

**How do our values inform our work?** Our values guide our decision-making, helping us to achieve our programmatic objectives in keeping with our mission and aspirations. They influence what we do, how we do it, and why. **What we do:** At the Kresge Foundation, we work to **create opportunity**, have **community impact**, foster **institutional transformation**, and promote **environmental conservation**. **How we do it:** We practice calculated **risk-taking**, a commitment to **innovation** and **collaboration**, and a belief in the intrinsic benefits of **diversity**. **Why we do what we do:** We are fulfilling our mission to promote human progress by helping to improve the lives of **underserved children and adults**, particularly those living in **underserved urban and rural geographies**.

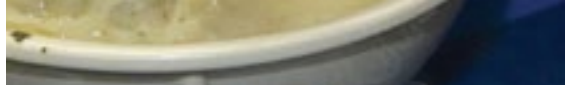
In 2009 our values were integral in guiding the teams as they built out the strategic objectives for each field of interest. As a result, each field has become a distinct and clearly defined program with specific, long-term goals. Already, we see the respective program priorities starting to converge in such a way that each is beginning to reinforce and enrich the work of the others. With this synergy now emerging, we are able to ask bigger and ever more discerning questions.







# Our program areas.



## Arts and Culture

We seek to build vibrant communities enlivened by the presence of healthy arts-and-culture organizations and creative artists. Strengthening arts and culture—through skills like effective fiscal management and entrepreneurial creativity—enables art to be a critical ingredient in helping communities build cohesion among residents, facilitate civic dialogue, grow and thrive.

**The Arts and Culture Program works to:**

- Promote sound capitalization practices and sustainable facility management among cultural organizations. This includes renovation of existing buildings where maintenance, demand, or changing needs outpace existing structures.
- Boost artists' skills in entrepreneurship, career management and community engagement.
- Integrate arts and culture into effective community building efforts by strengthening the role that cultural organizations, artists, and creative industries play in community revitalization.

## Community Development

We combine a place-based approach for helping to rebuild the City of Detroit with participation at the national level in revitalization efforts underway in other cities in the United States. This dual focus enriches every aspect of our work, enabling us to more effectively build on the energies of those working to revitalize Detroit and share our experiences with the national urban-development community.

**The Community Development/Detroit Program works to:**

- Implement a nine-part framework, Re-Imagining Detroit 2020, that identifies key building blocks of the city's long-term health and vitality and aligns the public, private, and philanthropic sectors at the local, state and national levels to rebuild the region for prosperity in the 21st century.
- Develop a green economy, grow the small business and health care sectors, structure land-use to maximize physical and natural resources, strengthen the operations of anchor institutions, facilitate light rail and transit-oriented development, invest in vital neighborhoods, support early childhood education and K–12 education reforms, and foster sustainability of the arts ecosystem.
- Continuously tie the goals for Re-Imagining Detroit to core priorities for the city: fiscal stability, job creation, administrative effectiveness, public safety, vital neighborhoods and education reform.
- Support the efforts of national community development organizations to rebuild neighborhoods and communities.

## Education

We promote the improvement of low-income students' access to and success in higher education. A well-educated society allows us to be competitive as a nation—with a citizenry that is personally engaged in satisfying and meaningful work—and unwind the cycles of poverty that are so detrimental to individual and collective well-being.

**The Education Program works to:**

- Support systems and networks that help prepare low-income and underrepresented students for productive adult lives by increasing their readiness for college and access to the services they need to succeed.
- Build the capacity of two- and four-year colleges and universities that cater to students traditionally underserved in higher education, particularly community colleges, Historically Black Colleges and Universities, Hispanic-serving institutions, Tribal colleges and universities, Title III and V institutions, and special mission schools.
- Promote teaching innovation and research so that these schools can serve more students more effectively.
- Advance environmental conservation by requiring all Kresge-supported new education construction to achieve LEED Silver certification—or better—for environmental sustainability.
- Support South Africa's democracy by strengthening its higher education system, an essential anchor for national and continental development.

## Environment

We aim to assist society in mitigating the severity of climate change and proactively addressing its unavoidable impacts. Our mitigation grantmaking focuses on reducing energy use through the adoption of efficiency measures and the conversion to clean energy sources. Our adaptation grantmaking supports efforts to develop strategies and resources that promote resilience to climate change in both human and natural systems.

**The Environment Program works to:**

- Reduce the energy use of buildings and the equipment, appliances and electronics within them. We work to enable and encourage the use of retrofits, and remove barriers to better building design and usage.
- Accelerate the adoption of renewable energy technologies.
- Address the impacts of climate change on people and nature, looking at how we can effectively adapt to a changing climate.
- Support efforts to strengthen sound evidence regarding climate change.

## Health

We seek to promote the physical health and well-being of low-income and vulnerable populations by improving the environmental and social conditions affecting them and their communities. We also work to increase both access to and the quality of their health-care services, and advance the field through sponsorship of new knowledge and promising practices.

**The Health Program works to:**

- Strengthen communities to promote healthy environments, which include healthy homes—free from respiratory allergens and lead, among other residential toxins—healthy air, and access to healthy foods. This work has broad, long-term aspirations, including reducing chronic diseases and their costs, improving performance in schools, and changing how we think about neighborhood design in the context of health.
- Support safety-net institutions and those exploring innovative ways of providing health services to underserved populations.
- Support research and emerging and promising practices that make us all healthier as a nation and reduce the spiraling costs of healthcare.

## Human Services

We work to build the resiliency and effectiveness of human service organizations, knowing that vulnerable organizations cannot adequately serve vulnerable people. When basic needs of people are well met—through stronger safety-net providers like food banks, homeless and domestic-violence shelters, affordable housing, legal aid, and emergency-assistance—these individuals can focus on higher-level needs that have significant consequences for long-term well-being.

**The Human Services Program works to:**

- Provide an array of flexible funding and infrastructure support so organizations are better able to weather difficult funding climates and bridge funding gaps.
- Complement and supplement the government role to rebalance and leverage revenue streams.
- Encourage well-maintained and high performance facilities and the benefits they generate.
- Help build effective organizational leadership capacity and allow organizations to focus on advancing strategic priorities.
- Provide immediate, emergency relief in response to the economic crisis through special safety-net initiatives.
- Advance field knowledge about human service organizational effectiveness.

# Programs