TO OUR FRIENDS:

A family foundation is particularly suited to a grantmaking style that values relationships as well as strategy. Given the attention and energy that is paid to relationships in families and communities, those personal interactions and bonds often define the way work is done and the strength or weakness in a system, family or community. We learn a great deal when we look at our grantmaking through a relationship lens.

One of the guiding principles at The Kohlberg Foundation is the practice of active philanthropy whenever possible. We prefer to have a direct relationship with the organizations we fund and to talk regularly with those engaged in the not-for-profit work, both the leaders of the organization and their staff in the field. Understanding and monitoring without micromanaging is a goal, and we hope that from the first conversation, to the reports at the end of the project or the grant period, we will achieve a dialog where learning flows both ways.

We also hope that our grantees will be part of a rich web of relationships with other colleagues in their field and in their communities. We have recently organized our work, particularly in the Vision Fund, around strategic clusters. This helps us to understand and capitalize on knowledge, research, collaboration and leadership in a field or region and it focuses our grant dollars for deeper impact on a problem or opportunity. Land Conservation in Western Massachusetts is the most vivid example in 2007, and we hope that similar work in Baja California will show results over a number of years. Pediatric integrative medicine will also benefit from this approach in 2006-09, as will our work with Dr. Brian Berman at the University of Maryland’s Integrative Medicine Center, and our longtime partnership with Bill Moyers on PBS. These multi-year grants build solid working relationships, and because of the people behind them, they build communities of dedication and shared values.

The working relationship between funder and organization is especially important in partnership with a young or start-up organization. Each year we choose several promising entrepreneurial organizations and help them to launch, often assisting with filing for non-profit status or helping them to build budgets, systems, boards and business plans. In recent years we have seen old friends like Dr. Brian Berman launch a new venture, the Institute for Integrative Health and we have helped a young Jacob Burns Film Center grow into a vibrant community resource.
At the same time, the Kohlberg Foundation is becoming more strategic and targeted in our active philanthropy. The Vision Fund uses strategic clusters of grants to focus and guide our work both geographically and in thematic areas. Common goals, collaborative networks, metrics, and evaluations inform a strategy that usually evolves over several years. We monitor annually, but we try to think longer term and consider both the individual organization and the system or community where they live and work. Sometimes, relationship and strategy are not perfectly aligned. The young start-up may not be the most efficient organization in a strategic group. A longstanding relationship might encourage us to spend more time helping a struggling group to adapt or overcome obstacles. This could slow down or adjust a carefully crafted strategic program, but the relationships in a family foundation program are important. The balance between relationships and strategy are a hallmark of this family foundation, and that is intentional. Although maintenance of that balance is not always easy, the dynamic tension keeps us mindful of the human side of philanthropy as well as the need to be businesslike, strategic and accountable in our work.

In addition to their work at the Foundation, our staff volunteers their time and talent to important philanthropic projects in partnership with the Kohlberg family. We are proud of their efforts to support the Fund for Veterans Education, providing over 500 college scholarships to Veterans returning from Iraq and Afghanistan. We are also grateful that these Veterans will be supported through the passage of the New GI Bill.

We thank everyone who has helped us keep this work alive, effective and satisfying in the past, the present and the future.

JEROME KOHLBERG  
Chairman

NANCY MCCABE  
Executive Director

And the Kohlberg Foundation team
In 2007, The Kohlberg Foundation granted awards totaling $15,605,000 to support Arts & Culture, Civic and Public Policy, Community, Education, Environment, Human Services, Medical, and Youth-at-Risk.

**ARTS & CULTURE**

- **American Academy of Arts & Sciences** $25,000
  General program support.

- **Asian Cultural Council** $10,000
  Elizabeth McCormack Fellowships.

- **Jacob Burns Film Center** $1,000,000
  To support Campaign for 21st Century Education for the construction of the Jacob Burns Film Center Education Center.

- **Martha’s Vineyard Historical Society** $500
  Vineyard Voices - American Stories film project.

- **Martha’s Vineyard Preservation Trust** $25,000
  To support the preservation of the Union Chapel in Oak Bluffs and general support to keep the Vineyard’s definitive landmarks in the mainstream of community life.

- **New York Historical Society** $4,400
  Chairman’s Council.

- **Two East Sixty-Second Street Foundation** $5,000
  Preserve the architectural integrity and design of a New York Historical Landmark building located at Two East Sixty-Second Street.

- **United States Holocaust Memorial Museum** $5,000
  To support the Museum as a memorial where witnessing the past would help shape the future.

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**ASIAN CULTURAL COUNCIL**

The Council supports cultural exchange in the arts between the United States and the countries of Asia in performing and visual arts. Led by Honolulu Academy of the Arts director Stephen Little (back row fourth from left), museum specialists from the U.S. and Bhutan meet in Paro to continue collaboration for a major exhibition of art from Bhutan to be presented in Honolulu and San Francisco.
The Alliance for Justice $25,000
To support the Judicial Selection Project. The Alliance works to advance the cause of justice for all Americans.

Brennan Center for Justice at New York University School of Law $10,000
To support the Brennan Center for Justice. The Center is a non-partisan public policy and law institute that focuses on the fundamental issues of democracy and justice.

Human Rights First $38,500
Pennoyer Fellowships in Human Rights.

International Lawn Tennis Club $10,000
To further international fellowship through tennis.

Partnership for Children’s Rights $5,000
Program support to protect the rights of New York City’s disabled clients who are economically disadvantaged.

Proteus $1,000,000
To support voter registration and education programs and strategies to strengthen the democratic system.

Thirteen $500,000
To support Moyers on America, a public television series engaging citizens in important issues facing democracy.

THIRTEEN
Bill Moyers interviewing Kathleen Hall Jamieson, Director, The Annenberg Public Policy Center at the University of Pennsylvania on the set of Bill Moyers Journal. Dr. Jamieson is a Fellow of the American Academy of Arts and Sciences and a member of the American Philosophical Society.
**Community**

- **Chilmark Public Library**
  General support

- **Edgartown Firemen’s Association**
  Scholarship Program

- **Fordham University**
  $22,000
  To support the Joining Elders With Early Learners (JEWEL) Project focused on research and documentation of the benefits of intergenerational day care.

- **Island Affordable Housing Fund**
  $200,000
  To support The Jenney Way affordable housing project on Martha’s Vineyard.

- **Mount Kisco Child Care Center**
  $60,000
  To support the Mount Kisco Child Care Center Scholarship Fund.

- **Mount Kisco Child Care Center**
  $60,000
  To support the Mount Kisco Child Care Center Scholarship Fund.

- **Mount Kisco Volunteer Ambulance Corps**
  $500
  Emergency medical services to the Village/Town of Mount Kisco.

- **Mount Kisco Volunteer Fire Department**
  $500
  Fire fighting technology upgrades.

- **National Center for Family Philanthropy**
  $2,500
  “Friends of Family” support for program and service expansion.

- **Yorktown Heights Engine Company #1**
  $300
  Fire fighting technology upgrades.

- **Jewish Communal Fund**
  $1,000,000
  The Center collaborates with The Children’s School for Early Development. Children with varying levels of ability work and learn together in an atmosphere of caring acceptance of each other.

**Island Affordable Housing Fund**

The Jenney Way project will create affordable housing for lower income individuals and families, resulting in nine affordable homes in the heart of Edgartown Center on Martha’s Vineyard. The project is also the first affordable housing community in Massachusetts ever to achieve LEED platinum certification, the highest standard for Leadership in Environmental Design awarded by the U.S. Green Building Council.

- **Martha’s Vineyard Community Services**
  $20,000
  To support programs and services.
Barre Center for Buddhist Studies  $50,000
To support the library expansion project.

Cardozo School of Law/Yeshiva University  $10,000
For the support of the Public Interest Summer Stipend Program at the Benjamin N. Cardozo School of Law, in honor of Kathryn Greenburg.

Chewonki Foundation  $50,000
To provide program scholarships.

Columbia Law School  $500
To support the Fund for the School of Law.

Devereux Foundation  $15,000
To support Project BRITE which gives teachers, guidance counselors, and other educators a “toolbox” of interventions for disruptive behavior, within classrooms.

Hampshire Country School  $20,000
General support to enhance opportunities for students with Asperger Syndrome and nonverbal learning disabilities.

Manhattanville College  $300,000
To support the Elizabeth J. McCormick Scholarship Program at Manhattanville College.

Marlboro College  $1,000,000
To support the Endowment for Inspired Teaching.

New Rochelle Fund for Educational Excellence  $15,000
Program Support.

New Visions for Public Schools  $5,000
To support program and policy development that energize teaching and learning and to raise the level of student achievement in New York City’s public schools.

Martha’s Vineyard Fellows Program  $420,000

The 2007 Vision Fellows at Cabbage Hill Farm. The Martha’s Vineyard Vision Fellowship was established in 2005 to encourage a healthy and vibrant Vineyard future by investing in talented individuals who demonstrate a commitment to the Island and to the ideals of sustainability. The Fellowship aims to recognize and empower capable future leaders and current practitioners who will champion a sustainable future by strengthening the capacity and effectiveness of the Vineyard’s non-profit organizations and progressive businesses.

Swarthmore College  $50,000
To support phase one of an initiative that addresses student alcohol-related issues at the College.

The Foundation Center  $6,000
To support programs that educate and help foundations build better websites and strengthen their electronic communications.

Thirteen WNET  $5,000
General support.

University of San Diego  $25,820
To support speaker event activities at the Joan B. Kroc Institute for Peace and Justice located at the University of San Diego.
Amazon Conservation Team
Phase II support for the Council of Women Shamans training workshop initiative for women healers, shamans, and historians in the Columbian Amazon.

American Farmland Trust
To support farmland protection in the Connecticut River Valley of Massachusetts to improve the effectiveness of state funding for land conservation.

Brandeis University
To support the Environmental Field Semester Initiative being run by Professor Dan Perlman.

Campaign for Environmental Literacy
To support initiatives focused on sustainability and climate change in higher Education.

Center for Health and the Global Environment at Harvard Medical School
To support the Center’s Healthy and Sustainable Food initiative developing food guides to increase public awareness about food that is both healthy for humans and the environment.

Community Involved in Sustaining Agriculture
To support Farm-to-Cafeteria programs that help build new markets for farmers and bring fresh, local food to businesses, hospitals, and school cafeterias.

Conservation Resource Network
To support the network of resource conservancies involved in the preservation and stewardship of the natural and cultural resources of the San Diego region and promote public understanding of conservation issues.

EarthJustice
To support the Biopharm Project in Hawaii initiated to protect Hawaii’s Environment and people from the unknown effects of genetically modified organisms.

Farm Based Education Association
To support the “Professional Support Service” which supports farm-based education programs.

Felix Neck Wildlife Sanctuary
To support conservation on the Vineyard.

FELIX NECK WILDLIFE SANCTUARY
The Fern and Feather Day Camp Counselors and Campers are all smiles as they get ready for Edgartown’s Fourth of July Parade.

Franklin Land Trust
To support projects focused on preserving open space and a working farm economy as well as the scenic and rural qualities of the land.
**Global GreenGrants Fund**  
$50,000  
To support small grant funding.

**International Community Foundation**  
$330,000  
To support non profit organizations in Baja, Mexico promoting land conservation by providing capacity building and environmental education to the local citizens of the area.

**Jane Goodall Institute**  
$915,000  
To support the community-centered conservation program in the Greater Gombe (Africa) ecosystem and The Roots & Shoots program in New England and California.

**Long Live the Kings**  
$3,000  
To support the Hood Canal Steelhead project and other conservation hatchery programs.

**Massachusetts Audubon Society**  
$125,000  
To support the coastal Waterbird Program to protect coastal birds and barrier beaches in New England and the Long Pasture Wildlife Sanctuary.

**Massachusetts Land Trust Coalition**  
$170,000  
To support their effort to provide a forum for the exchange of ideas and information, to increase the effectiveness of Massachusetts land trusts in working with the state legislature and environmental agencies, and to promote high professional standards.

**Mount Grace Land Conservation Trust**  
$110,000  
To support the North Quabbin Regional Landscape Partnership (NQRLP) project to conserve the natural resources of its region's rural landscape, including managed forests, family farms, scenic and recreational areas, and other natural lands.

**Jane Goodall Institute**

Knowledge, Compassion, and Action is the theme for this mural Painted by Roots & Shoots students on a campus building at Hillsdale Middle School in California.
**Natural Resources Defense Council**
$50,000
Continued support of the toxic clean-up and to assist in the expansion of the environmental justice strategy in the areas affected by Hurricane Katrina.

**Nature Conservancy Minnesota**
$50,000
To support the Minnesota Forest Legacy Partnership to protect Minnesota’s northern forests, economy, and way of life.

**Open Space Institute**
$83,784
To support Western Massachusetts land conservation programs and assessment of land conservation programs in San Diego, CA.

**Penobscot River Restoration Trust**
$150,000
To support the Katahdin to the Sea program in the acquisition of a dam in Maine’s Penobscot River.

**Per Scholas, Inc.**
$500
Earth Day electronic recycling activities.

**Red Tomato**
$100,000
To support initiatives that improves local food sourcing through marketing, trade, and education in Western Massachusetts and the Northeastern states.

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**RED TOMATO**

Twin Oaks Farm in Hadley, MA have been experimenting with raising baby cabbage in order to differentiate their product and create a new dependable market. Red Tomato partnered with them to market and promote the item as “Baby Cabbage – single portion size to test market.

**San Diego Foundation**
$50,000
To support the After-the-Fires Fund that supports the first-response efforts and ongoing recovery and rebuilding throughout the San Diego region.

**Seeds of Solidarity Education Center**
$10,000
To support programs that teaches sustainable practices in agricultural farming, with a main focus on a farm-to-table program.

**Sheriff’s Meadow Foundation**
$6,000
To support land conservation on Martha’s Vineyard.

**Slow Food USA**
$10,000
To support the Slow Foods in Schools program that introduces children to nutritious food and healthy eating practices.

**Social and Environmental Entrepreneurs**
$5,000
To support the Project Bona Fide and Cafe Infantil Program in rural Nicaraguan farming communities to help them gain economic stability.

**Surfrider Foundation**
$5,000
To support the preservation of the world’s oceans, waves, and beaches, for all people, through conservation, activism, research and education.

**Teatown Lake Reservation**
$58,500
To support the Hudson Hills and Highlands Environmental Leaders Alliance, a local land trust project, in honor of David Swope.

**The American Livestock Breeds Conservancy**
$1,000
To support the protection of over 150 breeds of livestock and poultry from extinction.

**The Conservation Fund**
$25,000
To support programs focused on offsetting “carbon footprints” through tree planting and habitat restoration activities.
<table>
<thead>
<tr>
<th><strong>The Great Pond Foundation</strong></th>
<th>$100,000</th>
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<tbody>
<tr>
<td>To support the Nitrogen Reduction Project on Edgartown Great Pond.</td>
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<thead>
<tr>
<th><strong>The Nature Conservancy</strong></th>
<th>$77,000</th>
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<tbody>
<tr>
<td>To support enhancing landscape connectivity in Western Massachusetts and nature conservancy’s work.</td>
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<tr>
<th><strong>The Polly Hill Arboretum</strong></th>
<th>$5,000</th>
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<tbody>
<tr>
<td>To support programs devoted to the cultivation of native plants on Martha’s Vineyard.</td>
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<tr>
<th><strong>Tierra Miguel Foundation</strong></th>
<th>$26,200</th>
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<tbody>
<tr>
<td>To support the creation a demonstration farm where young and established farmers and the community can deepen their relationships to the earth.</td>
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<thead>
<tr>
<th><strong>Trees for the Future</strong></th>
<th>$25,000</th>
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<tbody>
<tr>
<td>To support tree planting activities.</td>
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<tr>
<th><strong>Trust for Public Land</strong></th>
<th>$130,000</th>
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<tr>
<td>To support Pioneer Valley Green Printing Initiative and fund the protection and conservation in the Massachusetts Section of the Connecticut River Valley.</td>
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<thead>
<tr>
<th><strong>The Trustees of Reservations</strong></th>
<th>$80,000</th>
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<tbody>
<tr>
<td>To support capacity building in the Highlands region of Western Massachusetts through subdivision regulation and community education outreach.</td>
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<thead>
<tr>
<th><strong>Vineyard Conservation Society</strong></th>
<th>$5,000</th>
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<tbody>
<tr>
<td>To support the legal defense fund for land preservation on Martha’s Vineyard.</td>
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<tr>
<th><strong>Vineyard Energy Project</strong></th>
<th>$5,000</th>
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<tbody>
<tr>
<td>To support efforts to build the knowledge base and infrastructure necessary to offer community outreach and education about renewable energy on the island of Martha’s Vineyard.</td>
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<thead>
<tr>
<th><strong>Waterkeeper Alliance</strong></th>
<th>$10,000</th>
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<tbody>
<tr>
<td>To support programs to protect communities, ecosystems, and water quality on the Hudson River.</td>
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<tr>
<th><strong>Westchester Land Trust</strong></th>
<th>$1,000</th>
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<tbody>
<tr>
<td>To support the Land Trust in the acquisition of land, through easements that permanently protect key open lands across the Westchester County.</td>
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<tr>
<th><strong>Wildcoast</strong></th>
<th>$205,000</th>
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<tbody>
<tr>
<td>To support capacity building among landowners Baja, Mexico and accelerate land conservation that will protect critical pristine sites on the Baja, Mexico peninsula.</td>
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<tr>
<th><strong>World Ocean School</strong></th>
<th>$5,000</th>
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<tbody>
<tr>
<td>To support the School’s floating classroom aboard the historic schooner Roseway for the Marine After-School Training Course for public high school students in St. Croix.</td>
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**VINEYARD ENERGY PROJECT**

As part of its mission to promote renewable energy, the Vineyard Energy Project actively supports the expansion of wind energy on the island. They are developing a community-owned cooperative to build a large scale renewable energy generation project. Their greatest energy resource is wind -- wind generation is possible almost anywhere on the Vineyard or the waters offshore.
ACCESSSURF HAWAII

AccessSurf provides paths on Hawaiian beaches making them accessible for everyone to enjoy the ocean and ride its waves. They also provide therapeutic instruction and education for the advancement of Adaptive Surfing.

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<tr>
<th>Organization</th>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>AccessSurf Hawaii</strong></td>
<td>$5,000</td>
<td>To support adaptive surfing, shoreline flotation, and swimming for people with mental or physical challenges.</td>
</tr>
<tr>
<td><strong>International Community Foundation</strong></td>
<td>$105,000</td>
<td>To support organizations working to combat human trafficking in Baja, Mexico.</td>
</tr>
<tr>
<td><strong>Marin County Services for Women</strong></td>
<td>$20,000</td>
<td>To support programs and services for women who struggle with chemical addiction.</td>
</tr>
<tr>
<td><strong>Metta Institute</strong></td>
<td>$10,000</td>
<td>Support for the End-of-Life Practitioner Program, creating a national network of educators, advocates, and guides to the dying.</td>
</tr>
<tr>
<td><strong>National Abortion Rights Action League Pro Choice America Foundation</strong></td>
<td>$1,000</td>
<td>To support the advancement of reproductive health care policies.</td>
</tr>
<tr>
<td><strong>Neighbors Link</strong></td>
<td>$25,000</td>
<td>Support programs and services.</td>
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**Bridge Fund of Westchester**

To support services that help prevent homelessness among the working poor of Westchester County, New York, by helping individuals and families who are at risk of losing their homes due to rental or mortgage arrears.

**Compassion and Choices**

To support programs and services that focus on improving care and expanding choices at end-of-life to individuals and families.

**Family Services of Westchester**

Scholarships to help support adult day care programs at My 2nd Home.

**Food PATCH**

To support the Kid’s Café Program.

**NEIGHBORS LINK**

Neighbors Link provides programs and services that educate, employ, and empower the working poor through specialized daily classes in adult education and economic development programs. The organization provides a formal hiring site for day laborers and a Job Bank for skilled workers seeking regular employment. Day workers line up to receive free eye exams during Neighbors Link’s Third Annual Family Health Day.
**Human Services**

- **Planned Parenthood Hudson Peconic**
  - $2,500
  - Educational program support.

- **Population Council**
  - $5,000
  - To support programs in honor of Elizabeth McCormack.

- **Puppies Behind Bars**
  - $1,600
  - Program Support.

- **Vineyard House, Inc.**
  - $15,000
  - To support programs and services for men and women on the Island in early stages of recovery.

- **Westchester ARC**
  - $1,500
  - To support programs that provide lifelong services to people with developmental disabilities.

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**Puppies Behind Bars**

Inmates at Otisville Correctional Facility raise service dogs for the disabled as part of Puppies Behind Bars. A 24 hour, 7 day a week job, dogs are trained by inmates to aid a variety of special needs individuals including wounded veterans returning from Iraq and Afghanistan.

- **Rancho Santa Fe Foundation**
  - $2,500
  - To support the growth of the Sean Eduardo Sanchez Tennis Center serving the children of Tecate, Mexico.

- **Sponsors, Inc.**
  - $15,000
  - Transition services for ex-prisoners.
American Association for Cancer Research $50,000
To support the research of early career scientist in childhood cancers.

American Diabetes Association $1,000
To further diabetes research, information and advocacy.

Boston Medical Center $120,000
Year three support to continue expanding the delivery of patient navigation services to cancer patients. Patient navigation has become a critical component of their health care delivery model to reduce disparities in access and outcomes in cancer and chronic disease care for minorities and other traditionally underserved populations.

Children’s Hospital at Montefiore Medical Center $125,000
To support the Integrative Medicine Program for Pediatric Oncology.

Community Health Connections, Inc. $200,000
To fund construction costs for The Greater Gardner Community Health Center. The Center provides comprehensive medical and mental health care, preventive and restorative dental care, and pharmacy services to all residents of North Center Massachusetts.

Dana-Farber Cancer Institute/Jimmy Fund $348,334
To support the Lank Center for Genitourinary Oncology ($100,000); scholarships for the Pediatric Integrative Medicine Program at the Zakim Center ($133,334); and 2007 Jimmy Fund Walk ($115,000).

Gilda’s Club of Westchester $10,000
To support the Celebration of Life Fund in honor of Amy Kohlberg Quinlan.

Hospice Care of Westchester and Putnam $6,000
To support the Healing Arts Program offered to terminally ill patients.

Hospital for Special Surgery $50,000
Research support for the Autoimmunity and Inflammation Program Mechanisms of Aging-Associated Joint Inflammation in Osteoarthritis research project led by Dr. Stephen Paget.

Institute for Integrative Health $450,000
To support capacity building for the Institute to be a catalyst for the creation of new paradigms in healthcare being run by Dr. Brian Berman.

Integrative Pediatrics Council, Inc. $25,000
To support the Pangea Conference and on-line curriculum development.

Juvenile Diabetes Research Foundation $500
A donation toward University of San Diego Athletics’ Walk Team in their involvement in the 2007 Walk to Cure Diabetes.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>Leukemia &amp; Lymphoma Society</td>
<td>$500</td>
<td>To support blood cancer research, education and patient services.</td>
</tr>
<tr>
<td>Listening, the Barre Integrative Health Center</td>
<td>$15,000</td>
<td>Program support focused on movement and mind and body health programs.</td>
</tr>
<tr>
<td>March of Dimes</td>
<td>$252,000</td>
<td>To support the Prize in Developmental Biology as a tribute to Dr. Jonas Salk</td>
</tr>
<tr>
<td>Martha’s Vineyard Hospital, Inc.</td>
<td>$30,000</td>
<td>To support both the inpatient acute-care needs as well as the ambulatory medical care and ancillary medical service needs of the community.</td>
</tr>
<tr>
<td>North Hawaii Community Hospital</td>
<td>$10,000</td>
<td>To support the improvement of the health status of the people of North Hawaii by improving access to care and high quality service at a lower cost through the Community Hospital.</td>
</tr>
<tr>
<td>Northern Westchester Hospital Center</td>
<td>$110,000</td>
<td>To support the in-hospital Integrative Medicine Program.</td>
</tr>
<tr>
<td>Open Door Family Medical Centers</td>
<td>$25,000</td>
<td>Clinical program support. Open Door’s mission is to provide quality health care and human services at an affordable price to the community, particularly the economically disadvantaged.</td>
</tr>
<tr>
<td>Osteopathic Center for Children</td>
<td>$20,000</td>
<td>Scholarships to support patient care in Osteopathy’s Patient Assistance program.</td>
</tr>
<tr>
<td>Prostate Cancer Research and Education Foundation</td>
<td>$15,000</td>
<td>To help fund prostate cancer research by Dr. Isreal Baarken.</td>
</tr>
<tr>
<td>Rady Children’s Hospital of San Diego</td>
<td>$250,000</td>
<td>To help construct a healing garden in the new Acute Care Pavilion in honor of Marlon Howe.</td>
</tr>
<tr>
<td>Rady Children’s Hospital of San Diego</td>
<td>$250,000</td>
<td>To support the Pediatric Integrative Medicine program.</td>
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</table>

**Rady Children’s Hospital of San Diego**

Rady’s has created Healing environments and specialized hospital protocols to address children’s special physical, mental, and emotional needs. Two programs were developed in the departments of Hematology/Oncology and Chronic Pain to introduce the complementary modalities of nutrition and acupuncture to both clinical staff and to patients and families.

**Scripps Foundation for Medicine and Science**

Lecture support for Integrative Medicine run by Dr. Mimi Guarneri.

**Susan G. Komen Foundation**

To support the Row for the Cure for breast cancer research.

**The Bachmann-Strauss Dystonia and Parkinson Foundation**

To support research and provide medical and patient information for movement disorders of dystonia and Parkinson’s disease.
<table>
<thead>
<tr>
<th><strong>The Burke Rehabilitation Hospital</strong></th>
<th>$5,000</th>
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<tr>
<td>Programs and services support in honor of Jean Stone.</td>
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<tr>
<th><strong>The Fund for Conductive Education</strong></th>
<th>$7,500</th>
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<tbody>
<tr>
<td>To support the Cerebral Palsey Therapy program.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>UMass Memorial Foundation</strong></th>
<th>$100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To purchase digital mammography equipment for the Barre Family Health Center in Barre, Massachusetts.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>University of Maryland School of Medicine</strong></th>
<th>$1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support core operations and develop dedicated space for on the University of Maryland, Baltimore campus for the new Center for Integrative Medicine.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Virginia Thurston Healing Garden</strong></th>
<th>$100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support programs for cancer patients.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Wake Forest University Health Sciences</strong></th>
<th>$50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support the Healthy Lives, Healthy Minds project led by Dr. Kathi Kemper to create, evaluate, and disseminate tools to empower families and health professionals to promote pediatric mental health and integrative medicine.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>White Plains Hospital Center</strong></th>
<th>$55,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support the purchase and implementation of a new ultrasound system.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Yale University School of Medicine</strong></th>
<th>$10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support of the Pediatric Cardiology Library in honor of Dr. Norman Talner.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Zen Hospice Project</strong></th>
<th>$10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support programs that provide a spectrum of collaborative services in end-of-life care, including residential hospice care, volunteer programs, and public education events.</td>
<td></td>
</tr>
</tbody>
</table>

---

**VIRGINIA THURSTON HEALING GARDEN**

Wind blessing workshops and trees at Beth Israel Deaconess Medical Center’s “Celebration of Life”. Candace Anderson’s ARTS programs provide education and healing workshops and art work to cancer patients, family members, healthcare providers and caregivers.
Four One Five Society  $15,000
Youth-at-Risk programs.

A Reason to Survive  $95,700
To support the “Ride to the ARTS” transportation program.

A REASON TO SURVIVE

“Ride to the ARTS” is a transportation program designed to pick up kids from their homes, schools, or facility and bring them to the Pat D’Arrigo ARTS Center as well as to arts and culture activities in the community such as plays, performances, and exhibits. It also will shuttle clients to the train station connecting them to public transportation.

After-School All Stars  $100,000
To support a partnership with the American National Rugby League in an initiative to incorporate after-school rugby in New York, Philadelphia and San Diego.

Big Brothers Big Sisters  $1,000
of Martha’s Vineyard
After School Program Expansion

Boston Area Youth Organizing Project  $20,000
Summer Training Institute project.

Boys and Girls Club of Newark  $50,000
After school program expansion.

Boys and Girls Club of Northern Westchester  $10,000
Youth program expansion.

City Slickers  $5,000
To support the multicultural diversity awareness programs that teaches youth about horses while at the same time helps them develop in educational and social areas.

Columbia University Tennis Center  $500,000
To support the Bid Goswami Tennis Coaching Endowment Fund.

Communities Collaborative, Inc.  $195,000
To support the Personal Development Curriculum and Therapeutic Respite House/Family Care Program.

COMMUNITIES COLLABORATIVE, INC.
Communities Collaborative is developing a comprehensive, multi-faceted, community based program in association with the local school system and the Department of Social Services of Massachusetts. The partnership will work in collaboration to address the needs of up to 120 families and youth identified by the school district and Social Services.
**Ella Baker Community Center for Human Rights** $50,000
To support the work of the Green-Collar Jobs Campaign that provides job training to at risk youths in eco-friendly trades such as solar–panel installation, alternative energy vehicle repair, building retrofit, sustainable construction, and recycling.

**New York Junior Tennis League** $30,000
To support after school and summer program expansion.

**Sports and Arts in Schools Foundation** $50,000
To support after-school and summer program expansion.

**Tenacity** $75,000
To support after school and summer program expansion. They are a year round youth development organization offering free tennis instruction and academic enrichment to Boston youth.

**University of South Florida Foundation** $15,000
To support the Amy Kohlberg Quinlan Summer Internship Program through the University of South Florida focusing on non-traditional education and youth-at-risk initiatives.

**United States Tennis & Education Foundation** $150,000
To support the National Junior Tennis League Initiative “Community Building Through Recreational Facilities Programming” being run by Barry Ford and Dan Limbago.

**Washington Tennis and Education Foundation** $20,000
To support their mission of improving the life prospects of DC-area youth, Particularly those from lower-income communities by providing athletic, academic, and life-skills activities.

**Youth With a Mission SanDiego/Baja** $25,204
To support their mission of building more than 2,000 homes for the poor and needy of Mexico.

**SPORTS AND ARTS IN SCHOOLS FOUNDATION**
Now the largest School-based after-school provider in New York City, SASF has grown since 1992 to serve over 40,000 students from about 300 elementary, middle, and high schools annually.

**Tariq Khamisa Foundation** $295,000
A three year grant to support the Peace Empowerment Project study; which will help the Tariq Khamisa Foundation evaluate the effectiveness and best educational techniques and tools to promote non-violence in schools.
## Financial Highlights

**Statements of Assets, Liabilities, and Net Assets - Tax Basis**  
*December 31, 2007 and 2006 (Thousands of Dollars)*

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity Investments, at quoted market value</td>
<td>$54,775</td>
<td>$65,911</td>
</tr>
<tr>
<td>Limited Partnership/Limited Liability Company/Other Investment Vehicles</td>
<td>215,966</td>
<td>152,234</td>
</tr>
<tr>
<td>Cash and Cash Equivalents (including funds held by investment custodians)</td>
<td>62,624</td>
<td>48,732</td>
</tr>
<tr>
<td>Fixed Income Investments</td>
<td>4,408</td>
<td>45,967</td>
</tr>
<tr>
<td>Other Assets</td>
<td>11,817</td>
<td>16,365</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$349,590</strong></td>
<td><strong>$329,209</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account Payable and Accrued Expenses</td>
<td>$49</td>
<td>$1</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>49</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNRESTRICTED NET ASSETS</strong></td>
<td><strong>$349,541</strong></td>
<td><strong>$329,208</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$349,590</strong></td>
<td><strong>$329,209</strong></td>
</tr>
</tbody>
</table>

*See Auditors’ Report and accompanying notes to financial statements.*
F I N A N C I A L  H I G H L I G H T S

Statement of Revenues, Expenses, and Other Changes in Net Assets - Tax Basis
December 31, 2007 and 2006 (Thousands of Dollars)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRIBUTIONS RECEIVED:</td>
<td>$14,824</td>
<td>$27,473</td>
</tr>
<tr>
<td>REVENUE AND GAINS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends/Interests/Other</td>
<td>2,039</td>
<td>2,443</td>
</tr>
<tr>
<td>Income &amp; Appreciation on Fixed Income Portfolio</td>
<td>2,479</td>
<td>1,969</td>
</tr>
<tr>
<td>Income &amp; Appreciation of Equity Portfolio</td>
<td>6,821</td>
<td>11,864</td>
</tr>
<tr>
<td>Income &amp; Appreciation of Limited Partnership/ Limited Liability Companies/Other Investment Vehicles</td>
<td>12,871</td>
<td>14,588</td>
</tr>
<tr>
<td>Other Income (Expense)</td>
<td>(28)</td>
<td>(27)</td>
</tr>
<tr>
<td>Total Revenue and Gains</td>
<td>$24,182</td>
<td>$30,837</td>
</tr>
<tr>
<td>GRANTS &amp; OTHER EXPENSES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants Authorized</td>
<td>15,605</td>
<td>14,332</td>
</tr>
<tr>
<td>Administrative Expenses</td>
<td>1,283</td>
<td>1,090</td>
</tr>
<tr>
<td>Excise Taxes</td>
<td>1,785</td>
<td>582</td>
</tr>
<tr>
<td>Total Grants and Expenses</td>
<td>$18,673</td>
<td>$16,004</td>
</tr>
<tr>
<td>INCREASE IN NET ASSETS</td>
<td>20,333</td>
<td>42,306</td>
</tr>
<tr>
<td>UNRESTRICTED NET ASSETS (BOY)</td>
<td>329,208</td>
<td>286,902</td>
</tr>
<tr>
<td>UNRESTRICTED NET ASSETS (EOY)</td>
<td>$349,541</td>
<td>$329,208</td>
</tr>
</tbody>
</table>

See Auditors' Report and accompanying notes to financial statements.
Statement of Cash Flows - Tax Basis

*December 31, 2007 and 2006 (Thousands of Dollars)*

**CASH FLOWS FROM OPERATING ACTIVITIES:**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions received</td>
<td>$4,501</td>
<td>$13,004</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,039</td>
<td>2,465</td>
</tr>
<tr>
<td>Cash grants paid</td>
<td>(15,405)</td>
<td>(14,332)</td>
</tr>
<tr>
<td>Cash paid for administrative expenses</td>
<td>(1,228)</td>
<td>(1,078)</td>
</tr>
<tr>
<td>Federal excise tax paid</td>
<td>(1,785)</td>
<td>(582)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>($11,878)</td>
<td>($523)</td>
</tr>
</tbody>
</table>

**CASH FLOWS FROM INVESTING ACTIVITIES:**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of investments</td>
<td>121,863</td>
<td>81,166</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(96,093)</td>
<td>(54,132)</td>
</tr>
<tr>
<td>Net cash provided by investing activities</td>
<td>$25,770</td>
<td>$27,034</td>
</tr>
</tbody>
</table>

**NET INCREASE (DECREASE)**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Cash &amp; Cash Equivalents</td>
<td>13,892</td>
<td>26,511</td>
</tr>
<tr>
<td>Cash and Cash Equivalents (BOY)</td>
<td>48,732</td>
<td>22,221</td>
</tr>
<tr>
<td>Cash and Cash Equivalents (EOY)</td>
<td>$62,624</td>
<td>$48,732</td>
</tr>
</tbody>
</table>

*See Auditors' Report and accompanying notes to financial statements.*
December 31, 2007 (Thousands of Dollars)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Purpose

The Kohlberg Foundation, Inc. (the “Foundation”) is a private family foundation. The Foundation's primary focus is to provide support for health and medical research, education and the environment.

Accounting Basis

The Foundation's policy is to prepare its financial statements on the tax basis of accounting, which is similar to a modified cash basis. Consequently, certain revenue is recognized when received rather than when earned, and certain expenses and grants recognized when cash is disbursed rather than when the obligation is incurred. The Foundation's financial statements are prepared in accordance with Statement of Financial Accounting Standards (SFAS) No. 117, Financial Statements of Not-for-Profit Organizations, and report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. The Foundation follows SFAS No. 116, Accounting for Contributions Received and Contributions Made, under which contributions are recognized as unrestricted, temporarily restricted, or permanently restricted support depending on the existence or nature of any donor restrictions. The Foundation has no temporarily or permanently restricted net assets.

Investments

The Foundation carries investments in marketable securities with readily determinable fair values and all investments in debt securities at their fair values in the Statement of Financial Position. Certain investments for which fair values are not readily determinable are carried on a tax basis. Unrealized gains and losses are included in the investment income in the accompanying Statement of Revenues, Expenses, and Other Charges in Net Assets.

Use of Estimates

The preparation of financial statements require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. The Foundation regularly assesses these estimates and while actual results may differ from these estimates, management believes that material changes will not occur in the near term.

Cash Equivalents

For purposes of the Statement of Cash Flows, the Foundation considers all highly liquid investments with maturities of three months or less when purchased to be cash equivalents.

Reclassifications

Certain reclassifications were made to the presentation of the 2006 financial statements to conform to the 2007 financial statement presentation.
2. INVESTMENTS

Quoted market values are used to value investments other than index funds, which are carried based on fair values provided by fund managers. Limited partnership/Limited liability companies/Other investment vehicles use market values established by their managers, where quoted market values are not available. The investment's tax basis has been used for certain investments where market values were not available. Realized gains or losses are determined by comparison of cost, determined on a first-in, first-out basis, to proceeds from sales. Investment transactions are recorded in the accounts on the trade date. The cost of investment securities represents the amount paid for securities purchased, adjusted for accretion of discount or amortization of premium on bonds purchased. Investment income related to each investment vehicle is included within the income and appreciation on that investment in the Statement of Activities. Total interest and dividend income for the years ended December 31, 2007 and 2006, respectively, was $6,462 and $7,130. Total investment gains for the year ended December 31, 2007 and 2006 were $20,817 and $11,815 respectively. Investment fee expenses, which are included with investment returns, were $500 in 2007 and $680 in 2006.

3. CHARITABLE LEAD TRUST

In 1996, a member of the Kohlberg family established a charitable lead trust. Under the terms of the trust agreement, the Trust shall make annuity payments to the Foundation annually for a period of twenty years, commencing in 1996. After the trust term ends, the Foundation has no remainder interest in the assets of the Trust.

4. TAXES

The Foundation is exempt from federal income taxes and qualifies as a private foundation under Section 501(c)(3) of the Internal Revenue Code. The Foundation is subject to a federal excise tax of two percent on net investment income, as defined. If the average payout ratio for the past five years plus one percent of net investment income in the current year, as defined, is less than the current year’s charitable distributions, federal excise tax is payable at one percent of net investment income, as defined. The Foundation paid federal excise tax of one percent in each of the years ended December 31, 2007 and 2006. The Foundation is also subject to unrelated business income tax, (“UBIT”) on certain income from pass through investments. Taxes paid in 2007 and 2006 were as follows.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise Tax</td>
<td>$230</td>
<td>$231</td>
</tr>
<tr>
<td>UBIT</td>
<td>1,555</td>
<td>351</td>
</tr>
<tr>
<td>Total</td>
<td>$1,785</td>
<td>$582</td>
</tr>
</tbody>
</table>

5. GRANT COMMITMENTS

The Foundation has authorized but unpaid grants outstanding as of December 31, 2007 as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$10,057</td>
</tr>
<tr>
<td>2009</td>
<td>6,946</td>
</tr>
<tr>
<td>2010</td>
<td>1,450</td>
</tr>
<tr>
<td>2011</td>
<td>700</td>
</tr>
<tr>
<td>Total</td>
<td>$19,153</td>
</tr>
</tbody>
</table>

Payments on authorized but unpaid grants may be accelerated upon mutual agreement between the Foundation and the grantees.
6. RETIREMENT PLANS

The Foundation participates in two defined contribution retirement plans. The plans cover all employees with over 1,000 hours of service per year. The salary deferral plan allows employees to defer a portion of their salary into the plan. The plan contains a matching contribution provision where the Foundation may match the participants’ contributions up to two percent of compensation. The money purchase plan requires the Foundation to contribute eight percent of annual eligible compensation, as defined, and is integrated with social security. Total pension expense, under both plans, for the years ended December 31, 2007 and 2006 are $49 and $41, respectively.

7. CONCENTRATION OF RISKS

The Foundation maintains its cash in bank deposit accounts at high credit quality financial institutions. Efforts are made to keep balances within federally insured limits; however, due to timing differences the balances, at times, may exceed federally insured limits. Additionally, the Foundation maintains money market accounts at major investment firms.

8. ADMINISTRATIVE COSTS

A related entity charges the Foundation a management fee on the assets under investment and for additional administrative costs. The fees for amounts under investment were $254 in 2007 and $175 in 2006. Other costs charged by the related entity were $67 in 2007 and $79 in 2006.
Independent Accountants’ Report

To the Board of Directors of
The Kohlberg Foundation, Inc.

We have audited the accompanying statements of assets, liabilities, and net assets–income tax basis of The Kohlberg Foundation, Inc. as of December 31, 2007 and 2006, and the related statements of revenues, expenses and other changes in net assets-income tax basis and cash flows for the years then ended. These financial statements are the responsibility of the Foundation’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for opinion.

As described in Note 1, these financial statements were prepared on the basis of accounting The Kohlberg Foundation, Inc. uses for income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets of The Kohlberg Foundation, Inc. as of December 31, 2007 and 2006, and its revenues, expenses, and other changes in net assets and its cash flows for the years then ended on the basis of accounting described in Note 1.

Dylewsky, Goldberg & Brenner, LLC

August 7, 2008
DIRECTORS
Jerome Kohlberg
Karen Kohlberg Davis
Pamela Kohlberg
Andrew Kohlberg
Dave Davis
Karen Boetch Kohlberg
Curt Greer
Les Fagen
Curtis Viebranz
David Officer

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Jerome Kohlberg, Chairman
Nancy White McCabe, Executive Vice President
Dave Davis, Vice President and Treasurer
Eileen M. Capone, Secretary

STAFF
Nancy White McCabe, Executive Director
William Fenn, Senior Program Officer
Pamela Franco, Administrative Program Officer
Renu Saini, Program Officer
Amanda DeHaan, Office Manager
Lynn Gatti, Intern
Elias Naser, Intern
PHOTO CREDITS:
Asian Cultural Council
Thirteen
Island Affordable Housing Fund
Mount Kisco Child Care Center
Martha's Vineyard Fellows Program
Felix Neck Wildlife Sanctuary
Global Greengrants Fund
Jane Goodall Institute
Red Tomato
Vineyard Energy Project
AccessSurf Hawaii
Neighbors Link
Puppies Behind Bars
Children's Hospital at Montefiore Medical Center
Rady Children's Hospital of San Diego
Virginia Thurston Healing Garden
A Reason to Survive
Communities Collaborative, Inc.
Sports and Arts in Schools Foundation

This text is a courtesy of Asian Cultural Council, courtesy of Robin Holland, courtesy of Guinevere Cramer, courtesy of Mount Kisco Child Care Center, courtesy of Martha's Vineyard Fellows Program, courtesy of Felix Neck Wildlife Sanctuary, courtesy of Global Greengrants Fund, courtesy of Jane Goodall Institute, courtesy of Red Tomato, courtesy of Vineyard Energy Project, courtesy of AccessSurf Hawaii, courtesy of Neighbors Link, courtesy of Valerie Shaff, courtesy of Children's Hospital at Montefiore Medical Center, courtesy of Rady Children's Hospital of San Diego, courtesy of Candace Anderson, courtesy of A Reason to Survive, courtesy of Communities Collaborative, Inc.

DESIGNER:
Tamarack Media

PRINTER:
Queen City, FSC Certified Printer

FRONT & BACK COVER:
The Landscape of Nursing
By Candace Anderson (Calligrapher: Anna Pinto)
Watercolor and mix media, in three-dimensional relief

CONTACT:
The Kohlberg Foundation
111 Radio Circle
Mount Kisco, NY 10549
Tel: 914.242.2385
Fax: 914.241.1195
Email: dehaan@kfound.org
www.kohlbergfoundation.org

NOTICE:
The Kohlberg Foundation, Inc. - The annual report and copy of the IRS Form 990-PF (return of a private foundation) are available for inspection at our principal office, 111 Radio Circle, Mount Kisco, NY 10549. Requests for a copy may be made in writing to the Executive Director by mail or in person during business hours.
The Kohlberg Foundation is not currently accepting unsolicited proposals.
This is what I'm here for. I'm here to help you. And you'll be comfortable again.

* Linda, RN

The ER changed my way of being in everyday life. It became

* Donna, RN

We are learning more about community and family health. Who is family? Who is responsible? When a friend.

* Donna, RN

Therapeutic use of self—It is PRETTY SPECIAL

* Donna, RN

That can be very challenging—knowing what it's all about—what constitutes strong research. It means change.

* Donna, RN

So how can I make folks comfortable with that. Help them understand and get excited about it?

* Donna, RN

My goal is to transport staff to get to a higher function because then there are

* Donna, RN

But that might be their last time telling the story. If there's somebody who really needs to say something—maybe it's a family member.

* Anna, RN

I try to find that little moment somewhere.

* Anna, RN

WE'RE THE MESS AGERS.

* Anna, RN

I'm a promoter. That means I push.

* Anna, RN

I know so much wisdom from my patients, especially the elderly. I love to take care of them. When I come home, I relive my day.

* Anna, RN

I'm able to help the person. And even if it all did not go smoothly. I hope the person will think, "That woman... She was..."