

HALL FAMILY FOUNDATION

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# WORKING TOGETHER

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2012 ANNUAL REPORT



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Collaborative, quality partnerships take time and effort. Non-profits are finding that by working together, they can have a much bigger impact on those who need it most.

**Working together**, uniting for a common cause, we can achieve a result greater than the sum of its parts.

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## Our Mission

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The Hall Family Foundation is a private philanthropic organization dedicated to enhancing the quality of human life. Programs that enrich the community, help people and promote excellence are considered to be of prime importance. The Foundation views its primary function as that of a catalyst. It seeks to be responsive to programs that are innovative, yet strive to create permanent solutions to community needs in the Greater Kansas City area.

FOCUS AREAS



HALL FAMILY FOUNDATION CONCENTRATES ITS PHILANTHROPIC EFFORTS ON FIVE FOCUS AREAS IN THE GREATER KANSAS CITY AREA.

Our Founders



The mission of the Hall Family Foundation, established in 1943, stems from the original purposes of its founders: Joyce C. Hall; his wife, Elizabeth Ann Hall; and his brother, Rollie B. Hall.

As outlined in the original bylaws, they intended that the Foundation should promote... the health, welfare and happiness of school-age children... the advancement and diffusion of knowledge... activities for the improvement of public health... and advancement of social welfare. These purposes were based on a family resolve to help people and enhance the quality of life. Almost 70 years later, their legacy lives on.

Joyce C. Hall was born on August 29, 1891, in David City, Nebraska. He was a plainspoken individual with a respect for hard work and an unwavering commitment to quality. Mr. Hall came to Kansas City in 1910, and, starting with a shoebox full of cards and a rented YMCA room, began the business that was to become Hallmark Cards, Inc. In 1921, Joyce Hall married Elizabeth Ann Dilday. Together they built a life dedicated to family and community. Together they created the Foundation that nurtures and strengthens the city they loved.

## A Letter from the President

Each year the Foundation issues an annual report. And each year I try to capture in a few words what has happened in that year. Yet the work of the Foundation doesn't lend itself to an annual cycle. The issues we impact don't end the year with an audited statement that defines institutional success. Rather, the work of the Foundation is measured over a much longer time frame. When I assumed the presidency of the Foundation an outstanding former mayor of Kansas City, Illus Davis, told me, "Nothing important happens quickly"... and so it has been. Major community efforts take constancy and patience. The Foundation has been fortunate to have a consistent vision and stable governance that has allowed us to be a part of important long-term efforts in greater Kansas City. This annual report, although for the year 2012, reflects efforts made over many years, but marked by important milestones in 2012. Although we celebrate those milestones this year

we recognize the constancy of effort and patience that led to these milestones.

The theme for this year's report is "working together." Just as important community efforts take time, they also require cooperation and partnerships of all kinds. Some of the partnerships are between agencies, others are among funders and others within the organization itself... or often all of the above. The Foundation has been pleased to partner with other funders over the years, most recently with the Kansas City Education Funders Collaborative, to focus philanthropic efforts on community issues ranging from improving public education to revitalizing blighted neighborhoods. Whatever form the partnership takes, important efforts and ideas are seldom achieved alone. Those partnerships we highlight in this year's report reflect both time and cooperation demonstrated by some of our community's most respected organizations.

The community celebrated historic success when the University of Kansas received National Cancer Institute Cancer Center designation. In 2005 former Chancellor Robert Hemenway made NCI designation the university's number one priority. In 2012, through community support, outstanding leadership and a consortium of health care partners, the University of Kansas Medical Center became an NCI-designated center for excellence in cancer prevention, research and treatment.

This is but one example of an accomplishment that took a number of years and the efforts of many dedicated individuals. Other examples are highlighted throughout this report. Each has celebrated extraordinary achievements that reflect years of hard work and numerous partnerships.

In each of these efforts the Foundation played a role. But like most of our work we were one among many whose efforts led to a successful result. We salute the professionals, volunteers and community leaders and supporters without whom we would not be a part of these successful efforts... thank you for your dedication to our community.

Assets for the year increased modestly and payouts reached approximately \$35.4 million. We continue to emphasize programs that meet the needs of those most vulnerable, especially children and families. We have slightly increased our capital gifts with the primary target being expansion and renovation of facilities serving those at the greatest risk and with the greatest need. We review this strategy quarterly and will continue to do so in 2013. Whether we maintain this strategy will be driven by the economy and other factors we monitor.

The Foundation remains dedicated to the principles of Joyce and Elizabeth Hall and, with the continued leadership of the Hall family, involvement of an active board and the conscientious work of our professional staff, we look forward to working with the community for years to come.



**William A. Hall**

President, Hall Family Foundation

CHILDREN'S MERCY HOSPITAL +  
THE UNIVERSITY OF KANSAS

## ALIGNING EXPERTISE

A new alliance between Children's Mercy Hospital and the University of Kansas promises to ensure our region's children have access to the highest quality health care, today and in the future.



After years of partnering together in child health care on a departmental basis, Children's Mercy Hospital and the University

of Kansas' major medical entities created a formal alliance in 2012 in order to develop a single, integrated pediatric program. The objectives are to enhance clinical care, further academic development, expand research, and coordinate advocacy initiatives for children's health. "This makes good sense," said Rand O'Donnell, President and Chief Executive Officer of Children's Mercy Hospital. "Aligning our collective pediatric expertise and resources will ensure our area's children are receiving the highest quality care today and in the future."

Dr. Steve Stites, Interim Executive Vice Chancellor of the University of Kansas Medical Center, commented, "If you step

back and ask 'What's the right thing to do for the children of our region?,' I would say it is taking the two strongest organizations around health care delivery for kids and putting those together. We are like-minded in terms of pursuing excellence. Children's Mercy is in a position of strength in clinical care and education. KU brings strength in its academic research record, as evidenced by our National Cancer Center designation and growth in NIH funding. Together, these organizations can provide comprehensive, well-integrated care to ensure a seamless system of care all along the continuum."

Children's Mercy Hospital and KU have benefitted from numerous collaborations

over their rich histories. For example, KU residents and students work at Children's Mercy on a daily basis. O'Donnell observed, "We offer a wonderful teaching experience for KU because we have so many kids, so we are able to round out their education program." There are also a number of scientists who have been collaborating on projects. Stites explained, "The faculty has done a great job of leading the way in collaboration. They have worked well together over the years. Our researchers have worked together. Our nurses have worked well with Children's. We now have leaders who want to work together. We have earned one another's trust by working together, day by day, over time."

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**It's more a matter of  
supporting one another so each  
can be the best it can be.**

**Rand O'Donnell** President and Chief Executive Officer  
Children's Mercy Hospital

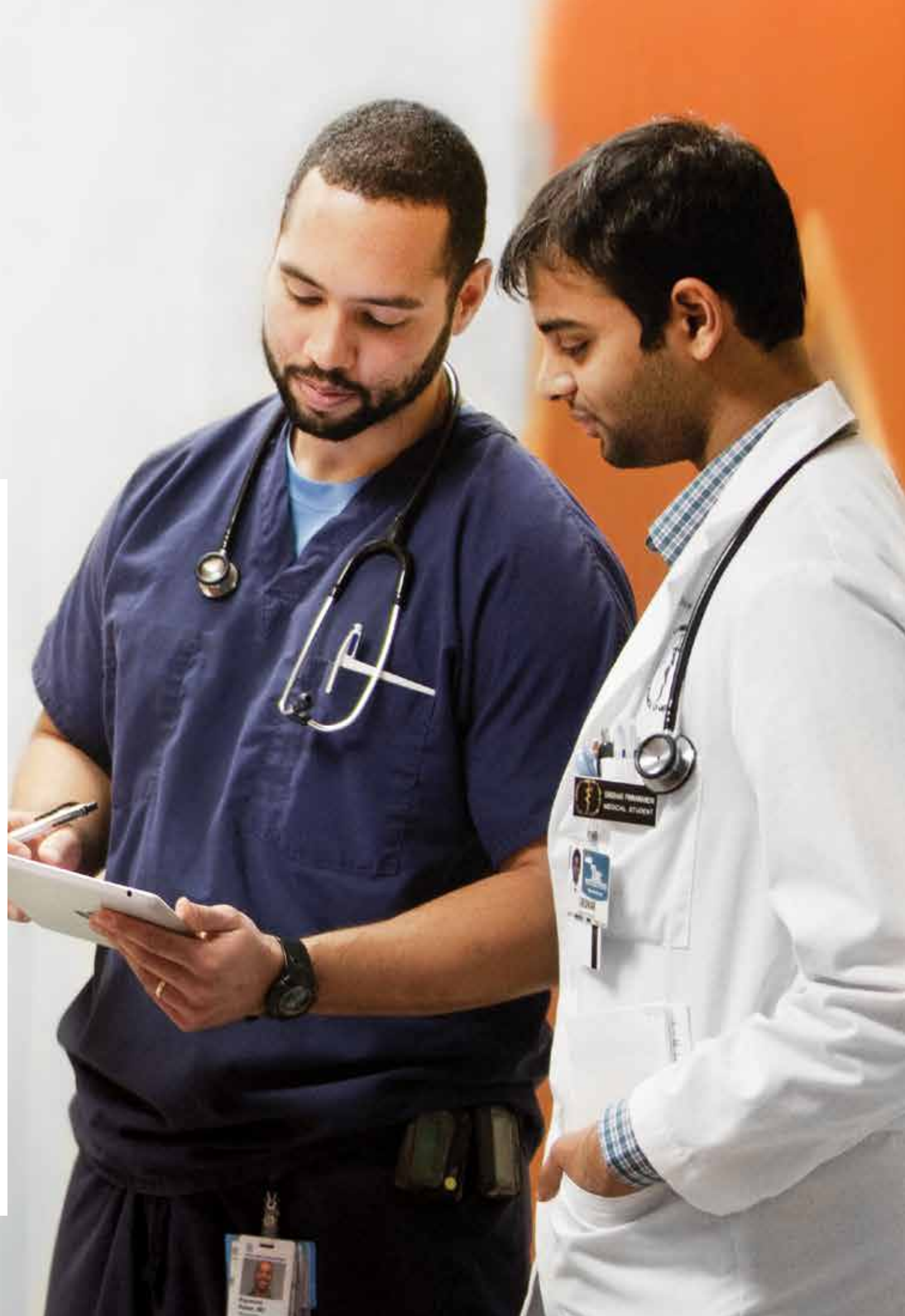
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The exact nature of the collaboration will evolve over time. O'Donnell explained, “We will look for opportunities to work together so that we, as a region, provide the best possible care to children in multiple settings where there is convenient access for them and we improve the quality of life for children and their families. The alliance will enable us to reach higher today to ensure we are operating at the peak of what science allows. It will also enable us to develop the next level of care and sophistication for tomorrow.”

Stites believes this collaboration will be transformational for our community. He stated, “Think about what happens when you combine the singular strengths of KU and Children's Mercy Hospital and bring them together as one team, one academic plan, one research mission. It becomes an engine of economic growth and opportunity for the city. If you think about what can transform the Kansas City landscape, this

is it. This will be the center of a biotech, research, clinical and educational corridor between Columbia and Manhattan. That will be a remarkable achievement.”

Both KU and Children's Mercy Hospital believe this collaboration will take both institutions to new heights. “This isn't an investment you define in dollars,” commented O'Donnell. “It's more a matter of supporting one another so each can be the best it can be.” Stites anticipates it will push KU to be one of the top 25 public universities in the nation. O'Donnell believes Children's Mercy will be ranked in the top ten of all ten subspecialties in pediatrics. O'Donnell predicts, “This collaboration will prove to be a key element in both of our organizations achieving extraordinary status. Our collaboration across all the areas—clinical care, education, research—will be viewed as the launching pad that enabled us to reach the next level.”





Dr. Roy Jensen Director, University of Kansas Cancer Center

## MAINTAINING A LONG-TERM FOCUS


The awarding of National Cancer Institute designation to the KU Cancer Center will position our community as a key player in expanding cancer research and providing the most advanced cancer care to patients throughout our region.

### OTHER INTERESTS

2012 marked the culmination of a nearly decade-long quest when the University of

Kansas Cancer Center won National Cancer Institute designation in June. This prestigious designation resulted from an unprecedented collaboration between individuals, policy makers, businesses and organizations throughout our region. Director of the University of Kansas Cancer Center, Dr. Roy Jensen, who led the initiative, commented, "We believed that the strongest application would be one that demonstrated our ability to have a significant impact throughout the community. From the beginning of this effort, we looked for ways to bring together many different constituencies. We now have 19 different participating organizations, stretching across the region, in the group."





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It has already spurred the  
creation of new relationships  
throughout the community.

John Bluford President and Chief Executive Officer,  
Truman Medical Center

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John Bluford, President and Chief Executive Officer of Truman Medical Center, commented, “This was a tremendous example of community engagement. KU did an excellent job of creating a vision for the community and then bringing people to the table and engaging them through meaningful participation.” Jensen further

noted, “Some of the challenge was in understanding what each participating institution needed and what role it wanted to play in this partnership. We needed to find areas where we could collaborate and define the areas where we would still compete. Where we came together was in the area of research.”



To be certain, there were formidable challenges along the way. Some people were skeptical that KU could achieve NCI designation. The Kansas/Missouri state line that divides our area was a barrier. Competition among hospitals was a hurdle. But none of these challenges proved insurmountable. According to Bluford, KU maintained a disciplined focus on the goal. Jensen elaborated, “You always have to take the high road. If you let naysayers drag you down, you’ll fall. We stayed focused on our highest aspiration, that is, ‘What is best for the patient?’ Eventually, people started believing.”

While KU was the epicenter of this collaborative effort, there were many supporting organizations that played a critical role. The Midwest Cancer Alliance, Truman Medical Center, Children’s Mercy Hospital, the Stowers Institute, the Kansas City Area Life Sciences Institute, the Kansas Bioscience Authority and the Johnson County Education and Research Triangle were just a few of the key players. Jensen shared, “The highest mark we received on our application was in the area of institutional and regional support. The site visit team was taken aback by the



breadth and depth of support. The director of the NCI was impressed that people here really understand and appreciate the value proposition of NCI designation.”

Bluford concluded, “This collaboration provided a strong model for community engagement. There are a number of community initiatives that would benefit from following this example. It gives promise that our community can accomplish other major initiatives. It has already spurred the creation of new relationships throughout the community. Our momentum is building.”

Rather than considering NCI designation the culmination of a long journey, it is, perhaps, just a beginning. Logan suggested, “The next step is to get Comprehensive Cancer Center designation for the KU Cancer Center. In many respects, that is an even tougher project. It will require expanded funding, increased philanthropy, additional hiring, and continued building of a clinical base. So, winning NCI designation is a great beginning of a remarkable collaborative journey. But it is, I hope, just a beginning.”



CRISTO REY

## INSPIRING A FUTURE

Cristo Rey joins forces with area partners to give youth from low-income families a future of heretofore unimagined possibilities.



Cristo Rey Kansas City is a private college preparatory high school whose business model centers on collaboration. By partnering with area businesses, Cristo Rey is able to achieve its mission of preparing students from low-income families for success in both college and the workforce.

The collaborations provide resources that are critical to the school's viability; namely, human capital and funding. "Without our partnerships, this school would not be sustainable," explained Cristo Rey President Kathleen Hanlon.

Combining a rigorous academic program with job experience, Cristo Rey students learn to work and work to learn. The school uses a unique work study model in which the students are required to work one day a week. Partner companies provide job opportunities and pay a fee for service to the school for their student employees. Bringing new partners—in business, law, higher education, technology, research, robotics—from across the bi-state area to this collaboration is critical to the school's continued success in helping to develop our community's future work force.

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Our partners are united in their insistence that our community’s human resources not be wasted, that we give these kids a future.

**Kathleen Hanlon** President, Cristo Rey

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Cristo Rey’s outcomes to date are encouraging. Since its first graduating class in 2010, 100% of the school’s graduates have been accepted to college. The percentage of graduates still in college after three years is three times higher than the national average for this student population. And Cristo Rey students are thriving in the workplace. Their self-esteem soars as they learn to navigate new work environments filled with a diverse group of people.

Hanlon understands that collaborations are organic in nature, requiring constant nurturing and fine tuning. She commented, “It takes a generation to accomplish what we are trying to accomplish. Schools must

constantly adapt to a rapidly changing world. We focus on what skills students will need, not tomorrow, but 10 years down the road. We strive to educate them in a manner that enables them to be flexible and adaptable as society changes. That becomes the ultimate challenge.”

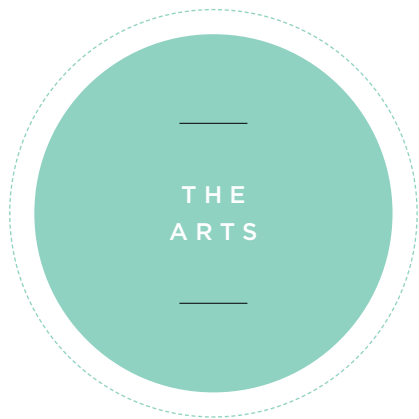
By working together with others in our community, Cristo Rey is changing the world for its students. Hanlon explained, “Our partners are united in their insistence that our community’s human resources not be wasted, that we give these kids a future. There is as much benefit to our partners as there is to our students. That’s what collaboration is all about. The outcomes are mutually beneficial.”



KAUFFMAN CENTER FOR THE PERFORMING ARTS  
+ THE KANSAS CITY SYMPHONY

## CREATIVELY CONNECTING

The Kauffman Center for the Performing Arts and the Kansas City Symphony bring our community together by connecting diverse audiences through meaningful experiences.



The Kauffman Center for the Performing Arts provides extraordinary and diverse performing arts experiences for the entire Kansas City community. “Our intent,” said

President and Chief Executive Officer Jane Chu, “is to drop the red velvet rope that people generally perceive around a performing arts center so that everyone feels welcome and so that it is accessible to all.” The first year results of this stunning new center were tremendous, with more than 447,000 guests attending nearly 300 performances. “The success we are achieving is, in large part, due to the collaborative mindset that is at the core of everything we do,” remarked Chu.

The building and opening of the Kauffman Center for the Performing Arts was a monumental undertaking that required that great attention be paid to the process of collaboration. Chu explained, “It is one



**Dr. Jane Chu** President and Chief Executive Officer, Kauffman Center for the Performing Arts

thing to get everyone on the same track. It is a whole different thing to get everyone on the same track at the same time and feel they are invested in it. When people bring their unique talents together for the same purpose, the project becomes successful and meaningful to everyone involved.”

The Kauffman Center for the Performing Arts’ resident companies, the Kansas City Ballet, the Lyric Opera of Kansas City, and the Kansas City Symphony, have been collaborating for decades. Live music is

integral to the overall quality of ballet and opera performances, and the Symphony has provided musicians for those companies for years. The long-standing collaborations between these resident companies have demonstrated that by working together, organizations can reach much greater heights.

Frank Byrne, Executive Director of the Kansas City Symphony, is a firm believer in collaboration. He commented, “As the largest performing arts organization in the Kansas City region, we have a responsibility



to give back to the community and to share our expertise and knowledge with others.” The Symphony shares that expertise with a myriad of people, from students who are aspiring to become professional musicians to lay people who simply love the music. Byrne reflected, “We exist by the virtue of the generosity of this community. We owe it to the community to return that and to be good stewards of what we have.”

Byrne explained, “Just as the Kauffman Center wants to be accessible to the entire community, the Symphony looks

for opportunities that make music more accessible to people.” One such project is the Kansas City Symphony’s collaboration with Kansas City area school districts in an effort to support their music education programs. The Symphony brings the orchestra, free of charge, to a participating school for an open rehearsal that includes a question and answer period for students. The Symphony then performs a concert that evening, donating the proceeds from ticket sales to the school’s music program. Byrne noted, “We have raised more than \$133,000 in support of public school music education.”



Both Byrne and Chu recognize that collaboration takes time and effort. Chu joked, “It takes a long time for something to happen suddenly.” She continued, “I have heard countless ideas from the day we started, and I have had to put many of them on the shelf. When I have to say ‘No,’ it really means ‘Not now.’ Timing is key. Those ideas come off the shelf when the timing becomes right.”

Byrne is immensely proud of the state of the arts in the Kansas City area and the community’s unique sense of openness,

collaboration and cooperation to keep it growing and thriving. He commented, “The sky is the limit. Kansas City is in an incredible position right now to establish ourselves as an absolute destination for cultural tourism.”

Chu concluded by saying, “Collaboration is embedded in the way we operate. It has allowed us to reach a much broader audience. It has enabled us to build trust in the community. At the end of the day, it is really a mindset that allows us to connect people together.”

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The sky is the limit.

Frank Byrne Executive Director,  
Kansas City Symphony

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LISC

## BUILDING TRUST

LISC is partnering with other organizations to provide significant and sustainable improvements in the quality of life for residents in low-income neighborhoods.



Greater Kansas City LISC's mission is to transform targeted low income neighborhoods into healthy, sustainable communities in partnership with their residents. Through its innovative

NeighborhoodsNOW program, this local site has emerged a leader in the national organization's success in developing a model for achieving improvements in community development. Key to this success has been collaboration. "LISC can't accomplish anything without partnership," said Executive Director Julie Porter.

LISC (Local Initiatives Support Corporation) began operations in Kansas City in 1981 in order to assist in the building of capacity in community development efforts. The vision was limited: to strengthen neighborhoods by working with nonprofits to improve housing in low income neighborhoods. That restrained vision led to measured success. Families had better access to affordable and quality housing. But the neighborhoods







were not experiencing significant improvement overall. It was a small group of local foundations, including the Hall Family Foundation, that came to LISC with a more ambitious vision: to achieve significant and sustainable improvements in low income neighborhoods. This bigger mandate called for greater collaboration than had been achieved in this space before. Greater Kansas City LISC was eager to partner on a whole new level.

Greater Kansas City LISC launched its NeighborhoodsNOW program in 2005. This new model of community development was holistic in its approach. It invited the residents to take a leading

role in determining the vision for that neighborhood. It considered the neighborhood's physical environment, the economics of the area, access to a high-quality education, and the job-readiness of the residents. This all-encompassing approach to community development required greater resources, both human and capital. It required collaboration from the City of Kansas City, Missouri, the county governments, the Community Development Corporations, and numerous agencies working in these areas. "There is simply no way," explained Porter, "to have accomplished any of this without having built very deep and collaborative relationships throughout the city."



Collaboration, according to Porter, was not easy. "One of the biggest challenges is in getting everyone focused on the same neighborhoods at the same time. We need so many resources—city subsidies, other nonprofits engaged in those neighborhoods, access to health care—to come together in order to achieve our vision in these targeted neighborhoods. A scattered vision makes our work difficult." Porter is thrilled with the progress that has been made in building collaboration among all the players. She commented, "We have amazing relationships now. There is a new attitude—a belief that we can address these big challenges together. Those relationships were born of time, willingness and trust.

If LISC had not delivered on its promises to its partners, and vice versa, that trust would not exist. The trust aspect is big, and it goes both ways. Now we can have real conversations. Amazing things can happen in that space."

LISC's community development achievements are impressive. Some of Kansas City's most challenging areas are being transformed into healthy and sustainable communities. Crime rates are lower, making neighborhoods safer. Porter summarized the impact of this work, "Collectively, we have made a tremendous impact on the quality of life for residents in these neighborhoods."



CORNERSTONES OF CARE

# PURPOSEFUL COLLABORATION

Cornerstones of Care demonstrates that, by working together, agencies can more effectively serve their respective missions and have a greater impact in the community.



agencies providing preventative treatment and support services to both children with behavior disorders and their families came together in search of improved operating efficiencies. Gillis, Ozanam and Spofford envisioned a collaboration that would enable them to lower their costs while, at the same time, improve their effectiveness. While the collaboration started as an informal alliance, management soon realized that it wanted a more formal arrangement. A fourth social service agency, Marillac, joined the consortium, and shortly thereafter, Cornerstones of Care was formed as the umbrella organization of these four agencies.

President and Chief Executive Officer Denise Cross explained, “These four agencies shared similarities in the populations they

Cornerstones of Care is the outcome of a collaboration designed to keep multiple child mental health organizations sustainable in a rapidly changing market environment. Nearly 20 years ago, three

were serving. But each had its own niche. It was important that, within the new structure of Cornerstones of Care, each agency retain its own identity while establishing a collective identity under the Cornerstones of Care brand.” The participants believed they could share expertise and resources. They could also achieve cost savings and economies of scale through consolidated business operations; joint purchasing agreements and consolidated Information Technology; and quality assurance initiatives. In short, these four leaders realized that by working together, they

would be better positioned in the emerging market of managed health care.

Cross commented, “Collaboration has facilitated the mission of each of the four agencies. It has provided a stronger foundation for planning and thinking and allowed us to take more strategic risks in meeting the needs in the community since we can address those needs as a system.”

Navigating the collaboration is not always easy. Cross cites examples of management decisions that are best for



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the Cornerstones of Care system—but sometimes cause individual member agencies to give something up. Cross commented, “We are like any family. There are always struggles. But we want to have a meaningful impact on our community, our children, our families. We believe that collectively, we can achieve that in a big

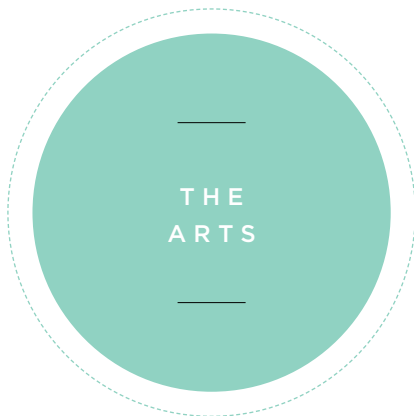
way. That’s what holds us together. We are very purposeful about our collaboration.”

Cross is inspired by the interest our community demonstrates in collaboration in order to have a larger impact. She remarked, “I am stunned by the number of groups that are willing to coalesce around a

CHARLOTTE STREET FOUNDATION

# ACKNOWLEDGING INDIVIDUALS

The Charlotte Street Foundation has been instrumental in creating a dynamic ecosystem for artists and the arts in Kansas City, strengthening the health and vibrancy of our community.



Collaboration is at the core of the Charlotte Street Foundation's mission of challenging, nurturing and empowering artists. For sixteen years, the organization has brought together artists, arts professionals,

business and philanthropic communities and committed individuals in support of a vision to make Kansas City a vibrant, creative and thriving city where people want to live. Founder David Hughes, Jr. commented, "From its inception, Charlotte Street has brought people together to share their ideas and expertise as we worked together to identify and address the needs of local artists."

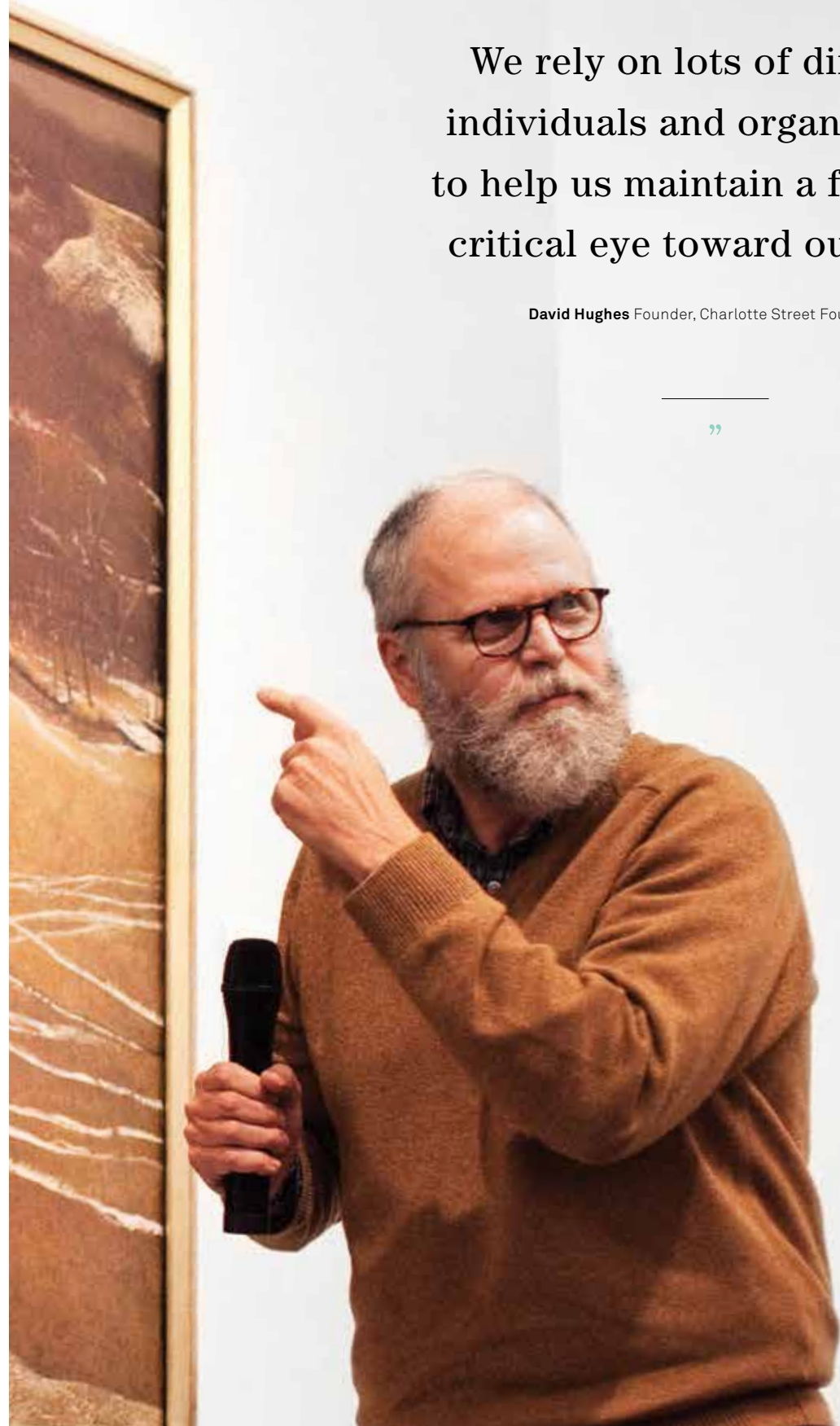
The Charlotte Street Foundation was founded in 1997. Its vision started small: to recognize local artists for doing good work which was, in turn, good for our community. Charlotte Street's first project was the Visual Artists Awards, whereby a panel of experts identifies outstanding local artists and awards them a cash grant with no strings attached. The panel, comprised of both local

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We rely on lots of different individuals and organizations to help us maintain a fresh and critical eye toward our work.

David Hughes Founder, Charlotte Street Foundation

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and national experts, changes annually in order to bring new perspectives and ideas to the process. Currently, the Charlotte Street Foundation awards three grants of \$10,000 each annually. These cash awards serve not only to recognize and reward artistic accomplishment and promise, but also to facilitate continued artistic development, foster community, encourage the pursuit of creative excellence, and enhance Kansas City's appeal as an artistically thriving area.

Since its humble beginning as a collaboration to provide support and recognition to local artists, a much more ambitious vision has evolved for the Charlotte Street Foundation: to be a primary catalyst, with its community of artists, in making Kansas City a vibrant, creative metropolis. Hughes explained, "Collaboration is the way we do everything. We rely on the expertise, the passions, and the resources of lots of different individuals and organizations to help us maintain a fresh and critical eye toward our work. In every program we develop, we solicit input from artists and art professionals, both locally and nationally. We learn from other leading cities that are developing similar programs." Today, the Charlotte Street Foundation includes a wide variety of initiatives designed to support its mission, including performance and exhibition opportunities; studios and rehearsal space; professional development, mentorship and business skills training; advocacy and planning; and national outreach.

Hughes acknowledges that collaborations take time. They require the organization to be willing to cede some control. They also cause some confusion and conflict in fundraising efforts, as the collaborations sometimes blur the lines between organizations. "But," said Hughes, "the collaborations allow us to accomplish things that we could never accomplish on our own. They have magnified the impact of our work." Hughes added, "Collaborations have to be built out of a personal trust that the organizations embrace. If you are relying on contracts, it's not a collaboration."

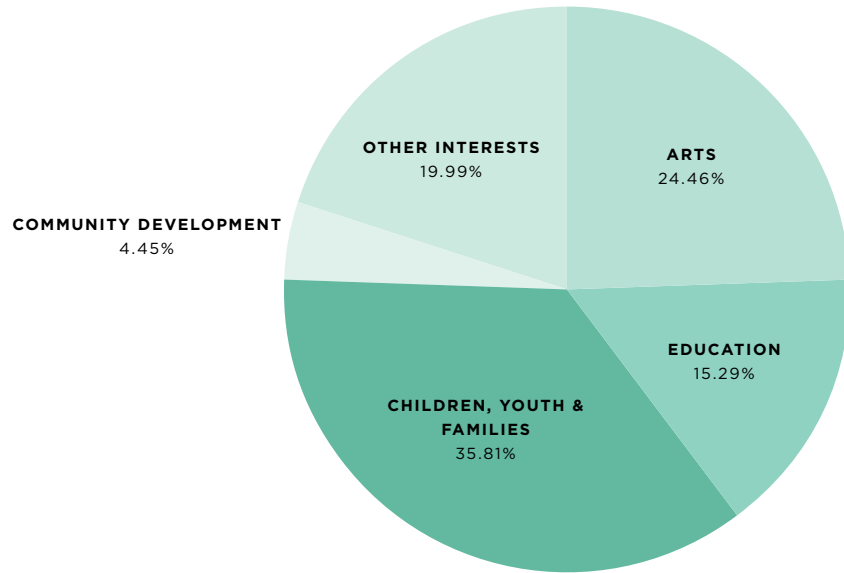
Hughes is pleased with the impact of the Charlotte Street Foundation's collaborations. "We have helped to create one of the most dynamic artist communities in the country. Kansas City has come light years in terms of an awareness of artists as individuals, and that progress is due to the work of artists and many others. In the end, it is the power of believing in the value of the individual, and then being willing to challenge, nurture and empower them that makes such a difference in the health and vibrancy of our community. We have only touched the tip of the iceberg. There are infinite possibilities awaiting us. The vibrancy of our creative community, together with our history of jazz, is the single most distinguishing aspect of our city today. As we continue to work towards meeting the needs of our artists, this city will be blown away by the impact this community of artists can have."



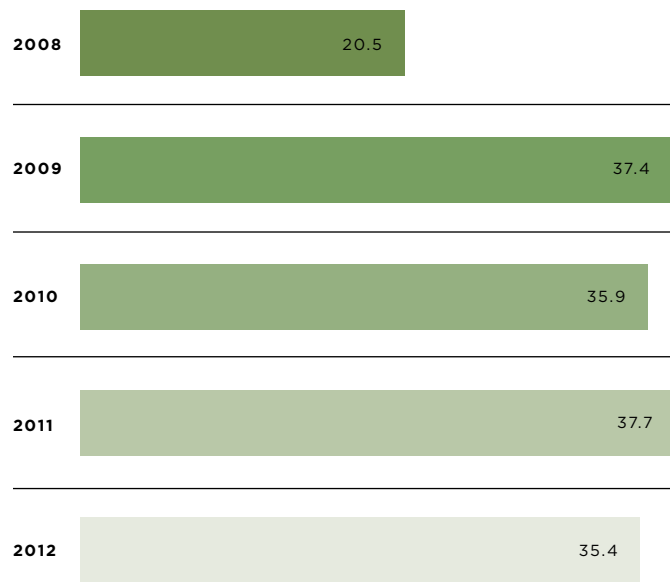
2012 FINANCIAL HIGHLIGHTS

All numbers presented for 2012 are preliminary and unaudited.

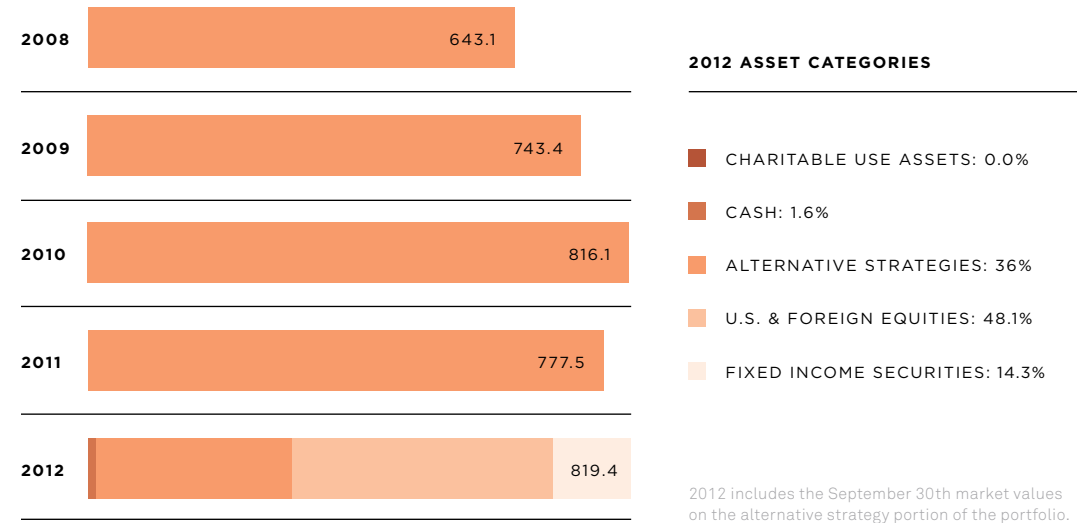
5-Year Summary of Grants Paid by Category Percentages for 2008-2012



Contributions Paid In Millions of Dollars for the Years 2008-2012



Assets In Millions of Dollars for the Years 2008-2012

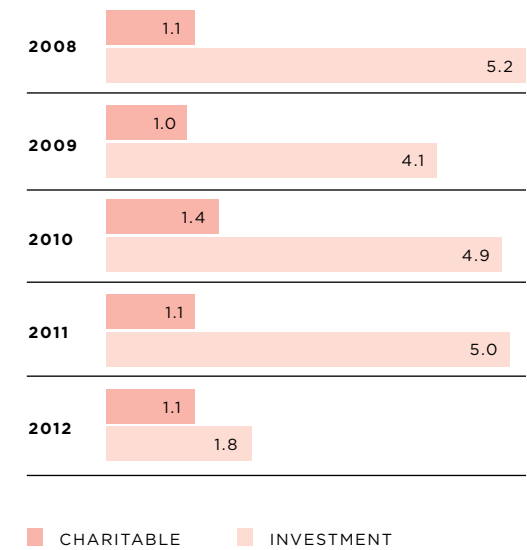


Income In Millions of Dollars for the Years 2008-2012



2012, as presented, does not include K-1 income and expense from partnership holdings.

Expenses In Millions of Dollars for the Years 2008-2012



The expenses graph includes cash operating expenses and excludes taxes. Charitable-related expenses are those incurred in carrying out the Foundation's exempt function. Investment expenses are those incurred in the management of the Foundation's investment portfolio.

2012 GRANTS

2012 GRANTS

Program Area	Grant Amount	Amount Paid
<b>CHILDREN, YOUTH AND FAMILIES</b>		
<b>Benilde Hall</b> Shelter Furnishings Project	\$35,000	\$35,000
<b>Boys &amp; Girls Clubs of Greater Kansas City</b> Four Pillars of Hope Campaign	300,000	0
<b>Big Brothers Big Sisters of Greater Kansas City</b> Youth Development Program Support for 2013	725,000	500,000
<b>Calvary Community Outreach Network</b> Obesity Prevention Collaborative with Kansas City Urban Youth Center	15,000	15,000
<b>Camps for Kids</b> 2012 Summer Camp Match Fund	40,000	40,000
<b>Cass Community Health Foundation</b> Cass County Dental Clinic Support	25,000	25,000
<b>Catholic Charities of Northeast Kansas</b> Emergency Assistance Program Support	215,000	215,000
<b>Center for Practical Bioethics</b> Program Support	35,000	35,000
<b>Child Abuse Prevention Association</b> Operating Support Agency Improvement Grant	30,000 17,917	30,000 17,917
<b>Child Protection Center</b> Forensic Interview Training Support (2011-12)	40,000	15,000
<b>Children's Place</b> Clinical Services Support	80,000	80,000
<b>Children's TLC</b> Program Services Expansion	200,000	75,000
<b>Crittenton Children's Center</b> Program Support to Train Head Start Providers to Recognize and Assist Children Suffering from Trauma	100,000	33,333
<b>Cross-Lines Community Outreach</b> Expanded Emergency Services Housing Stabilization Program	50,000	50,000
<b>El Centro</b> Strengthening Communities and Empowering Families Program	50,000	50,000
<b>Family Promise of Northland</b> New Homeless Shelter Affiliate Serving the Northland	20,000	20,000
<b>First Call</b> Collaborative Project Matching Funds	30,000	30,000
<b>Gift of Life</b> Life Savers Organ Donation Awareness Program	30,000	5,000
<b>Gillis Center, Inc.</b> Agency Improvement Grant	76,401	38,000
<b>Girl Scouts of NE Kansas &amp; NW Missouri</b> Urban Core Program (2010-12)	300,000	100,000
<b>Harvesters</b> BackSnack Program Expansion & Summer Pilot Project Sustainability Growth Study for BackSnack Program	875,000 109,500	375,000 0
<b>Higher M-Pact</b> Program Support	\$30,000	\$30,000

Program Area	Grant Amount	Amount Paid
<b>CHILDREN, YOUTH AND FAMILIES</b>		
<b>Hillcrest Transitional Housing</b> Capital Campaign Support to Expand Transitional Housing Services	\$200,000	\$200,000
<b>Hope Faith Ministries</b> Transitional Internship Program	49,500	49,500
<b>Hope House, Inc.</b> Guardian Program Support (2012-14)	100,000	15,000
<b>Jackson County CASA</b> Collaborative Volunteer Recruitment Project	35,000	35,000
<b>Jewish Family Services of Greater Kansas City</b> Capacity Building	62,000	17,000
<b>Jewish Vocational Service</b> Capacity Building (2010-12)	180,000	30,000
<b>Kansas City Free Health Clinic</b> Bridging the Future Capital Campaign	175,000	175,000
<b>Kansas City Hospice</b> Agency Efficiency Improvements	200,000	200,000
<b>Kansas City Rescue Mission</b> AHAP Tax Credits for Capital Campaign to Support Expanded Services to Homeless Women	123,750	123,750
<b>Kansas City Urban Youth Center</b> Obesity Prevention Collaborative with Calvary Community Outreach Network	15,000	15,000
<b>KidsTLC</b> Capital Campaign	500,000	500,000
<b>KVC Health Systems</b> Capital Campaign	750,000	0
<b>Lakemary Center</b> "Time for Renewal" Capital Campaign	300,000	0
<b>Lazarus Ministries at Grand Avenue Temple</b> Emergency Services Support	20,000	20,000
<b>Mattie Rhodes Counseling &amp; Art Center</b> Latino Needs Assessment Study	20,000	20,000
<b>Mental Health America of the Heartland</b> Financial and Fund Development Consulting Services	25,000	25,000
<b>Metropolitan Lutheran Ministry</b> Operating and Program Support Program Support (2013)	50,000 50,000	50,000 0
<b>Mid America Assistance Coalition</b> Operating Expenses and MAACLink Training	60,000	60,000
<b>Mid-America Regional Council</b> Greater Kansas City Homelessness Task Force (2012-13)	100,000	50,000
<b>Midwest Foster Care and Adoption Association</b> "Forever Home" Capital Campaign	250,000	0
<b>Neighbor2Neighbor, Inc.</b> Day Services Shelter Support	20,000	10,000
<b>Newhouse</b> Quality Improvement and Sustainability Initiative	62,165	62,165



2012 GRANTS

2012 GRANTS

Program Area	Grant Amount	Amount Paid
<b>CHILDREN, YOUTH AND FAMILIES</b>		
<b>Niles Home for Children</b> Niles Prep Behavior Management School Program Support	\$40,000	\$40,000
<b>Ozanam</b> Phase II of Capital Improvements Campaign	75,000	75,000
<b>ReDiscover - Mental Health &amp; Substance Abuse Services</b> Friendship House/Catherine's Place Renovation	250,000	0
<b>reStart</b> Operating Support (2011-13)	200,000	100,000
<b>Rose Brooks Center</b> Emergency Shelter Expansion Campaign and Program Support	925,000	325,000
<b>SafeHome, Inc.</b> Program Support	30,000	30,000
<b>Saint Luke's Hospital Foundation</b> Neuroscience Institute Renovation Campaign	295,000	295,000
<b>Salvation Army - Kansas and Western Missouri Division</b> Doubling the Impact Demonstration Project (2011-14)	3,000,000	1,500,000
<b>Seton Center</b> Campaign of Hope - Expansion of Dental and Social Services Programs	300,000	0
<b>Sheffield Place</b> Adult and Children's Clinical Services	50,000	50,000
<b>Society of St. Andrew</b> Support for the "Big Potato Project"	40,000	40,000
<b>Southwest Boulevard Family Health Care</b> Capacity Expansion Campaign	300,000	300,000
<b>Spofford</b> REACH to TEACH Program Expansion (2013-15)	270,000	0
<b>Swope Community Enterprises</b> Swope Health Services Program Support	200,000	200,000
<b>Synergy Services, Inc.</b> Support for Additional Therapist	50,000	50,000
<b>Triality, Inc.</b> Program Support for Improved Quality and Efficiency	50,000	50,000
<b>United Inner City Services</b> Program Evaluation Study in Collaboration with UMKC School of Education	50,000	50,000
<b>United Way of Greater Kansas City</b> United for Hope/United to Help - Round 5, 2012 Project Rise Program Support	250,000 140,000	250,000 70,000
<b>Urban Ranger Corps</b> Support for Professional Staff	39,000	39,000
<b>YMCA of Greater Kansas City</b> Urban Outreach Programs	118,860	68,860
<b>YouthFriends</b> One Million Hours/One Million Dollars Initiative (2012-13)	50,000	50,000
<b>Total Children, Youth and Families</b>	<b>\$13,499,093</b>	<b>\$7,054,525</b>

Program Area	Grant Amount	Amount Paid
<b>COMMUNITY DEVELOPMENT</b>		
<b>Argentine Neighborhood Development Association</b> Healthy Foods Initiative/Grocery Project Operating Support	\$250,000 35,000	\$250,000 35,000
<b>Blue Hills Community Services Corporation</b> Community Services Center Support	100,000	100,000
<b>Builders Development Corporation</b> Operating Support	40,000	40,000
<b>CHWC, Inc.</b> Project Management Support	50,000	50,000
<b>City Vision, Inc.</b> Project Management Capacity and Operating Support	50,000	50,000
<b>Code for America</b> Fellowship Program in KCMO and KCKS	25,000	25,000
<b>Greater Kansas City Local Initiatives Support Corporation</b> Program Support (2012-14)	1,800,000	600,000
<b>Habitat for Humanity - Kansas City</b> Construction Services Support	25,000	25,000
<b>Ivanhoe Neighborhood Council</b> Operating Support	25,000	25,000
<b>Kansas City Design Center</b> Operating Support (2012-13)	40,000	40,000
<b>Kansas City Healthy Kids</b> Indian Mound Healthy Kids Initiative	50,000	50,000
<b>Menorah Legacy Foundation</b> Community Market Beans & Greens Program Expansion	20,000	20,000
<b>Morningstar's Development Company, Inc.</b> Construction of Youth & Family Life Center Capital Support Pledge	300,000	0
<b>United Way of Greater Kansas City</b> Urban Neighborhood Initiative	15,000	15,000
<b>Total Community Development</b>	<b>\$2,825,000</b>	<b>\$1,325,000</b>

2012 GRANTS

Program Area	Grant Amount	Amount Paid
<b>EDUCATION</b>		
<b>Baker University</b> Pilot - Institute on Engaging Change	\$43,600	\$0
<b>Brookside Charter &amp; Day School</b> Facility Expansion Capital Campaign Pledge	200,000	0
<b>Cristo Rey Kansas City High School</b> 21st Century Learning Initiative	400,000	133,333
<b>Kansas City, Kansas School District</b> Argentine Library Branch Capital Campaign	250,000	250,000
<b>Kansas City Public Library</b> Building a Community of Readers Program	400,000	125,000
<b>Kansas, Kansas City Parents as Teachers Consortium</b> Supporting Care Providers through Personal Visits Program	19,337	19,337
<b>Kansas University Endowment Association</b> Hall Center Initiatives (2011-13) NEH Challenge Grant Hall Center Building Improvements Business School Capital Campaign	210,000 360,000 430,000 2,500,000	70,000 360,000 430,000 0
<b>Leading Educators</b> Operating Support (2011-14)	359,270	239,513
<b>Literacy Kansas City</b> CITY Young Adult Literacy Program	40,000	20,000
<b>Metropolitan Community College Foundation</b> Youth Development Training and On-Site Coaching Program	25,000	0
<b>Metropolitan Council on Early Learning</b> Early Learning Initiative (2011-14)	1,673,560	557,853
<b>Missouri Charter Public School Association</b> Operating Support for Kansas City Area	100,000	100,000
<b>Missouri College Advising Corps</b> Support College Access and Retention Activities in the Kansas City Region	50,000	50,000
<b>Northland Early Education Center</b> Early Education and Therapeutic Intervention Services	15,000	15,000
<b>Operation Breakthrough</b> Operation Breakthrough Collaborative Early Learning Program (2011-14)	450,000	150,000
<b>PREP-KC</b> Operating Support for Technology Pilots	100,000	100,000
<b>Reach Out and Read Kansas City</b> Program Operations (2012-14)	50,000	25,000
<b>Science Pioneers</b> Operating Support (2010-13)	45,000	15,000
<b>SEED Foundation</b> SEED School Exploratory Report Process for KCMO	25,000	25,000
<b>Teach &amp; Learn Experientially</b> Operating Support	50,000	50,000
<b>Teach for America</b> Growth and Support of Program Expansion Program with Kansas City Public Schools	2,250,000 1,600,000	750,000 800,000
<b>W.E.B. DuBois Learning Center</b> Program and Volunteer Support	16,000	16,000

2012 GRANTS

Program Area	Grant Amount	Amount Paid
<b>EDUCATION</b>		
<b>Wildwood Outdoor Education Center</b> Capacity and Program Support	35,000	35,000
<b>William Jewell College</b> Oxbridge Scholars and Innovation in Teaching	223,000	223,000
<b>Total Education</b>	<b>\$11,919,767</b>	<b>\$4,559,036</b>

2012 GRANTS

2012 GRANTS

Program Area	Grant Amount	Amount Paid
<b>THE ARTS</b>		
<b>American Jazz Museum</b> Curatorial Position-Director of Collections (2012-14)	\$40,000	\$25,000
<b>Charlotte Street Foundation</b> Expansion of Artists Matter and Performing Artists Awards Programs	150,000	50,000
<b>Folly Theater</b> 30th Anniversary Season Support	30,000	30,000
<b>Friends of Chamber Music</b> Program Support for Bach Festival	15,000	15,000
<b>Greater Kansas City Community Foundation</b> Toy & Miniature Museum Campaign	500,000	500,000
<b>Heartland Men's Chorus</b> Support Toward the Collaboration for "Falling in Love Again"	25,000	0
<b>Kansas City Ballet</b> Growth of Ballet Corps, Staff, School	100,000	100,000
<b>Kansas City Repertory Theatre</b> 2012-13 Season Program Support	100,000	100,000
<b>Kansas City Symphony</b> PBS Arts Festival with Joyce DiDonato Masterpiece Endowment Campaign (2012-17)	50,000 5,000,000	50,000 1,000,000
<b>Kansas City Young Audiences</b> Arts Partners Support (2012-13)	40,000	40,000
<b>Kauffman Center for the Performing Arts</b> Operating Support	2,500,000	2,250,000
<b>Lyric Opera of Kansas City</b> Continuing Momentum in 2012/13	150,000	150,000
<b>Mid-America Arts Alliance</b> Culture Lab Support	40,000	40,000
<b>Nelson Gallery Foundation</b> Annual Interest and Refinancing Charge on 30-Year Bond Issue Payoff of Existing Revenue Bonds (2004-34) Photography Acquisitions (2011-12) Photography Acquisitions and Expenses (2012-13) Robert Morris Sculpture and Installation Kansas City Cultural District Study	0 60,000,000 1,500,000 1,500,000 1,750,000 22,500	728,675 3,000,000 274,136 1,354,134 1,100,000 0
<b>Paul Mesner Puppets</b> 25th Anniversary Season Support	25,000	25,000
<b>Starlight Theatre Association</b> Upgrade Sound System	50,000	0
<b>Unicorn Theatre</b> Underwrite Everyday Rapture Production and Capacity Building Activities	40,000	40,000
<b>Youth Symphony of Kansas City</b> Education Program	10,000	10,000
<b>Total The Arts</b>	<b>\$73,637,500</b>	<b>\$10,881,945</b>

Program Area	Grant Amount	Amount Paid
<b>OTHER INTERESTS</b>		
<b>Kansas City Area Life Sciences Institute</b> Life Science/NCI Program Commitment (2008-17) Operating Support	\$50,000,000 150,000	\$11,062,851 150,000
<b>National World War I Museum</b> Collection Digitization Project	50,000	25,000
<b>People to People International</b> Eisenhower Legacy Campaign	300,000	300,000
<b>Total Other Interests</b>	<b>\$50,500,000</b>	<b>\$11,537,851</b>
<b>GRAND TOTAL</b>	<b>\$152,381,360</b>	<b>\$35,358,357</b>

The Amount Paid columns reflect only the amounts paid on grants in 2012. Additional payments may have been made in prior years.

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