided by the office manager or other designated Kellogg Foundation employee. The purpose of the candidate orientation is to present brief information about the Kellogg National Leadership Program and to relax the candidate prior to the interview. During the orientation, the following topics are presented:

1. Determine what the candidate knows about the program. Provide brochures and explanations.
 2. Briefly describe the selection process.
 - Number of applications received and reviewed; decision to interview or decline.
 - Interviews: <number of interviews> in <number of weeks>.
 - Explain applicant packet and deadline for returning materials.
 - Press release information
 - Name label for 5x7 black and white glossy photo
 - Biographical Information sheet
 - 16 PF (personality profile) and answer sheet
 4. Background material for Applicants
 5. Components of KNLP
 - Leadership Action Plans
 - Laboratories
 - Advisers – four advisers to fellows and Foundation
 - Electronic Talent Bank
 - Leadership Action Plan meetings
 - Small-Group Activities
 - Cross-Group Activities
 - Site Visits
 - Evaluation
 - Alumni Organization
-

6. Grant Award Summary Sheet
 7. Taxes - Information Sheet
 8. Interview
 - Procedure – number of team members, room setup, how interview will be conducted
 - Return for follow-up if needed
 - Team bios
 9. Questions
-

Sample Interviewee Packet: Background Material for Applicants

Congratulations on being invited for an interview for the Kellogg National Leadership Program! In this packet you will find important information about the fellowship program and the selection process. Please review the information thoroughly.

The Foundation will reimburse you for the travel expenses you incurred in coming to this interview. Included in this packet is a *Non-Employee Payment Request for Honorarium and/or Expenses* form for your use in submitting those expenses. Copies of receipts for all amounts over \$25 must be attached. Please be certain to indicate your social security number and whether or not you are a government employee as defined on the reimbursement form. Also, you must *sign the back of this form*. A self-addressed envelope is attached for your convenience. Please allow four weeks for processing of your reimbursement check.

On <date>, we will send a letter notifying you whether or not you have been selected to participate in Group <number> of the Kellogg National Leadership Program. If selected, you will be required to attend the Orientation Laboratory to be held <date> at <place>. During the Orientation Laboratory, all new fellows will be given additional information about the program and an opportunity to either accept or decline the fellowship award and its concurrent responsibilities.

Selection as a fellow does not necessarily indicate Foundation approval of the leadership action plan proposed in your application. During the early required laboratories, leadership action plans will be reviewed and thoroughly discussed with each fellow before they are finalized.

Formal commitment letters will be sent to all fellows and to their sponsoring institutions (if applicable) on or before <date>. Written acceptance of the conditions of the award will be required from both. The three-year funding cycle will commence <date>.

Upon acceptance, fellows agree to attend a series of required laboratories planned for this group by the Foundation. *Attendance at all of these laboratories is mandatory.* Because of the nature of the laboratories, spouses, dependents, and guests may not accompany the fellows; *no exceptions to these policies should be requested, nor will any be made.* The dates for the laboratories are provided on a separate sheet in this packet. Be sure that you check your calendar to ensure your availability for all required laboratories—inability to attend will result in the forfeiture of your fellowship.

Sample Interviewee Packet: Program Components

Following are the program components that will enable the leadership program to achieve its goals. These components should be subject to change and refinement as the program continues to evolve.

Leadership Action Plans – Each fellow plans and implements a self-directed program of study, called the leadership action plan (LAP). The leadership action plan gives the fellow an opportunity to gain greater knowledge of an issue or discipline *outside* of his or her previous training and experience. In addition, using various self-evaluation measures, the fellow is encouraged to explore ways of improving his or her interpersonal skills. The Foundation requires yearly reporting and budgeting for approval of the LAP and payment of the award. LAP implementation costs are included in the fellow's award.

Leadership Action Plan Meetings – Each fellow must attend two leadership action plan meetings during the three-year fellowship. These meetings provide an opportunity to meet with other fellows, advisers, and KNLP staff to report on and receive feedback about one another's leadership development goals and proposed course of action. The fellows, advisers, and staff operate as a team to support the development and fulfillment of the fellow's leadership action plan.

Laboratories – Each group of fellows participates in seven *required* laboratories on a range of leadership and social issues. As a whole, the laboratories will expose fellows to numerous social issues as well as provide opportunities for leadership discussions and skills development. Laboratories are experiential in nature. Attendance at each session of required laboratories is mandatory.

Site Visits – During the first two years of the fellowship, an adviser or KNLP staff person will conduct at least one site visit to review work undertaken by the fellow. The visit gives the Foundation representative an occasion to meet with the fellow's employer, coworkers, and family. It also provides fellows with an opportunity to receive personal attention related to their LAP and helps integrate the fellowship with their professional and personal life.

Small-Group Activities – Fellows with similar or cross-cutting LAP themes may work together to develop and participate in learning activities involving small groups of fellows (up to 15). Interested fellows may also organize a unique small-group activity to include family members; this would focus on leadership and the family.

Cross-Group Activities – Periodically activities are held which are available to fellows and advisers from all groups. Often they are experiential in nature and focus on a specific topic, such as cultural diversity or media relations.

Advisory Committee – Each group of fellows has an Advisory Committee (four members) who attend laboratories, assist with leadership action plans, and are involved in all components of the program. The Foundation contracts with the professional advisers to provide services and support to the fellows and the fellowship program.

Evaluation – Evaluation of the fellowship program is critical to the success and future of the program. Evaluation efforts may include fellows' and advisers' feedback on specific laboratories or other components, and short- and long-term studies which assess the program's effect on the fellows and their leadership development. All fellows and advisers are expected to participate fully in any evaluation effort as requested.

Electronic Talent Bank – The WKKF Talent Bank is an extranet that serves the W.K. Kellogg Foundation and members of KNFP/KNLP, enabling fellows and advisers to maintain up-to-date profiles of themselves and communicate with each other securely from anywhere on the Internet. The system stores this profile information in a talent database. *Participants are required to sign onto the computer at least twice weekly to keep current with important information.*

Alumni Network – WKKF has made a substantial investment in Kellogg fellows. The alumni program is designed to bring alumni fellows together around leadership issues. The goal is to have alumni work together to shape policy, and consequently help improve the quality of life.

Sample Interviewee Packet: Grant Award Summary

If the fellow is employed by an eligible, nonprofit institution, the award will be made to the institution on the fellow’s behalf. The institution will receive and administer the funds and report expenditures to the Foundation on an annual basis. Fellows will continue to receive their normal salary but will be granted 25 percent released time from work responsibilities. Reimbursement of 12.5 percent of the fellow’s actual salary and fringe benefits (not to exceed \$33,000 or \$11,000 maximum per year) will be paid to the employer by the Foundation. There will be three equal, annual fiscal periods running from September 1-August 31.

If the fellow is not employed by an eligible, nonprofit institution, the award will be made directly to the individual, but no salary reimbursement will be made. These fellows will receive and administer their funds and report expenditures to the Foundation and will be considered “self-administered.”

If the self-administered fellow’s income is reduced because of granted released time, a monthly stipend payment may be made directly to the fellow in lieu of salary reimbursement. A requirement for participation in KNLP is the devotion of 25 percent of the fellow’s employment time to KNLP-related activities. The stipend is based on payment of one-half of the resulting reduction in income (up to \$33,000 or \$11,000 maximum per year).

Maximum Award

	Nonprofit	Self-Administered
Leadership Action Plan	\$42,000	\$42,000
Required Travel	8,000	8,000
Salary Reimbursement (max.)	33,000	-0-
Stipend* (max.)	-0-	33,000
Totals	83,000	83,000

**Note: Stipend based on eligibility and documentation.*

Sample Interviewee Packet: Income Tax Treatment

The IRS considers the value of fellowships, such as the Kellogg National Leadership Program, to be taxable income for recipients. Therefore, Kellogg fellows are required to report the value of benefits which they receive under fellowships as gross income and to pay tax on such income, except to the extent that they are entitled to deduct expenditures for some or all of the goods or services provided under the fellowship.

For most fellows such deductions will not entirely offset the amount of benefits included in their gross income. Therefore, a fellow will generally be required to pay tax on all or part of the value of such benefits. A fellow may be required to pay such additional tax through quarterly estimated tax payments. Fellows should keep these tax rules in mind when designing their leadership action plans for their fellowships and when planning for their tax liabilities during those years in which they receive benefits.

Caution: The rules described in this summary may not apply uniformly to all fellows. Also, the current rules contain several ambiguities which the IRS may clarify in future rulings or regulations. *Therefore, fellows should consult their own tax advisers to determine how these rules will affect their individual tax situations.*

A. Inclusion of the Value of Benefits in a Fellow's Gross Income

1. The full value of all benefits provided to fellows under fellowship awards granted after August 16, 1986, must be included in the fellow's gross income for federal income tax purposes.
 2. Amounts to be included in a fellow's gross income include stipends; leadership action plan expenses; small-group activities; computer; and the value of any other benefits, such as laboratories (including cross-group activities) provided directly to the fellow by the Foundation. It appears that all such amounts, other than reimbursements of salary provided by the foundation to a fellow's employer, will be treated for tax purposes as payments to the fellow by the Foundation.
 3. The Foundation is not obligated to provide the IRS with an annual report for each fellow of the amounts to be included in the fellow's gross income. The Foundation will, however, provide all fellows with information related to the value of the various KNLP activities. Each fellow will be responsible for reporting such payments on their income tax forms as other income.
-

B. Computation of a Fellow's Taxable Income

1. The fellow will be required to pay federal income tax on any portion of such included amount that is not offset by deductions. State and local income taxes may also be payable on these amounts.
 2. Each fellow should consult his or her tax adviser about potential tax deductions with respect to benefits received under the fellowship program. Deductions may be available as nonreimbursed employee business expense in connection with a trade or business, as qualified educational expense, or for other reasons. For some fellows, it is possible that no deduction will be available due to individual circumstances. The availability of such deductions will depend on a detailed examination of the fellow's individual situation, and will be the responsibility of the fellow.
-

Sample Interviewee Packet: Income Tax Information

As amended by the Tax Reform Act of 1986, section 117 of the Internal Revenue Code provides that gross income does not include any amount received by an individual who is a candidate for a degree for:

- tuition and fees required for enrollment or attendance at an educational organization; or
- books, supplies, and equipment required for courses of instruction.

Since KNLP fellows are not receiving degrees, the fellowship award is not exempted by the above exclusions, and *the entire fellowship amount is treated as income.*

Recipient Obligations

The recipient of the fellowship grant is responsible for determining whether the fellowship, in whole or part, is included in gross income under Section 117. In other words, the recipient is responsible for determining whether such grant was used for qualified tuition and related expenses. The Foundation is not responsible for reporting the value of the fellowship to the IRS; it is the fellow's responsibility.

Components of Fellowship - Taxability

	Amount	Status
Salary Reimbursement	Varies (to \$33,000)	Not separately taxable
Stipend	Varies (to \$33,000)	Taxable
Leadership Action Plan Award	42,000	Taxable
Travel/Required Laboratories Allowance	8,000	Taxable
Conferences/Laboratories/ Computer Networking/ Small-Group Activities	Varies	Taxable

Sample Interviewee Packet: Activity Schedule 1997 – 2000

1997

September 12-19	Lab 1 – Orientation	Battle Creek, MI
November 2-7	Lab 2 – Gallup Leadership Institute	Lincoln, NE

1998

March 22-25	Leadership Action Plan (LAP) Meetings	Atlanta, GA
June 6-12	Lab 3 – Outward Bound	Leadville, CO
October 18-23	Lab 4 – Technology/Public Policy	Albuquerque, NM

1999

January 25-26	Formal LAP Presentations	Battle Creek, MI
April 24-May 7	Lab 5 – International	Latin America Asia Eastern Europe Southern Africa
October 10-15	Lab 6 – Building Strong Communities	New Orleans, LA

2000

August 9-11	Lab 7 – Summit	New England Area
-------------	----------------	------------------

*Sample Interviewee Packet: Laboratory Attendance
Acknowledgment*

I acknowledge the Kellogg National Leadership Program requirement to attend all required laboratories during the three-year fellowship. If I am selected as a fellow of the Kellogg National Leadership Program, I agree to attend all required laboratories.

CANDIDATE SIGNATURE

DATE

WITNESS SIGNATURE

DATE

Section 6:

Commitment Processing and Notification

Commitment Processing	111
Government Official Checklist/Fellows	114
Sample: Second Round Decline Letter (post-interview)	115
Sample: Invitation Letter	116
Sample: Commitment Letter for an Organization	117
Sample: Commitment Letter for Self-Administered Fellow	120
Sample: General Requirements	123
Sample: Insurance Information	125
Sample: Designation of Beneficiary	127
Sample: Medical Insurance Confirmation	128
Sample: Financial Officer Information Form.....	129
Commitment Revisions	130
Transfer Instructions.....	131
Sample: Request for Transfer	133
Sample: Commitment Revision Letter - Transfer.....	134
Sample: Transfer of Award to New Grantee - Payment Not Enclosed	136
Sample: Transfer to Fellow/Stipend	138
Sample: Transfer KNLP Award - Payment Enclosed	140
Sample: Commitment Revision Letter - Time Extension	143
Sample: Extension Letter/No Condition	144
Sample: Extension Letter/Self-Administered	145
Payment Letter Overview	146
Sample: Memo/First-Year Payment Procedures	148
Sample: Payment Letter.....	149
Sample: KNLP Monthly Stipend Payment Letter	150
Sample: Budget Revision Letter.....	151
Sample: Budget Revisions/Self-Administered.....	152

Reminder Letter Overview	153
Sample: Memo/Reminder Procedures (first/second years)	154
Sample: Reminder Letter/Annual Report	155
Sample: Reminder Letter/Final Report	157
Sample: Travel Log (for AD&D Insurance)	159
Sample: Final Report Request (Three Years)	160
Closing Procedures	161
Sample: Closing Letter - Check and Final Report Received.....	163
Sample: Closing Letter - Check & Final Report Received/Self-Administered	164

Commitment Processing

After each week of KNLP interviews is completed, processing begins for those individuals expected to be selected as fellows. This includes creating the file, determining legal and tax status, and sending information to the WKKF Communications Department.

Creating the File

Each fellow has an individual grant file and PROGRIS record created, which contains the fellow's full name, grantee organization name (N/A if self-administered), and record number.

Items are assembled in the file chronologically as follows (any future correspondence is also filed chronologically):

(Top of file — most recent)

Invitation to interview letter

Primary review rating sheets

Prescreening worksheet

Application — red tab on first page and signature pages

Recommendation letters

Blanket Appropriation — yellow tab

In addition to the file folder, the PROGRIS (computer) record must be updated for each pending fellow.

Legal/Tax Processing

As a grantee, each fellow must be reviewed for legal and tax status approval, and before the commitment letter is prepared, the signatures on the application need to be verified. The legal review, completed by the Corporate Secretary, determines that the fellow is not a government official. The tax status approval, completed by the Tax Compliance office, determines that the grantee is eligible to receive WKKF funds. The signature review, completed by the Grant Commitments office, determines that the application is signed by the proper person (CEO).

Information to Communications

Information that will be used for the press release and biographical book is provided by the candidates during the interview process. This information is routed to the Communication Department to prepare the press release and bio book. The information includes: press release information sheet, a photo (labeled on back with name and PROGRIS record number), biographical information sheet, local media list, and an application. The information for each candidate should be packaged in a large envelope and sent to Communications as soon as possible after the interviews.

Notification

All of the candidates who were interviewed are sent letters notifying them whether they were selected for the fellowship program. These letters are generated from PROGRIS using status codes and letter shells.

Declined Applicants

The files of applicants who were declined (both those who were interviewed and those who were not) must be compiled and closed. Applications that were declined after Primary Review are closed by attaching the Primary Review Rating Sheets and decline letter copy to the top and stapling both corners. The applicant's last name and fellowship group number are underlined in red and a large "R" is written in the upper right corner to indicate request declined. After two years, these documents are discarded. Applications that were declined after the interviews are closed by placing the press release info, photo, Interview Rating Sheets, and decline letter on top and stapling both corners. The applicant's last name and fellowship group number are underlined in red and a large "R" is written in the upper right corner to indicate request declined. After two years, these documents are microfilmed for future research reference.

Commitment Processing

The commitments for each new group of fellows are processed together; the commitment letters are all dated the same. After the folders for pending fellows have gone through processing, and all questions related to grantees, payees, and tax status are resolved, commitment letters are prepared. There are two kinds of commitment letters—one for fellows who are employed by a tax-eligible nonprofit organization, and another for fellows who are (1) self-employed; (2) work in the for-profit sector; (3) work for an ineligible nonprofit; or (4) not employed. If the grant is an expenditure responsibility or if there is a different payee than the grantee, specially modified letters must be prepared for each individual.

The appropriate commitment letter and enclosures are prepared. The enclosures include a KNLP General Requirements sheet for every commitment, and fellows also receive information on the accidental death and dismemberment insurance coverage. A signature copy of the commitment letter is enclosed with the organization's

copy, if appropriate, or with the fellow's commitment letter if there is no sponsoring organization.

The folder is routed to Grant Services and Accounting for commitment, and then the file is returned to KNLP for mailing of the commitment letters on the date specified. After the letters are mailed, the folders are prepared for imaging and sent to Records. After Records images the file and updates the label, they are returned to KNLP. The folders are then turned over to the program secretaries who will be responsible for the fellow for the duration of the fellowship.

Government Official Checklist/Fellows

Before an individual may receive a fellowship award from WKKF, it must be determined that the individual is not a government official, as described by the Internal Revenue Code. If the answer to **all** of the following questions is a definite *no*, the individual is clearly not a government official and is eligible to receive a fellowship. If the answer to **any** question is *yes* or *unsure*, the individual may be a government official and eligibility must be determined by WKKF.

Government Official Questions

1. Is the individual a member of the U.S. Congress or the Vice President or President of the United States?
 2. Does the individual hold an office in the executive or judicial branch of the Government of the United States, appointment to which was made by the President? (This includes any commission or other post, including honorary appointments).
 3. Does the individual hold **any** position in the executive, legislative, or judicial branch of the Government of the United States?
 4. Does the individual hold **any** position under the House of Representatives or the Senate of the United States under which the applicant receives gross compensation (including sick pay, vacation pay, expense reimbursements in excess of expenses incurred, and all other receipts includable in gross income for federal income tax purposes) at an annual rate of \$15,000 or more?
 5. Does the individual hold **any** office, position, or employment in the executive, legislative, or judicial branch of a state, local, tribal, or other nonfederal government unit for which gross compensation is received at an annual rate of \$20,000 or more?
 6. Is the individual a personal or executive assistant or secretary to an individual who is a “government official” under the foregoing questions?
-

Sample: Second Round Decline Letter (post-interview)

<Date>

Dear <Candidate Name>:

We have now completed the personal interviews and the final review of applications for Group <number> of the Kellogg National Leadership Program (KNLP). The large number of outstanding applicants made this task extremely difficult for the W.K. Kellogg Foundation, the KNLP staff, and those individuals from around the United States who served as interviewers. You are to be complimented on participating in the interview process, and I know you recognize the intense competition for the positions which KNLP had available for Group <number>. All of us who had the opportunity to meet candidates were impressed with their intelligence, enthusiasm, and commitment to make a difference.

While the Selection Committee did not recommend a fellowship award in your behalf, we deeply appreciate your interest and participation in the life of the Kellogg National Leadership Program. Your belief in the importance of leadership development and the resolution of human service problems through interdisciplinary means strengthens our commitment to this program and its future! These shared concerns convince us of your continuing potential for contribution to your profession and to the larger community you serve.

Thank you for applying for participation in Group <number>. We congratulate you upon all that you have already accomplished. The staff and the Selection Committee members personally enjoyed meeting you and wish you continued success in future days.

Please be aware that applications for Group <number> will be available in <month/year>. We urge you to reapply if you continue to be interested in the Kellogg National Leadership Program.

Sincerely,

<Name>

<Title>

Sample: Invitation Letter

<Date>

Dear <Candidate Name>:

Congratulations! You have been selected to participate as a fellow in Group <number> of the Kellogg National Leadership Program. We know that the next three years will be exciting ones as you have the opportunity to greatly increase your leadership knowledge and skills.

The Group <number> Program will commence with an Orientation Laboratory on <date> at <place> in <city/state>. Detailed information regarding the laboratory will be sent to you at the beginning of July. As you were told at your interview, participation in this and all required laboratories is mandatory. The dates for all of the required laboratories are enclosed; please mark them on your calendar now to ensure your participation. *Failure to attend any of these laboratories will result in the immediate termination of your fellowship.*

Please remember that the awarding of a fellowship does not imply our approval of the leadership action plan as proposed in the application. We anticipate that all fellows will modify their leadership action plans in the months ahead, especially after attending the Orientation Laboratory. We do not expect finalization of the leadership action plan or preparation of a budget until <date>.

Official commitment letters will be mailed to you and your employer (if applicable) on <date>. This is the contract which outlines all of the conditions of the fellowship award. Both you and your employer (if applicable) must sign the commitment letter and return a copy to the Foundation to indicate acceptance of the conditions.

The Foundation will mail official news announcements of the fellowship awards on <date>. This will include both national news announcements and those to your local media. Prior to that time, should you be contacted by the media for information regarding your selection, please direct such requests to the Foundation's Communication Office (616/968-1611).

The other members of the Kellogg National Leadership Program staff and I look forward to working with you during the next several years. If you have any questions, please feel free to call.

Sincerely,

<Name>

<Title>

Enclosure: Laboratory List
Return Checklist

Sample: Commitment Letter for an Organization

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <Fellow Name> and <CEO Name>:

I am pleased to inform you that <Fellow Name> has been selected as a Kellogg National Fellow. Acceptance of this award by the employing institution indicates agreement to 25 percent released time for <Fellow Name> to participate fully in the program. The fellowship period will be <beginning date> through <end date>, to be divided into three annual fiscal periods of September 1 - August 31.

This commitment is based on the application endorsed by the employing institution and the fellow and related considerations in the selection process. The total award is for \$83,000. This includes:

- \$42,000 for the Leadership Action Plan (up to \$15,000 of this amount is to be used for the third-year project);
- Up to \$33,000 (maximum of \$11,000 per year) for reimbursement to the employing institution of 12.5 percent of the fellow's salary and fringe benefits; and
- Up to \$8,000 to be used *only* for travel and expenses incurred while participating in the *required* laboratories and leadership action plan meetings hosted by the Foundation.

The Salary and Fringe Benefits as well as the Travel/Required Laboratories line items must be reported separately on the annual financial report to the Foundation. *They may not be transferred to any other line item or used for any other purpose during the life of the fellowship.*

All fellowship payments, other than the salary reimbursement to the employing institution, are subject to taxes under the Tax Reform Act of 1986. In January of each year the Foundation will provide information to the fellow regarding the direct costs of the fellowship program. The Foundation is not required to report these amounts to the Internal Revenue Service (IRS); therefore, it is the responsibility of the fellow to report such benefits to the IRS and determine his/her own tax liability.

The enclosed \$3,000 check represents your first-year Travel/Required Laboratories funds. Deposit of this check will confirm agreement to this commitment letter, including the conditions set forth in this letter and the enclosed General Requirements. Subsequent payments on this commitment will be made to you after all necessary items are received and approved by the Foundation.

The employing institution is an organization described under Internal Revenue Code (IRC) Section 501(c)(3) and is not a private foundation within the meaning of IRS Section 509(a)(1), (2), or (3). This commitment does not change your status under IRS Section 509(a). You will notify the Foundation immediately of any change in your tax status, including any substantial or material change in your sources of support for any taxable year affected by this commitment, within the meaning of IRS Treasury Regulation S1.170A-9.

Funds provided by the Foundation will be accounted for separately in the business office of the employing institution and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.

At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of progress under the fellowship, using a prescribed format. A statement of disbursements for the fiscal period, prepared on the Foundation's financial report form, reflecting any unexpended funds, and certified correct by the chief financial officer of the employing institution will also be required. The financial report to the Foundation should state expenditures according to the line items in the aforementioned budget using consistent accounting practices (cash or accrual) throughout the commitment.

The Salary and Fringe Benefits line item of the budget is to be based on an annual certification of costs incurred by the employing institution in the payment of wages to the fellow. The Foundation will reimburse the employing institution one-half of the agreed-upon 25 percent released time granted for the fellow's participation in the fellowship program, up to a total of \$33,000 over the three years (a maximum of \$11,000 per year). The Foundation should be notified immediately if the fellow changes employment, and continuation of the fellowship will be at the discretion of the Foundation. The Foundation will consider factors such as the continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirement.

No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.

The employing institution's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

With our letter to the employing institution, we have enclosed a signature copy of this commitment letter. Both the chief executive of the employing institution and the fellow must sign and return that copy to indicate acceptance of the terms of this commitment. Failure by the fellow to provide this signed agreement will result in cancellation of this award and return of the funds from the employing institution. Each fellow should also complete and return the enclosed Medical Insurance Confirmation form and the Financial Officer Information form.

We are delighted to join with you in support for this program. We believe it has the potential for making major contributions to our nation's future needs and capacity for leadership. For your convenience and better understanding of the Kellogg National Leadership Program, we have enclosed a packet of program information. Please contact my office if you have any questions related to this commitment letter or the administration of the fellowship.

Sincerely,

<Name>

<Title>

I agree to the conditions of this commitment letter and its enclosures.

Sponsoring Organization/CEO's Signature

Date

Fellow's Signature

Date

Enclosures: General Requirements (Organization and Fellow)
 Signature Copy (Organization)
 Insurance Information/Designation of Beneficiary (Fellow)
 Financial Officer Information Form (Organization)
 Medical Insurance Confirmation Form (Fellow)
 KNLP Packet (Organization)
 Check (Organization)

Sample: Commitment Letter for Self-Administered Fellow

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <Fellow Name> and <CEO Name>:

I am pleased to confirm your selection as a Kellogg National Fellow. Acceptance of this award indicates agreement to 25 percent of your employment time to participate fully in the program. The fellowship period will be <beginning date> through <end date>. The fiscal periods will be September 1 - August 31 annually.

This commitment is based on the application endorsed by you and related considerations in the selection process. The total award is for \$83,000. This includes:

- \$42,000 for the Leadership Action Plan (up to \$15,000 of this amount is to be used for the third-year project); and
- Up to \$8,000 to be used *only* for travel and expenses incurred while participating in the *required* laboratories and leadership action plan meetings hosted by the Foundation.

The Travel/Required Laboratories line item must be reported separately on the annual financial report to the Foundation. *It may not be transferred to any other line item or used for any other purpose during the life of the fellowship.*

All fellowship payments, including the stipend, are subject to taxes under the Tax Reform Act of 1986. In January of each year, the Foundation will provide information to the fellow regarding the direct costs of the fellowship program. The Foundation is not required to report these amounts to the Internal Revenue Service (IRS); therefore, it is the responsibility of the fellow to report such benefits to the IRS and determine his/her own tax liability.

The enclosed \$3,000 check represents your first-year Travel/Required Laboratories funds. Deposit of this check will confirm agreement to this commitment letter, including the conditions set forth in this letter and the enclosed General Requirements. Subsequent payments on this commitment will be made to you after all necessary items are received and approved by the Foundation.

Funds provided by the Foundation will be accounted for separately by the fellow and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.

At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of progress under the fellowship, using a prescribed format. A statement of disbursements for the fiscal period, prepared on the Foundation's financial report form, reflecting any unexpended funds and certified correct by the fellow, will also be required. The financial report to the Foundation should state expenditures according to the line items in the aforementioned budget using consistent accounting practices (cash or accrual) throughout the commitment.

A monthly stipend payment may be paid directly to the fellow for a maximum of 36 months and is subject to income tax. The stipend is available only to those fellows who work full-time and: (a) are self-employed, or (b) receive a reduced salary because of released time granted to participate in KNLP. This payment is based on the fellow's annual certification of eligibility and documentation of loss of income due to participation in the fellowship program. The Foundation will calculate the fellow's stipend based on one-half of the documented reduction in income, up to a total of \$33,000 (a maximum of \$11,000 per year) over the three years. The fellow will notify the Foundation immediately if his/her employment situation changes or if he/she is no longer eligible for a stipend. Continuation of the stipend and the fellowship will be at the discretion of the Foundation, which will consider factors such as the continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirement.

No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.

The fellow's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

With this letter, we have enclosed a signature copy which you must also sign and return to indicate your acceptance of the terms of this commitment. Failure to provide this signed agreement will result in cancellation of this award and return of the funds. Also enclosed is a Medical Insurance Confirmation form. Please complete and return it.

We are delighted to join with you in support for this program. We believe it has the potential for making major contributions to our nation's future needs and capacity for leadership. Please contact my office if you have any questions related to this commitment letter or the administration of the fellowship.

Sincerely,

<Name>

<Title>

I agree to the conditions of this commitment letter and its enclosures.

Fellow's Signature

Date

Enclosures: General Requirements
Insurance Information/Designation of Beneficiary
Medical Insurance Confirmation Form
Signature Copy
Check

Sample: General Requirements

1. Fellows must attend and participate in all required activities planned and sponsored by the Foundation specifically for this program (e.g., meetings of the entire group for seven laboratories during the three years and leadership action plan meetings).
 2. Federal law prohibits awarding a fellowship to certain government officials, as defined by the Internal Revenue Code. Should the fellow become a candidate for public office or become involved with any government agency during the period of the fellowship, the Foundation must be notified immediately. If the fellow becomes a “government official” during the period of the fellowship, no further payments may be made to this fellow.
 3. Equipment purchased as authorized in the budget of this award is the unrestricted property of the fellow.
 4. Successive payments under this commitment will be contingent upon (a) receipt of the aforementioned annual report with a projection of plans and a line-item budget for the next fiscal period, and (b) a demonstration to the Foundation of satisfactory progress in relation to the stated objectives of the project during the preceding period.
 5. Any unexpended cash funds remaining from the Foundation payment at the close of each fiscal period will be deducted from the payment for the successive period. The Foundation will consider requests, included in the subsequent annual budget, to use these unexpended funds for purposes consistent with the goals of the fellowship.
 6. Full cooperation with the Foundation and specific consultants in the evaluation of the Kellogg National Leadership Program is required.
 7. Awarding of the fellowship does not imply commitment of the Foundation to the self-directed leadership action plan as presented in the application. A detailed plan for this project with a line-item budget will be presented to the Foundation for approval at the beginning of each fiscal period.
-

8. The Foundation provides up to \$100,000 of accidental death and dismemberment insurance for its fellows while traveling on fellowship-related activities. This insurance will be in effect during the period of the active fellowship and is subject to certain exclusions and limitations. See the enclosed Insurance Information for a brief description of coverage. This plan does not provide medical or other disability coverage. It will be your responsibility to obtain additional coverage if desired.
 9. Use of Kellogg Foundation letterhead or logo is prohibited without prior written permission from the Corporate Secretary of the Foundation.
-

Sample: Insurance Information

COMPREHENSIVE ACCIDENT COVERAGE ON BUSINESS TRAVEL

The Foundation provides up to \$100,000 of accidental death and dismemberment insurance for its consultants/fellows while traveling for Foundation activities. This insurance will begin upon commencement of activities and is subject to certain exclusions and limitations. Please complete and return the attached Designation of Beneficiary form to the address indicated.

As a consultant/fellow, you are covered for injuries received while riding (including getting into, or out of, or struck by) as a passenger (not as a pilot or crew member) in any licensed U.S. civil aircraft or its foreign equivalent:

1. other than limited, restricted or experimental classification;
2. operated by a person holding a current and valid pilot certificate (other than a student certificate) of a rating authorizing him or her to operate it;
3. where the primary purpose of the flight is transporting passengers or passengers and cargo.

You are also covered for injuries received, in other than an air travel accident, while insured under this provision. The injuries must be received while traveling on business for the Policyholder.

“Traveling on Business for the Policyholder” means any trip which is approved by the Policyholder. Such a trip must be outside the city or town in which the Insured is employed. The trip shall begin when the Insured leaves home or place of employment, whichever occurs last. It shall end when the Insured returns home or to his or her place of employment, whichever occurs first.

This does not cover:

- suicide or attempted suicide, sane or insane;
 - injuries caused by an act of declared or undeclared war;
 - injuries sustained while traveling between the Insured’s home and place of employment;
 - injuries received while on vacation or an approved leave of absence;
-

-
- injuries received while traveling (including getting into, or out of, or struck by) in any aircraft which is owned or leased by:
 - the Policyholder;
 - a subsidiary or affiliate of the Policyholder;
 - a director, officer, or employee of the Policyholder; or
 - a director, officer or employee of a subsidiary or affiliate of the Policyholder.
 - any other injuries received while traveling by air, except as provided in 1-3 above.

It will be your responsibility to obtain any additional coverage if desired.

Sample: Designation of Beneficiary

Mail to:

MUTUAL OF OMAHA
 ATTN: 7-SPECIAL COVERAGE POLICY SERVICE
 MUTUAL OF OMAHA PLAZA
 OMAHA, NE 68175

Policy Number: <Number>

Name of Policyholder: W.K. Kellogg Foundation

Name of Insured: (please type or print clearly) _____

Subject to terms of the above Policy, between Mutual of Omaha Insurance Company and said policyholder, I request that the following beneficiary(ies) be substituted under said Policy as my designated beneficiary(ies) in lieu of any and all beneficiaries previously named by me:

NAME OF BENEFICIARY	RELATED TO ME AS	ADDRESS OF BENEFICIARY
_____	_____	_____
_____	_____	_____
_____	_____	_____

(If more than one named, the beneficiaries shall share equally unless otherwise stated above.)

Unless otherwise above expressly provided, if any beneficiary above designated predeceases me, the share which such beneficiary would have received if such beneficiary had survived me shall be payable equally to the remaining designated beneficiary or beneficiaries, if any, who survived me; but if no designated beneficiary survives me, the beneficiary shall be determined as prescribed in said Policy.

This Designation of Beneficiary is subject to change as provided in said Policy.

 Signature Of Protected Person Date

 Witness Date

ACKNOWLEDGEMENT

The beneficiary as designated above has been recorded and is hereby acknowledged.

Date Recorded _____

 For Mutual Of Omaha Insurance Company

Sample: Medical Insurance Confirmation

Please complete and return this form by <date> to:

<Contact Name>
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, MI 49017-4058

Fellow's Name: _____

Social Security Number: _____

Medical Insurance Carrier's Name: _____

Address: _____

Telephone Number: _____

Contact Person: _____

I certify that the insurance carrier named above has confirmed effective medical insurance coverage for domestic and international travel throughout my KNLP fellowship (September 1, <year> - August 31, <year>).

Signature of Fellow / Group <number>

Date

Sample: Financial Officer Information Form

Grantee name:

Number:

Note: Please refer to this number when writing to the W.K. Kellogg Foundation (WKKF) about this project.

To facilitate the receipt of payments (if applicable), and our dialogue regarding financial reporting, please designate the official, or business office, and full mailing address where subsequent checks and financial information should be mailed. This person can be the same as the CEO or the Project Director.

Person, or business office, to receive checks:

Name _____

Title _____

Address _____

Phone No. _____ Fax No. _____

Signature of person completing this form

Phone Number

Date

Please contact the Foundation in writing whenever any of this information changes. Thank you.

Commitment Revisions

Commitments are issued to fellows when they start their fellowship. For fellows who are employed by eligible grantees, the commitment letter is issued jointly to the fellow and the organization. A commitment revision must be issued if the terms of the original commitment change. There are commitment revision letters for the following circumstances:

Transfer

Transfer of Award to New Grantee - Payment Not Enclosed

Transfer to Fellow/Stipend

Transfer KNLP Award - Payment Enclosed

Time Extension

Extension Letter/No Condition

Extension Letter/Self Administered

Transfer Instructions

If a KNLP fellow changes employment during the course of the three-year fellowship, it is necessary for WKKF to transfer the award to the new employer. WKKF will process this transfer only after receiving all necessary information and documentation. Because transfers can take several weeks to complete, the process should be initiated as soon as the fellow knows that he/she will be changing employment. The Request for Transfer form on the following page must be completed and submitted to the fellow's WKKF program director.

The following are instructions to complete the form:

- Fellow:** Fill in your name, group number, and date of job change in the top section of the form. Fill in your former employer's name and new employer's name. You are then responsible for obtaining the necessary signatures.
- Former Employer:** The financial officer should sign the form's statement of release. The former employer should continue to administer the KNLP account until officially notified of the transfer. The Foundation will provide written authorization when transfer of funds should occur. Funds must not be transferred until WKKF provides written authorization.
- New Employer:** The chief executive officer of the new institution should sign the form's statement of acceptance. Please note that this signature must be that of the CEO, head of contracts and grants for a university, or another organization official who has authority to sign a contract on behalf of the organization. The CEO's name and mailing address must be typed or printed in the space provided on the form. The commitment letter will be issued accordingly. In addition, the new organization must provide WKKF with a statement of the fellow's salary and fringe benefits for the fiscal period as well as a copy of the organization's IRS tax determination letter (not necessary if university or college).
-

Fellow: Once the form is completed as outlined above, the fellow should sign and date the bottom of the form and mail it to his/her WKKF program director. Please note that all signatures must be original; a fax or photocopy is unacceptable.

Note: For fellows who become self-employed or who change to a for-profit organization, your fellowship will become self-administered. On the form, you should sign as the new employer. Please talk to the KNLP office to see if you are also eligible to receive a stipend.

Sample: Request for Transfer

Fellow's Name _____ Group # _____

This form certifies that as of <date>, the fellow is changing employers and that the W.K. Kellogg Foundation (WKKF) is instructed to transfer the fellow's Kellogg National Leadership Program (KNLP) award from the former employer to the new employer.

Former Employer (type or print): _____

On behalf of the former employer, I agree to release the KNLP grant funds upon receiving written authorization from WKKF.

Signature, Financial Officer

Date

New Employer's Name: _____

On behalf of the new employer, I agree to administer KNLP grant funds and provide the Kellogg Fellow 25 percent released time from employment. I understand that WKKF will issue a commitment letter for my organization's acceptance which outlines all of the conditions of this award.

Signature, Chief Executive Officer

Date

Print or type CEO's name and mailing address: _____

Note: The signature above must be of the CEO, head of contracts and grants for a university, or another organization official who has authority to sign a contract on behalf of the organization. The new organization must provide WKKF with a statement of the fellow's salary and fringe benefits for the fiscal year as well as a copy of the organization's IRS tax determination letter (not necessary if organization is a university or college).

Signature, Fellow

Date

Sample: Commitment Revision Letter – Transfer

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <payee>:

We are pleased to approve the <date>, request to transfer your Kellogg National Leadership award from <former payee> to you.

Our commitment to you will be for the period of <period> and will be for a total amount of \$<amount>. Of that amount, \$<amount> will be paid from the Foundation and \$<amount> will be transferred from <the original 501(c)(3)>. This commitment is to be budgeted as follows: \$<amount> is for Leadership Action Plan and \$<amount> is for Travel/Required Laboratories. A total of \$<amount> of your original commitment has been deducted for unspent salary reimbursement.

All fellowship payments are subject to taxes under the Tax Reform Act of 1986. The Foundation is not required to report these benefits to the Internal Revenue Service (IRS); therefore, it is your responsibility to report such benefits to the IRS.

Enclosed is our check for \$<amount> which represents payment for the period of <period>. This payment, together with the transfer amount of \$<amount>, totals the approved budget of \$<amount> indicated on the enclosed financial statement. Acceptance of the enclosed check will constitute your agreement to the terms of this commitment, including the conditions set forth in this letter and the attached General Requirements.

1. Funds provided by the Foundation will be accounted for separately by the fellow and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.
-

-
2. At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of accomplishments under the fellowship, using a prescribed format. A statement of disbursements for the fiscal period, prepared on the Foundation's financial report form, reflecting any unexpended funds and certified correct by the fellow, will also be required. The financial report to the Foundation should state expenditures according to the line items in the approved budget using consistent accounting practices (cash or accrual) throughout the commitment.
 3. The fellow will notify the Foundation immediately if his/her employment situation changes. Continuation of the fellowship will be at the discretion of the Foundation, which will consider factors such as the continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirement. No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.
 4. The fellow's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

For your information, \$<amount> is remaining in the account here at the Foundation for the remainder of this award. This includes \$<amount> for the Leadership Action Plan and \$<amount> for Travel/Required Laboratories. Please keep this information in mind when formulating plans and budget for next year.

We are pleased to join with you in the administration of this program. Please contact my office if you should have any questions related to this commitment letter or the administration of this award.

Sincerely,

<Name>

<Title>

Enclosures: Check
General Requirements
Medical Insurance Confirmation Form

Sample: Transfer of Award to New Grantee – Payment Not Enclosed

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <new payee>:

We are pleased to approve the request to transfer <fellow name>'s Kellogg National Leadership award to <name of new payee>. Acceptance of this award by your institution indicates agreement to 25 percent released time for <fellow name> to participate fully in the program.

Our commitment to will be for the period of <time period> and will be for a total amount of \$<amount>. Of that amount, \$<amount> will be paid from the Foundation. The \$<amount> is to be budgeted as follows: \$<amount> for allowable salary reimbursement, \$<amount> for Travel/Required Laboratories, and \$<amount> for <fellow name>'s leadership action plan. Salary and Fringe Benefits and Travel/Required Laboratories expenses must be reported separately on the fellow's annual report to the Foundation *and may not be transferred to any other line item or used for any other purpose during the fellowship period.*

All fellowship payments, other than the salary reimbursement to the employing institution, are subject to taxes under the Tax Reform Act of 1986. The Foundation is not required to report these benefits to the Internal Revenue Service (IRS); therefore, it is the responsibility of the fellow to report such benefits to the IRS.

Our payment will be made to your organization upon receipt of your written acceptance of the terms of this letter, including the conditions set forth in this letter and the attached General Requirements.

1. The employing institution is an organization described under Internal Revenue Code (IRC) Section 501(c)(3) and is not a private foundation within the meaning of IRC Section 509(a)(1), (2), or (3). This commitment does not change your status under IRC Section 509(a). You will notify the Foundation immediately of any change in your tax status, including any substantial or material change in your sources of support for any taxable year affected by this commitment, within the meaning of IRS Treasury Regulation S1.170A-9.
 2. Funds provided by the Foundation will be accounted for separately in the business office of the employing institution and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line
-

items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.

3. At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of accomplishments under this fellowship. A statement of disbursements for the fiscal period, prepared on the Foundation's report form, reflecting any unexpended funds and certified correct by the chief financial officer of the employing institution, will also be required. The financial statement to the Foundation should report expenditures according to the line items in the aforementioned budget using consistent accounting practices (cash or accrual) throughout the commitment.
4. The salary and fringe benefit line item of the budget is to be based on an annual certification of costs incurred by the employing institution in the payment of wages to the fellow. The Foundation will reimburse the employing institution one-half of the agreed upon 25 percent released time granted by the employing institution for the fellow's participation in the program, up to a total of \$<amount> for the fellowship period. The Foundation should be notified immediately if the fellow changes employment, and continuation of the fellowship will be at the discretion of the Foundation. The Foundation will consider factors such as continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirements.
5. No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.
6. The employing institution's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

We are pleased to have you join with us in this program. We firmly believe it has the potential for making major contributions to our nation's future needs and capacity for leadership.

Sincerely,

<Name>

<Title>

Enclosure: General Requirements
Medical Insurance Confirmation Form

cc: original 501(c)(3)

Sample: Transfer to Fellow/Stipend

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <fellow>:

We are pleased to approve the <date>, request to transfer your Kellogg National Leadership award from <501(c)(3)> to you.

Our commitment to you will be for the period of <time period> and will be for a total amount of \$<amount>. Of that amount, \$<amount> will be paid from the Foundation and \$<amount> will be transferred from <501(c)(3)>. This commitment is to be budgeted as follows: \$<amount> is for Leadership Action Plan, \$<amount> is for Travel/Required Laboratories, and \$<amount> is for monthly stipend.

All fellowship payments are subject to taxes under the Tax Reform Act of 1986. The Foundation is not required to report these benefits to the Internal Revenue Service (IRS); therefore, it is your responsibility to report such benefits to the IRS.

Enclosed is our check for \$<amount>, which represents payment for the period of <time period>. This payment, together with the transfer amount of \$<amount>, totals the approved budget of \$<amount> indicated on the enclosed financial statement. Acceptance of the enclosed check will constitute your agreement to the terms of this commitment, including the conditions set forth in this letter and the attached General Requirements.

1. Funds provided by the Foundation will be accounted for separately by the fellow and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.
 2. At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of accomplishments under the fellowship, using a prescribed format. A statement of disbursements for the fiscal period, prepared on the Foundation's financial report form, reflecting any unexpended funds and
-

certified correct by the fellow, will also be required. The financial report to the Foundation should state expenditures according to the line items in the approved budget using consistent accounting practices (cash or accrual) throughout the commitment.

3. A monthly stipend payment will be made directly to the fellow and is subject to income tax. This payment is based on the fellow's certification of eligibility. The fellow will notify the Foundation immediately if his/her employment situation changes or if he/she is no longer eligible for a stipend. Continuation of the stipend and the fellowship will be at the discretion of the Foundation, which will consider factors such as the continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirement.
4. No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.
5. The fellow's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

For your information, \$<amount> is remaining in the account here at the Foundation for the remainder of this award. This includes \$<amount> for the Leadership Action Plan, \$<amount> for Travel/Required Laboratories, and \$<amount> for monthly stipend. Please keep this information in mind when formulating plans and budget for next year.

We are pleased to join with you in the administration of this program. Please contact my office if you should have any questions related to this commitment letter or the administration of this award.

Sincerely,

<Name>

<Title>

Enclosures: Check
General Requirements
Medical Insurance Confirmation Form

Sample: Transfer KNLN Award – Payment Enclosed

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <payee>:

We are pleased to approve the request to transfer <Fellow Name>'s Kellogg National Leadership award to <name of new payee>. Acceptance of this award by your institution indicates agreement to 25 percent released time for <Fellow's name> to participate fully in the program.

Our commitment to <name of new payee> will be for the period of <time period> and will be for a total amount of \$<amount>. Of that amount, \$<amount> will be transferred to <name of new payee> from <name of original payee> and \$<amount> will be paid from the Foundation. The \$<amount> is to be budgeted as follows: \$<amount> for allowable salary reimbursement, \$<amount> for Travel/Required Laboratories, and \$<amount> for <fellow name>'s Leadership Action Plan. Salary and Travel/Required Laboratories must be reported separately on the fellow's annual report to the Foundation and *may not be transferred to any other line item or used for any other purpose during the fellowship period.*

All fellowship payments, other than the salary reimbursement to the employing institution, are subject to taxes under the Tax Reform Act of 1986. The Foundation is not required to report these benefits to the Internal Revenue Service (IRS); therefore, it is the responsibility of the fellow to report such benefits to the IRS.

Enclosed is our check for \$<amount> which represents payment for the period of <time period>. This payment, together with the transfer of \$<amount>, totals the approved budget of \$<amount> indicated on the enclosed financial statement.

Acceptance of the enclosed check will constitute <name>'s agreement to the terms of the letter, including the conditions set forth in this letter and the attached General Requirements.

1. The employing institution is an organization described under Internal Revenue Code (IRC) Section 501(c)(3) and is not a private foundation within the meaning of IRC Section 509(a)(1), (2), or (3). This commitment does not change your status under IRC Section 509(a). You will notify the Foundation
-

immediately of any change in your tax status, including any substantial or material change in your sources of support for any taxable year affected by this commitment, within the meaning of IRS Treasury Regulation S1.170A-9.

2. Funds provided by the Foundation will be accounted for separately in the business office of the employing institution and will be used only for the purposes specified in the approved budget. Advance Foundation approval must be requested and received in writing for disbursements deviating from the line items of the approved budget. If at the end of this commitment there remain any unexpended funds or if the fellowship is terminated at any other time, the unexpended cash balance is to be returned to the Foundation and may not be transferred to any other fund.
3. At the end of each fiscal period, the fellow will provide the Foundation with a concise narrative report of accomplishments under this fellowship. A statement of disbursements for the fiscal period, prepared on the Foundation's report form, reflecting any unexpended funds and certified correct by the chief financial officer of the employing institution, will also be required. The financial statement to the Foundation should report expenditures according to the line items in the aforementioned budget using consistent accounting practices (cash or accrual) throughout the commitment.
4. The salary and fringe benefit line item of the budget is to be based on an annual certification of costs incurred by the employing institution in the payment of wages to the fellow. The Foundation will reimburse the employing institution one-half of the agreed-upon 25 percent released time granted by the employing institution for the fellow's participation in the program, up to a total of \$<amount> for the fellowship period. The Foundation should be notified immediately if the fellow changes employment, and continuation of the fellowship will be at the discretion of the Foundation. The Foundation will consider factors such as continued status of the fellow, eligibility of the new employer, and acceptance by the new employer of the 25 percent released time requirements.
5. No part of these funds shall be paid to any Kellogg Foundation Trustee, officer, or employee for any purpose.
6. The employing institution's records and supporting documents related to this award will be made available for audit at the request and expense of the Foundation.

For your information, \$<amount> is remaining in the account here at the Foundation for the remainder of this award. This includes \$<amount> for the leadership action plan, \$<amount> for Travel/Required Laboratories, and up to

\$<amount> for the allowable salary reimbursement. Please keep this information in mind when formulating plans and budget for next year.

We are pleased to have <name> join with us in this program. We firmly believe it has the potential for making major contributions to our nation's future needs and capacity for leadership.

Sincerely,

<Name>

<Title>

Enclosures: Check
General Requirements
Medical Insurance Confirmation Form

cc: <Fellow>

Sample: Commitment Revision Letter – Time Extension

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <payee>:

This will acknowledge receipt of your letter of <date>, requesting an extension of time for your grant to <ending date of extension>.

I am happy to approve your request for an extension through <date>.

This revision does not in any way increase our commitment, and all conditions contained in our letter of commitment continue to apply for the life of the grant.

The approved budget for the reporting period ending <date> is:

Your narrative and financial reports will be due as soon as possible after <date>. A reminder letter and our Financial Report Form with Financial Report Instructions will be sent to you prior to that date.

I hope you will find these revised dates to be beneficial, and we send best wishes for continued progress with your project.

Sincerely,

<Name>

<Title>

Sample: Extension Letter/No Condition

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <payee>:

We are pleased to approve the <date> request of <name> for a <number of months>-month extension as a Kellogg National Fellow. The purpose of this extension is to allow <name> additional time to complete leadership action plan activities. This time extension in no way increases the amount of our commitment. The enclosed financial report form reflects the new fiscal year-end date.

It is understood that shortly after the new termination date of <date>, we will receive the final narrative report and certified financial report form. Any cash remaining at that time should be returned to the Foundation and cannot be transferred to any other account. During the extension period, no funds may be spent from the Travel/Required Laboratories or Salary and Fringe Benefits line items.

The conditions outlined in our <date>, commitment letter will continue to apply to this extension period. If you have any questions regarding this extension or the administration of this account, please contact the fellowship office.

Sincerely,

<Name>

<Title>

Enclosure: Financial Report Form

cc: Fellow

Sample: Extension Letter/Self-Administered

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*.....

Dear Fellow:

We are pleased to approve your <date>, request for a <number of months>-month extension of your Kellogg fellowship. The purpose of this extension is to allow you additional time to complete your leadership action plan activities. This time extension in no way increases the amount of our commitment. The enclosed financial report form reflects the new fiscal year-end date.

It is understood that shortly after the new termination date of <date>, we will receive the final narrative report and certified financial report form. Any cash remaining at that time should be returned to the Foundation and cannot be transferred to any other account. During the extension period, no funds may be spent from the Travel/Required Laboratories line item.

The conditions outlined in our <date>, commitment letter will continue to apply to this extension period. If you have any questions regarding this extension or the administration of this account, please contact the fellowship office.

Sincerely,

<Name>

<Title>

Enclosure: Financial Report Form

Payment Letter Overview

Payments are issued to fellows on a yearly basis according to the budget and plans submitted by the fellow and approved by the program director. For fellows whose employer is the grantee (nonprofit institution), the payment is issued to the organization, addressed to the chief financial officer, with a copy to the fellow. For fellows who are self-administered, the check is issued to the fellow, and they act as the chief financial officer.

The yearly payment includes funds for salary reimbursement (nonprofit fellows only), leadership action plan, and travel/required laboratories. The salary reimbursement and travel/required laboratories line items are restricted—no funds may be transferred from them to any other account. Leadership action plan line items, such as travel/LAP, resource materials, etc., can be revised if the fellow provides a written request to his/her program director and it is approved. The program secretary tracks funds spent from each category (salary, leadership action plan, and travel/required laboratories). A WKKF financial report form showing the approved budget for the next year is provided with each payment.

The salary reimbursement is paid directly to the employer at a rate of 12.5 percent of the fellow's salary and fringe benefits, up to a predetermined maximum, in exchange for the released time provided to the fellow. The salary reimbursement line item will not be increased. The Foundation will increase the fellow's commitment *only* if the travel/required laboratories line item is depleted. Fellows who are self-administered do not receive salary reimbursement. If they are losing income because of the released time, however, they may be eligible to receive a stipend. Stipend amounts are not included in the yearly payments nor on the financial report. If a fellow runs out of funds during the fiscal year, he/she is encouraged to request a budget revision (if leadership action plan funds can be reallocated) or to have their institution cover the overexpenditure until the next WKKF payment. If necessary, the Foundation can make a supplemental payment during the year. Sample payment letters follow this page.

Processing

Before routing the payment to Accounting for processing, the program director signs the payment letter and the program secretary makes a file copy, requests scanning on all incoming documents and the outgoing payment letter, and requests the

payment in PROGRIS. The original payment letter, payment letter copy, and the fellow's annual report are submitted to Accounting for processing.

Stipends

Stipends are paid on a monthly basis and the payments are initiated by the KNLP office manager. The stipend must be scheduled and requested in PROGRIS; the Accounting Department receives the stipend payment request in the monthly payment notebook which is retained by the office manager.

Budget Revisions

Fellows may request reallocation of their budget line items any time during their fiscal periods. The fellow must request the budget revision in writing, with specific information about the amounts to be reallocated, the line items involved, and the purpose for the reallocated funds (new activities, etc.). The budget revision is approved by the program director and the program secretary prepares a letter to the chief financial officer, with a copy to the fellow, approving the budget revision. Enclosed with the letter is a revised approved budget on the WKKF financial report form.

Sample: Memo/First-Year Payment Procedures

MEMO TO: KNLP Secretaries
FROM: Office Manager, KNLP
DATE: <date>
SUBJECT: First-Year Payment Procedures

The following is information to help you process payments.

1. Refer to “First-Year Payment Procedures” given to Fellows at Orientation. See “Grant Administration Procedures” (Section 3).
 2. Each secretary should keep track of items received:
 - a. Commitment letter
 - b. Three-year leadership action plan
 - c. One-page summary of first year
 - d. One-page abstract of third year
 - e. One-page buy- and sell-list
 - f. Signed line-item budget
 - g. Signed salary statement (if applicable)
 3. Program director should review leadership action plan information within two weeks of its receipt and write fellow a letter of feedback/approval.
 4. It is the secretary’s responsibility to follow up with the fellow/organization on any missing or incomplete/inaccurate items.
 5. Use letter shells in PROGRIS for first-year payments/financial statements.
 6. Make a copy of the abstract and buy and sell list for office manager (if it is not “clean” you will have to retype). Do this before you stamp it for imaging – and be sure that the fellow’s name is on the top.
 7. Commitment acceptance date should be entered on commitment sheet (try to do this before you send it to image).
 8. Request image on any documents that have been submitted since file was created.
 9. If stipend is required, complete a ledger sheet and give it to the office manager for payment processing.
-

Sample: Payment Letter

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <Name>:

This acknowledges your letter of <date>, enclosing the annual report and financial statement on the project with <501(c)(3)>. We have reviewed the statement of expenditures for the period ending <date>, and approve it.

Enclosed is our check for \$<amount>. As you know, this payment is the second installment and balance remaining on our \$<amount> grant to <501(c)(3)> for your project.

We look forward to receipt of the final narrative and financial reports as soon as possible after <date>.

Enclosures: Check
Financial Statement

Sample: KNLP Monthly Stipend Payment Letter

<date>

Dear <Fellow Name>:

Enclosed is our check for \$<amount> which represents payment for the first fiscal period of your Kellogg National Leadership. This payment, together with the \$3,000 check sent for Travel/Required Laboratories with our commitment letter dated <date>, is based on the approved first-year budget indicated on the enclosed financial statement and includes \$<amount> monthly stipend for <period>. You will receive an automatic stipend payment of \$<amount> per month, beginning in <month>. Shifts within budget categories, as well as deviations in actual expenditures from the approved budget, require *prior written approval* from this office.

This is a three-year fellowship for the period <date>, through <date>. The conditions which govern this award were more specifically addressed in our <date>, commitment letter and accepted by you.

Please note that the line item listed as Travel/Required Laboratories is a restricted account. Travel/Required Laboratories is to be used only for those expenses incurred when traveling to and participating in the required laboratories and meetings sponsored by the Foundation, and must be kept separate from Travel/LAP expenses. Any balance remaining in this line item at the close of the fellowship must be returned to the Foundation.

Please contact our office if you have any questions regarding this payment or the administration of this account.

Sincerely,

<Name>

<Title>

Enclosures: Check
Financial Statement

Sample: Budget Revision Letter

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <name>:

We are pleased to approve the request of <name> to transfer funds within <his/her> Kellogg National Leadership account. As the enclosed revised financial statement will show, we have transferred \$<amount> from <the line item> to <the line item>. Please note that this does not change the total approved budget.

The enclosed financial form replaces the one sent with the payment letter.

Please call my office if you have any questions about this transfer or the administration of this account.

Sincerely,

<name>

<title>

Enclosure: Financial Statement

cc: Fellow

Sample: Budget Revisions/Self-Administered

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <Fellow>:

We are pleased to approve your request to transfer funds within your Kellogg National Leadership account. As the enclosed revised financial statement will show, we have transferred \$<amount> from the <list appropriate line item> to the <appropriate line item>. Please note that this does not change the total approved budget.

The enclosed financial form replaces the one sent with the payment letter.

Please call my office if you have any questions about this transfer or the administration of this account.

Sincerely,

<Name>

<Title>

Enclosure: Financial Statement

Reminder Letter Overview

As the end of the fellows' fiscal period approaches, the KNLP program secretaries issue reminder letters which outline all of the materials which the fellow must submit to receive a payment for the next fiscal period. As these materials are received, the secretary uses a check sheet to monitor the status of each fellow's pending payment. After the necessary documents are received, the program director reviews the documents and offers suggestions or gives approval. Once approval is made, the program secretary prepares the payment request.

If all documents are not received, the secretary uses reminder letters to continue to follow up with the fellow and/or organization as necessary. As the submission of the necessary documents becomes delinquent, the reminder letters become progressively stronger. If partial documents are submitted, the reminder letters should be tailored to request the specific documents still outstanding. If the fellow fails to submit his/her narrative report within two months of its due date, \$3,000 is reduced from the leadership action plan budget.

Sample: Memo/Reminder Procedures (first/second years)

MEMO TO: KNLP Secretaries
FROM: Office Manager, KNLP
DATE: <date>
SUBJECT: Reminder Letter/Annual Report Procedures

It is reminder letter/annual report time again! Following are guidelines for your use as you prepare to send the reminders.

1. Reminder letters are sent to all fellows and financial officers at the close of the fellowship fiscal year. This begins the annual report/payment process.
2. Each program secretary is responsible for those fellows who are assigned to his or her program director. To maintain consistency, a generic memo and procedures have been prepared to be used by all.
3. Initial reminder letters should be mailed to each fellow around June 15. The next reminder letter is sent on the 1st of the month after the fiscal year end date. Annual report materials are due one month after fiscal year end.
4. Follow-up is made thereafter by the secretary on a *monthly* basis. It is important to maintain a consistent reminder schedule—otherwise the entire reporting/payment process is slowed down.
5. The secretary should review each file before sending out the first reminder letter, checking for extensions, budget revisions, or any other special circumstances. He or she prints the current financial statement from the system and reviews and double-checks formatting, dates, and grantee name (secretaries might want to keep a copy of each fellows' financial statements close at hand to be used for future copies).
6. Each secretary must keep a log of reminders sent and materials received, and provide updates to the office manager upon request. The office manager then updates the director.

IMPORTANT: Annual reports/payments are always a top priority. Annual reports should be reviewed as soon as they are received and fellows contacted if all materials are not complete.

Sample: Reminder Letter/Annual Report

DATE: <date>
TO: <Name>, Kellogg National Fellow
FROM: <Name>, Executive Secretary-KNLP
RE: Preparing Your Annual Report

The current fiscal year of your Kellogg fellowship will end on <date>. To receive your next payment in a timely fashion, the following are due in our office by <date>:

1. A thorough but concise annual narrative report (also send a copy to your adviser). The report must be in the following outline:
 - a. Restate the original objectives of your leadership action plan for this fiscal year.
 - b. Changes, if any, in the leadership action plan objectives during the course of the year.
 - c. Nature of activities conducted in relation to the leadership action plan.
 - d. How these activities assisted in achieving the stated goals and objectives.
 - e. Leadership action plan impact on your personal growth and development and, if possible to identify, what impact could this leadership action plan have on others?
 - f. Projected plans for the next year of your fellowship.
 2. A financial statement of expenditures, certified correct by <name>, and projected budget for the next year of your fellowship. Please use the enclosed form when preparing this report. *This statement must contain original signatures.*
 3. If salary reimbursement will be requested on next year's budget, a statement indicating your annual salary and fringe benefits must be submitted by your organization.
 4. Complete and return the enclosed travel log for accidental death and dismemberment insurance computation (yellow sheet). Include all KNLP-related travel during the year.
-

For your information, you have \$<amount> remaining for leadership action plan funds. This includes income tax expense; office supplies; resource materials; travel; and any other expenses related to your leadership action plan. Please keep this information in mind when formulating plans and budget for the next fiscal year.

Failure to submit your narrative report by <date>, will result in the loss of \$3,000 of leadership action plan funds. Also, you will be ineligible to attend small-group and cross-group activities and to submit grant proposals until your reports have been submitted.

Payment will be made only after all items have been received and approved. Due to the Foundation's fiscal cycle and laboratories in September and October, we anticipate making payments after <date>.

We appreciate your support of the program through your timely submission of these important items. Please call me if you have any questions related to the annual report or the administration of the award.

Enclosures: Financial Statement
Travel Log

Sample: Reminder Letter/Final Report

DATE: <date>
TO: <Name>, Kellogg National Fellow
FROM: <Name>, Executive Secretary-KNLP
RE: Preparing Your Final Report

The final fiscal year of your Kellogg fellowship will end on <date>. To close your account, the following are due in our office by <date>:

1. A thorough but concise narrative report of your third year activities (also send a copy to your adviser). *The report must be in the following outline:*
 - a. Restate the original objectives of your leadership action plan for this fiscal year.
 - b. Changes, if any, in the leadership action plan objectives during the course of the year.
 - c. Nature of activities conducted in relation to the leadership action plan.
 - d. How these activities assisted in achieving the stated goals and objectives.
 - e. Leadership action plan impact on your personal growth and development and, if possible to identify, what impact could this leadership action plan have on others?
 2. A final report covering the entire three-year experience, using the enclosed format (blue sheet).
 3. A financial statement of expenditures certified correct by <name>. Please use the enclosed form when preparing this report. *This statement must contain original signatures.*
 4. Total funds remaining in the account must be returned to the Kellogg Foundation. Remember, line items listed as Salary and Fringe Benefits and Travel/Required Laboratories are restricted accounts. Travel/Required Laboratories can be used only for those expenses incurred in traveling to and participating in the required laboratories and meetings sponsored by the foundation and must be kept separate from Travel/LAP. If you are unsure of the amount to be refunded, please submit the financial statement for our review; we will contact you with the correct amount.
-

-
5. Complete and return the enclosed travel log for accidental death and dismemberment insurance computation (yellow sheet). Include all KNLP-related travel conducted during the year.

It is very important that your final reports are submitted by <date>. *You will be ineligible to attend future KNLP activities, submit grant proposals, or provide consultant services to the Kellogg Foundation until your reports have been received.*

A three-month extension of your fellowship may be granted if you have (1) attended two leadership action plan meetings; and (2) had a site visit by your adviser or a Kellogg Foundation staff member. Requests should be made in writing to your program director before <date>.

We appreciate your support of the program through your timely submission of these important items. Please call me if you have any questions related to the final report or the administration of the award.

Enclosures: Final Report Format
Financial Statement
Travel Log

Sample: Travel Log (for AD&D Insurance)

**W.K. Kellogg Foundation Non-Employee (KNLP Fellow) Travel Log
For the Purpose of AD&D Insurance Premium Computation**

Name: _____

Social Security #: _____

Address: _____

Dates		Destination (City, State, Country)	Purpose (Laboratory, LAP, etc.)	Number of Days at Destination
From	To			
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Sample: Final Report Request (Three Years)

Administrative Note: As a part of the fellow's original commitment to the Kellogg National Leadership Program, a narrative report of the three-year experience is required to close the fellowship.

To document your activities and accomplishments as a Kellogg fellow, and to provide feedback to the Foundation on the effectiveness of the program, please write a concise narrative report encompassing the three years of the program, using the following outline:

1. Goals and objectives for the leadership action plan as stated at the beginning of the fellowship.
 2. Changes in these stated goals and objectives which occurred during the three-year period. Briefly state the rationale for these changes.
 3. How did you proceed to achieve each of the stated goals? Did you complete your leadership action plan? Is there an unfinished agenda? Do you plan to continue working on this plan? Expand it? Please explain.
 4. State your perceptions of how the following fellowship components assisted, or failed to assist, in your leadership development and the achievement of your stated goals. Please address each of these major components:
 - a. Laboratories
 - b. Leadership Action Plan
 - c. Small-Group Activities
 - d. Advisory Committee
 - e. Talent Bank
 - f. Leadership Action Plan Meetings
 - g. Site Visits
 - h. Foundation Staff
 5. Any other comments to aid us in our understanding of your fellowship experience.
-

Closing Procedures

At the end of the fellowship period, the account/folder for each fellow must be formally closed. Fellows may request an extension of the fellowship period beyond three years (see Commitment Revisions). Reminder letters are sent out by the program secretary to inform the fellow of the documentation needed to close (see Reminder Letters).

The final report documents include a final-year narrative report, a final three-year report, and a financial statement for the final year. Once all of these documents are received, the program secretary verifies that the reports are complete and correct. He or she verifies the financial report by totaling all the columns. The secretary must then total the Leadership Action Plan line items separately and analyze the report as follows to see if a refund is due the Foundation from the grantee or if the Foundation needs to make a supplemental payment to the grantee:

If the salary reimbursement line item is overspent, WKKF can pay the grantee *only* if there are salary funds remaining in the fellow's account at WKKF.

If the travel/required laboratories account is overspent, the Foundation should pay the grantee this amount (commit supplemental funds as necessary).

If there are any unspent funds in salary or travel/required laboratories, they must be returned to the Foundation.

If the leadership action plan line item (totaled) is overspent, WKKF can pay the grantee *only* if there are leadership action plan funds remaining in the fellow's account at WKKF *and* the program director approves the expenditures.

If there are any unspent funds in the leadership action plan line items (totaled), they must be returned to the Foundation.

It is possible that WKKF may owe the grantee some funds (e.g., for salary) and the grantee may have funds owed to WKKF (e.g., travel/required laboratories). If this is the case, the difference between these amounts should be computed to determine a net amount, and to determine which party owes the net amount to the other party (WKKF owes grantee net amount or grantee owes WKKF).

Copies must be made of the final three-year report (enough for each adviser, evaluation consultants, and a KNLP copy). These copies are given to the office manager to distribute to the appropriate people.

A closing letter is then prepared by the program secretary. There are several closing letter shells to choose from, depending on whether the fellow is self- or organization-administered, and whether a refund check was received from the grantee. In addition, if the closing letter will include a supplemental payment by the Foundation, a closing letter shell should be used with wording borrowed from the appropriate payment letter shell (see Payments).

Once the closing letter is prepared, it should be signed by the program director. The file is then closed using standard programming procedures.

Sample: Closing Letter – Check and Final Report Received

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <organization>:

We are pleased to have received your check in the amount of \$<amount> which represents the cash balance in the Kellogg National Leadership account of <name>.

With receipt of this check and the other required final report items, the conditions of our <date of original commitment letter>, commitment have been fulfilled. We are now closing this account. If, after reviewing the financial report, our Financial Department has any questions, they will contact you directly.

We note that your final statement of expenditures was prepared on an accrual basis of accounting. Should subsequent events result in nonpayment of those accruals, please amend your final statement accordingly and return the unexpended funds to the Foundation.

We appreciate the generous contribution and support that your organization has made on behalf of this fellow and to the fellowship program.

Sincerely,

<name>

<title>

cc: Fellow

Sample: Closing Letter – Check & Final Report Received/Self-Administered

<Date>

Re: <fellow number> *(Please refer to this number when writing to the Kellogg Foundation about this project.)*

Dear <name>:

We are pleased to have received your check in the amount of \$<amount> which represents the cash balance in your Kellogg National Leadership account .

With receipt of this check and the other required final report items, the conditions of our <date of original commitment letter>, commitment have been fulfilled. We are now closing this account. If, after reviewing the financial report, our Financial Department has any questions, they will contact you directly.

We note that your final statement of expenditures was prepared on an accrual basis of accounting. Should subsequent events result in nonpayment of those accruals, please amend your final statement accordingly and return the unexpended funds to the Foundation.

We appreciate the commitment you have made to KNLP. Good luck in your continuing leadership endeavors.

Sincerely,

<name>

<title>

Section 7:

WKKF Programming Information

Recognizing society's difficulty in using available knowledge for human benefit, W.K. Kellogg in 1930 established the Foundation which bears his name. He gave to this Foundation its distinctive commitment to invest Foundation money "for the application of knowledge to the problems of people." The Foundation remains true to this philosophical concept by addressing 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 societal goals. It is numbered among the largest philanthropic organizations in the world. As a private grantmaking 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.

The seed money is provided for pilot projects which, if successful, can be continued by the initiators and can be emulated by other communities, institutions, or organizations with similar problems to solve.

The Foundation has identified the following areas of major concentration for its grantmaking:

1. Health
 2. Food Systems and Rural Development
 3. Youth and Education; Higher Education
 4. Philanthropy and Volunteerism
 5. Cross-Cutting Themes
 6. Special Opportunities
 7. Carryover Initiatives
 8. Greater Battle Creek
-



**W.K.KELLOGG
FOUNDATION**

One Michigan
Avenue East
Battle Creek, MI
49017-4058
USA
616-968-1611
TDD on site
Telex: 4953028
Facsimile: 616-968-0413
Internet: <http://www.wkkf.org>

KNLP2490
Item #788
1298-.25M
Printed on Recycled Paper