





The legacy of late entrepreneur and philanthropist Ewing Kauffman lives on

through the achievements of young scholars, innovative educators,

ambitious entrepreneurs, and a new generation of citizens who are eager to make a difference in their hometown.

## Ewing Kauffman's Legacy Lives on in Kansas City

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Mr. Kauffman believed in the potential of

people to overcome obstacles and develop solutions that make prosperity possible—in Kansas City and across the nation.

From the beginning, he mandated that the Kauffman Foundation always strive to be an exemplary philanthropy. His goal was to make the greatest impact possible by targeting specific needs and introducing innovative grant-making approaches. Mr. Kauffman solidified his commitment to Kansas City by ensuring that there would be resources earmarked to support local organizations.

# An Enduring Commitment to Kansas City Needs

The Ewing M. Kauffman Fund for Greater Kansas

City and the Youth Advisory Board illustrate the Kauffman Foundation's enduring commitment to children, youth, and the community. Created as discretionary funds, these initiatives pass the power and responsibility of philanthropy on to our neighbors and young people. By making grants available to hundreds of nonprofits that serve the Kansas City area, these philanthropic endeavors provide immediate and flexible support to local organizations for projects that fall outside the scope of the Kauffman Foundation.

These initiatives extend the Kauffman legacy in Kansas City by bringing diverse perspectives to the grant-making process and by funding a broad array of community needs. These funds were purposefully established with few restrictions, allowing them to remain responsive to the immediate needs of the community, to bring new ideas and new people to the mix, and ultimately to devote leadership and resources to transform Kansas City.

Mr. Kauffman expected great results from his investments. He would not be disappointed by the impact of these funds. A recent survey, sent to 396 local nonprofit organizations, identified the Kauffman Fund as one of the most responsive philanthropic resources in Kansas City. The Youth Advisory Board has become a model for the nation by showing that young men and women become dedicated civic leaders when they are taken seriously as philanthropists and volunteers.

Through our ongoing commitment to Kansas City initiatives, including the Kauffman Fund and the Youth Advisory Board, the Kauffman Foundation honors Mr. Kauffman's hometown and its citizens.

This report highlights these two funds and their abiding commitment to Kansas City.

# A Unique Approach to Philanthropy

Ewing Kauffman's proclivity to philanthropy came out of his own life and experience. His early philanthropic efforts involved the development of ambitious programs to help at-risk children and youth stay in school, avoid using drugs, and become productive members of society. As the Kauffman Foundation evolved, he set out to shape a philanthropy that would drive impact.

Ewing Kauffman believed entrepreneurship is the most powerful strategy to help individuals gain economic independence. He viewed entrepreneurship as a catalyst for creating jobs and wealth in society. He was determined to create a culture of entrepreneurship in Kansas City and worked hard to establish an economic climate that would make it possible for his hometown to serve as an incubator for new businesses. A continuous stream of fresh ideas and business-startup programs poured forth from the Foundation. Mr. Kauffman dreamed that, ultimately, these initiatives would be replicated in other communities across the nation.

Today the Foundation focuses its operations and grant-making resources on overcoming the challenges and promoting the benefits of entrepreneurship and education—the keys, Mr. Kauffman believed, to individual success and societal prosperity.

## The Ewing M. Kauffman Fund for Greater Kansas City

The Ewing M. Kauffman Fund for Greater Kansas City was established in 1994 as a general-purpose fund for Kansas City, supporting projects that fall outside the focus areas of the Kauffman Foundation. Members of the community make up the Fund's Advisory Committee and review grant proposals.

The Fund was established with an initial investment of \$1 million from the Kauffman Foundation. In 2003, the Kauffman Foundation Board of Trustees, under the leadership of Carl Schramm, made a significant contribution to increase support for the Fund to \$2.5 million per year for three years, allowing it to serve as an even greater resource to the Kansas City community.

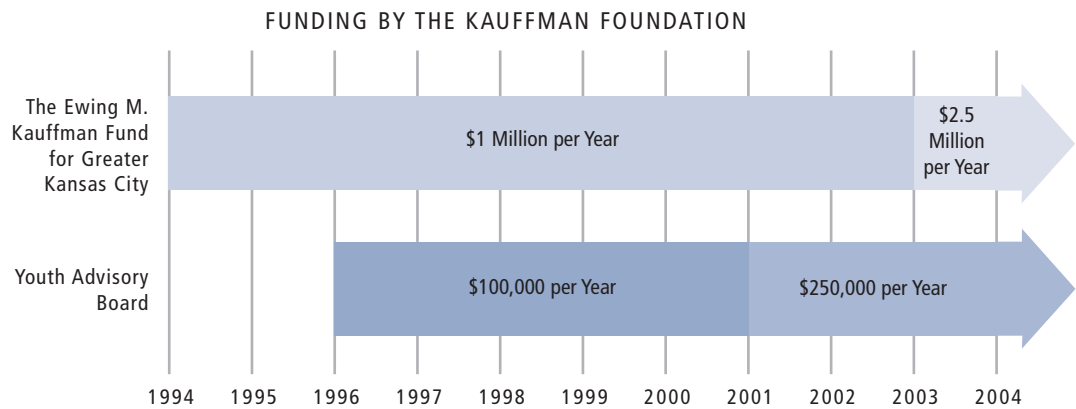
## The Youth Advisory Board

The Kauffman Foundation introduced the Youth Advisory Board (YAB) in 1996. It was a revolutionary concept—a unique forum to empower young people as philanthropists and promote opportunities for youth leadership. The only board of its kind that is part of a

private foundation and operated solely by young men and women, the YAB gives young people the opportunity to fund youth-led, youth-driven projects that improve the lives of children and youth in Kansas City.

The YAB builds youth leadership skills, commitment to service, and philanthropy. The Board has awarded hundreds of grants to support community service projects, leadership initiatives, tutoring programs, summer camps, mentoring, and other projects for urban and low-income youth.

## A DECADE OF SUPPORT IN KANSAS CITY



*Historical Kauffman Foundation support through the Ewing M. Kauffman Fund for Greater Kansas City and the Youth Advisory Board (from 1994 through 2004): **\$14.5 million***

# The Ewing M. Kauffman Fund

for Greater Kansas City

## The Ewing M. Kauffman Fund for Greater Kansas City

was established to benefit the greater Kansas City community by supporting small- and medium-sized charitable organizations with missions that focus on human services. Apart from financing, the Fund operates independently of the Kauffman Foundation, awarding \$2.5 million each year to metro-area community initiatives and organizations dedicated to strengthening children, youth, and families.

The nine-member Advisory Board, is composed of community leaders who are responsible for establishing guidelines, conducting the grant-making process, and selecting grants. The Advisory Board is made up of volunteers who meet monthly to assess the immediate needs of the community and to determine how to invest funds in ways that will have the greatest impact on the residents of Clay, Jackson, and Platte counties in Missouri, and Johnson and Wyandotte counties in Kansas

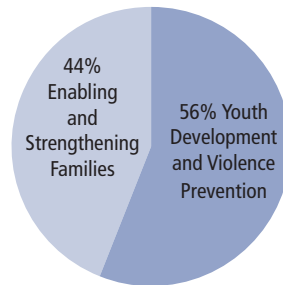
More than 99 percent of the Fund's resources are spent on grants. In the last fiscal year (July 1, 2003 to June 30, 2004), 91 percent of its resources went to capacity and program grants. The remaining 9 percent funded special projects and emergency grants. While most grants range from \$25,000 to \$50,000, according to the original agreement, the Fund can award grants up to \$150,000.

# Kauffman Fund Grant Making

The Kauffman Fund's board reviewed 240 requests in the 2004 fiscal year (July 1, 2003 to June 30, 2004). This represented a 9-percent increase in the number of grant requests. Of the grants reviewed, 65 percent, or 156, were funded. The grants supported programs (55 percent), capacity building (36 percent), special projects (4 percent), and emergency grants (5 percent).

## Program Grants

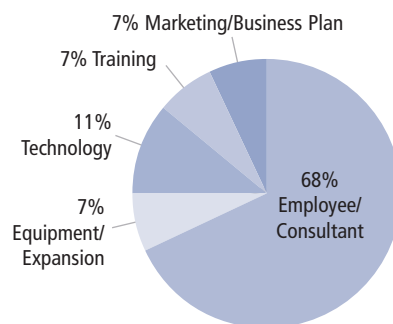
The Kauffman Fund considers grant requests related to programs that strengthen families and enhance their efforts to overcome barriers toward self-sufficiency. The Fund responds to requests designed to provide children and youth the physical, mental, and emotional resources they need to become contributing members of the community, as well as those that reduce violence and increase educational and economic opportunities.



The Fund considers grant requests related to programs that build a safe and healthy community by supporting nonprofit organizations that strengthen children, youth, families, and others in need. Most program grants range from \$1,000 to \$25,000.

## Capacity Grants

The Fund is also committed to strengthening the infrastructure of nonprofit organizations to aid planning, management, and programming. Program operational costs of up to 15 percent of the requested amount may be included in a grant proposal.



The Fund provides grants that strengthen the internal processes of nonprofit agencies. Nonprofits providing services in the following counties—Clay, Jackson, or Platte in Missouri, and Johnson or Wyandotte in Kansas—are encouraged to apply for a capacity or program grant. Most capacity grants range from \$1,000 to \$25,000. The average award for a capacity grant is \$5,000.

## Special Projects

Often, the Fund's Advisory Committee invests in a special initiative. The focus of these investments changes from year to year. In 2000, the Fund's Transportation Initiative encouraged local high-school students to develop and present mass transit plans for their communities, and during the 2001, the Fund recognized outstanding urban teachers with cash awards of \$5,000 each.

### Educators Bring Great IDEAS to Urban Classrooms

During the 2003-2004 school year, the Fund awarded 158 teachers in four urban schools districts sixty-seven grants totaling \$100,000 to support educational projects through its Great IDEAS (Innovative Dedicated Educators Advance Students) Awards program. The purpose of the initiative is fourfold:

- To encourage student academic and personal achievement;
- To honor and recognize teachers who strive to address the needs of their students;
- To encourage innovation in the classroom; and
- To create opportunities for positive interaction between administrators and teachers.

Teachers from forty-nine schools from the Kansas City, Kansas School District, the Kansas City, Missouri School District, The Gardner Institute (Kan.), and Central Cities Schools (Mo.) were recognized by the Fund for their efforts to encourage student academic and personal achievement through innovative teaching and learning programs. Projects ranging from karaoke (to help immigrant children acquire English language skills) to quilting (to teach lessons about Kansas history) to GPS navigation (to retrace the steps of the Lewis and Clark Expedition using today's technology) were made possible by Great IDEAS grants.

The following are a few examples of programs designed and implemented by area teachers and funded by Great IDEAS grants.

**Watch Your Language!** Karaoke, anyone? Educators at New Chelsea Elementary in Kansas City, Kansas, where 17 percent of the students are non-native English learners, implemented an original plan to help young children improve their oral English fluency. Students literally “watch their ‘new’

language” on a video monitor as they sing and chant songs, rhymes, and poems. In addition, teachers purchased Leap Pad technology for students to use in school and at home. The program is helping students and their families, who primarily speak Spanish and several Asian languages, leap forward with new language skills.

**Retracing Lewis and Clark’s Steps with Technology.** Twenty-three sixth-grade students at Holliday Montessori in Kansas City, Missouri, experienced the adventure of Lewis and Clark by exploring uncharted territory—twenty-first century style. By comparing the tools used by Lewis and Clark on their journey westward (compass, sextant, dead reckoning) to today’s advanced technology (global positioning systems or GPS), students developed new appreciation for the magnitude of the explorers’ achievements. By journaling observations of flora and fauna along the Missouri River, studying the river’s flow, and traveling to a site located along the Katy Trail where Lewis and Clark camped 200 years ago, students retraced the explorers’ steps and learned some important lessons in science, writing, and life along the way.

**Kansas Quilting.** Twelve second-grade students at Stony Point Christian (Gardner Institute) have woven together lessons on Kansas history and lore by crafting unique quilts that feature illustrations designed by the students. In addition to researching and learning about their home state, the project covered a range of artistic endeavors, including sewing and quilting.

**Read Across America.** Kindergarten through eighth-grade students at St. Stephen’s School (Central Cities) expanded their horizons and stretched beyond the borders of the Show-Me-State with a geography project that carried them from sea to shining sea. By building a library set of books on all fifty United States, students, many of whom have never traveled outside of Missouri and Kansas, are learning about the land of the free and the home of the brave.

The Fund’s board of directors has approved \$100,000 in funding for the Great IDEAS grant program for the 2004-2005 school year. A complete list of the Great IDEAS award-winning projects and teachers is available in print and online at [www.kauffmanfund.org](http://www.kauffmanfund.org).

## Emergency Funds

Emergency funds are small, one-time grants provided to individuals, families, or agencies that have nowhere else to turn in crisis situations.

### Grants Give Individuals a Second Chance

**Small Deposit, Big Return.** A small bit of kindness can go a long way. Just ask Sister Vickie Perkins, executive director of the Gardner Institute in Kansas City, Kan. When Suzanne\*, a childcare worker at the agency, began to miss work repeatedly, Sister Vickie became concerned. She knew Suzanne had been ill, but as it turned out, this once-faithful employee's health wasn't the only thing keeping her from the job she loved. Suzanne was homeless. Overwhelmed with despair, Suzanne approached Sister Vickie to explain her plight. Sister Vickie was shocked to learn that Suzanne had been destitute for nearly three months, a period that coincided with her illness. During that time, she was forced to sell all of her furniture and household items. The Fund was contacted and readily agreed to pay for a deposit and first month's rent for Suzanne's new apartment. Agency supporters and staff also provided temporary assistance. This small investment of faith and financial resources has already yielded unbelievable and bountiful dividends. Suzanne is back on her feet. She's enjoying her work with the children of the Gardner Institute more than ever before. And, in the generous spirit of those who helped her during her time of need, she has welcomed two young foster children into her home—graciously sharing the richness of her new life.

\*The beneficiary's name has been changed to protect her anonymity.

# Grant Guidelines for the Ewing M. Kauffman Fund for Greater Kansas City

Potential grantees are asked to submit a two-page grant request. The Advisory Board reviews grant requests on the third Tuesday of each month. There is no deadline for submitting grant requests. Grant requests received by, or before the last day of the month will be reviewed the following month. Applicants will be notified if more information is needed.

Grantees may obtain an online application at [www.kauffmanfund.org](http://www.kauffmanfund.org). The application and the requested attachments can be sent via e-mail to [grants@kauffmanfund.org](mailto:grants@kauffmanfund.org), or the request can be mailed to the Fund address: The Ewing M. Kauffman Fund for Greater Kansas City, P.O. Box 7159, Kansas City, Mo. 64113-0159. Please do not request a signed receipt.

For more information about the Kauffman Fund, call 816-932-1250.

# The Youth Advisory Board

## Offering Youth the Opportunity to Make a Difference

By launching the Youth Advisory Board, or YAB, the Kauffman Foundation took a bold step to meet the needs of youth in a unique way. While many organizations have worked for young people, the focus of YAB is to work with young people. Not only does the YAB present leadership opportunities for teens, it also helps the Foundation gain a fresh perspective on its work. Kauffman's YAB is showing the world and our community how young people can make positive things happen. They are the leaders of tomorrow—making a difference today. During the last fiscal year, (July 1, 2003 to June 30, 2004), the board approved 51 grant requests. With Kauffman support and by keeping a close eye on administrative expenses, the board invested more than \$300,000 in youth-led initiatives in Kansas City.

Board members define grant guidelines, distribute requests for proposals, and discuss the merits of hundreds of requests. At monthly meetings, committed young people gather to have lively discussions about community needs and creating opportunities for youth in Kansas City. Entrusted with the power and responsibility to appropriate significant Foundation resources to community causes, the YAB allocates thousands of dollars to community groups that are enriching the lives of urban youth.

The Kauffman Foundation's YAB is composed of approximately forty sophomores, juniors, and seniors from more than twenty urban, suburban, and rural high schools throughout the metropolitan Kansas City area. Their opinions and ideas reflect a rich diversity of experiences and lifestyles.

Adult advisors serve as liaisons between the YAB and the Kauffman Foundation to facilitate and schedule meetings and coordinate transportation. Staff advisors also travel with YAB members who are invited to speak at national conferences.

Approval of a request for funding is just the beginning of the YAB's involvement in a community program. Board members visit each grantee's project to evaluate fiduciary responsibility, progress toward goals, and overall effectiveness.

Throughout the year, members also participate in service projects, site visits, training sessions, and conferences. The YAB has become a springboard for developing meaningful and challenging volunteer roles that enable youth to make a lasting difference in their communities. A long-term goal of the YAB is to develop life-long civic leaders in our community.

## YAB is based on five principles:

**Diversity.** A number of factors including ethnicity, race, geography of residence, and socioeconomic level are considered when selecting board members. Candidates are selected because they have demonstrated desire to make a difference and potential to succeed. The board should reflect the diversity of Greater Kansas City.

**Mentorship.** It's important to foster positive relationships between YAB members and Foundation associates. Adult advisors allow youth to lead and yet provide guidance to move the board toward successful grant making.

**Empowerment.** When adults share power, the outcomes for youth are more meaningful. Young people need to be heard, valued, and given the responsibility for action. The grant making process teaches youth to be responsible stewards of the Foundation's resources.

**Leadership.** The exchange of ideas among youth and adults can be a powerful catalyst for community action. The YAB introduces new approaches to thinking and problem-solving that youth can take into their communities.

**Youth grant making.** The YAB identifies opportunities, defends its rationale for funding a proposal, and ultimately makes decisions that impact the community. This forum also provides valuable information to the Foundation about the ideas and opinions of young people.

## Youth Advisory Board Members Speak Out

"We learn to defend, advise, and recommend grants. In our interactions with adults, we strive to promote positive youth relationships. It is important for the community to see that youth are resources and positive role models. Our grants help to develop leadership, promote problem solving, and improve decision-making skills. We also begin thinking about the role we play in our community and how service can become a meaningful part of our daily lives."

Seth Ellis

“The YAB not only gives me the opportunity to make a change in our community, it also gives me experiences that I will use throughout my life. There are lots of organizations for youth, but very few that are actually led by youth. We’re unique because every grant we fund must be an idea planned and carried out by youth themselves.”

*Jermaine Reed*

“I want to make a difference in our community today. As members of the Kauffman Foundation’s YAB, we have the opportunity to impact our peers in a new way.”

*Jill Bratt*

“My YAB experience has been valuable because I’ve learned so much about myself and my peers. I feel more comfortable sharing my opinion and approaching others.”

*Kizwana Daniel*

“I’ve learned that I can make a difference. Our board is about showing the city that young people care about the community.”

*Dana Burns*

I never thought a multi-billion dollar foundation would be an important part of my life. I never thought I would travel across the United States and participate in conferences, give a presentation to a national executive board, or be the subject of a story on ABC’s World News Tonight with Peter Jennings. The Foundation has confidence in my ability to make serious decisions. The Kauffman Foundation has provided me with amazing opportunities, responsibilities, and greater respect for youth service.

*Emily Jennings*

“We learn about leadership, decisionmaking, and what’s going on in our community. But mostly, we learn from each other. We’re all so different, but yet we’re a team.”

*Candice Davenport*

“Participation in the Youth Advisory Board fueled my fire for involvement in the nonprofit sector. The work I was involved in as a board member sparked an interest in youth programming—a passion that has inspired my career path. After completing two years of service on the board, I went on to study political science at Catholic University in Washington D.C. Since graduating, I have worked for two youth-serving agencies and also served as an AmeriCorps volunteer. The Youth Advisory Board teaches young people that they have a voice.”

*Gina Coronado*

*Assistant Director Youth Programs, Guadalupe Center  
Youth Advisory Board member, 1997-1998*

## National Youth Service Day

Serving on the The YAB isn't just about making grants, it's also an opportunity for young people to become involved in the community and truly make a difference. There's one day each year when the voice of youth in Kansas City and across the nation speaks more loudly and clearly than at any other time—National Youth Service Day.

Nearly half of the grants approved by the YAB in the last fiscal year went to support local youth-led initiatives connected with National Youth Service Day. On April 16–18, 2004, nearly 23,000 young people from all over Kansas City joined forces to make a positive impact on their hometown. Kansas City's turnout was one of the largest in the country. Members of the YAB worked alongside thousands of other ambitious and dedicated young people. Together, they rolled up their sleeves and tackled projects ranging from neighborhood cleanups to programs to connect with the elderly.

National Youth Service Day is the largest service event in the world. Youth tutor young children, register new voters, educate their communities about good nutrition, distribute HIV/AIDS prevention materials and meet countless other community needs through their service. National Youth Service Day supports youth on a life-long path of service and civic engagement, and educates the public, the media, and elected officials about the role of youth as community leaders.

The goals of National Youth Service Day reflect the ideals of the YAB. The event's three primary goals are:

- **To mobilize youth to identify and address the needs of their communities through service;**
- **To recruit the next generation of volunteers;**
- **To educate the public about the year-round contributions of young people as community leaders.**

## Unitown Helps Youth Step Out of Their Comfort Zone to Embrace Leadership and Tolerance

Working in partnership with the National Conference for Community and Justice, the YAB sponsors Unitown, an intense learning experience that brings together teens from diverse backgrounds to break down social barriers.

In 2003 with YAB funding, students from the Hyman Brand Hebrew Academy, Bishop Miege, the Islamic School of Kansas City, and Shawnee Mission East participated in Unitown. The students expressed opinions on racial, cultural, and religious subjects with objectivity and openness. The goal is to encourage students to take what they have learned and begin sharing their insights with their peers, at their jobs, and in their congregations and organizations.

Over the years, Unitown discussions have expanded to address our changing society and include subjects of gender, class, sexual orientation, and ability. Participants gain new awareness of themselves and others and how they're all affected by prejudice and oppression. Unitown enables youth to become leaders in transforming their communities to be just and inclusive.

## Grant Guidelines for the Youth Advisory Board

YAB members are always eager to consider requests for funding from programs that are youth-led, as well as initiatives involving youth service or youth leadership. YAB Request for Proposals are available by calling 816-932-1161. The application and the requested attachments can be mailed to: The Youth Advisory Board, The Kauffman Foundation, 4801 Rockhill Road, Kansas City, Mo. 64110.

If you need assistance with the application or the process, or would like additional information, contact Andres Dominguez, YAB Staff Advisor, at 816-932-1161 or by e-mail at [adominguez@kauffman.org](mailto:adominguez@kauffman.org).

E W I N G M A R I O N  
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