

# LLOYD A. FRY FOUNDATION

Annual Report 2011





**As a longtime funder in education and human services, the Lloyd A. Fry Foundation looks for grantees who not only do a good job themselves, but whose ideas offer promise of advancing work in their fields. This annual report showcases organizations that use data to focus in on problems and then create and test new, smarter approaches to getting the work done. By sharing such ideas, we hope to make our own contribution to increasing the effectiveness of work that touches so many people’s lives.**

#### About the Foundation

In 1933, Lloyd A. Fry founded the Lloyd A. Fry Roofing Company on the Southwest Side of Chicago. During the next five decades, the company grew to become the world’s largest manufacturer of asphalt roofing and allied products, with nearly 5,000 dedicated employees in manufacturing facilities nationwide. The company was sold to Owens-Corning Fiberglass Corporation in 1977. In large part, the proceeds from the sale of the company now serve as the endowment of the Lloyd A. Fry Foundation. The Foundation has been addressing the needs of the Chicago community since 1983.

#### Lloyd A. Fry Foundation

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## Message from the Chairman

The 2011 fiscal year was a year of reflection. We celebrated the 30th anniversary of the Lloyd A. Fry Foundation with a year-long strategic review of what we do. Board and staff together spent many hours—over many meetings—engaged in a facilitated process of retrospective review and prospective planning of tactics and strategy. (We still like meetings, and we have a lot of them.) We thank Michael Krauss and his most able team of consultants at Market Strategy Group for their energetic and enthusiastic support of this process.

We have not changed our statement of mission, our commitment to a disadvantaged population of need in Chicago, or our commitment to our four program areas. We have been focused on outcomes for some years, and that focus is stronger than ever. Metrics remain important to us.

We will be exploring some new ideas in the coming year. In our Education Program, we will be looking closely at principal training programs. In our Arts Education Program, we will continue to look for programs that build the instructional capacity of arts educators, including CPS teachers. We made a significant shift in the emphasis of our Employment Program in 2010; we then began to place greater focus on

vocational training and adult education programs. We see further opportunities in these program categories which we will continue to emphasize, always with great attention to outcomes. We will be looking for opportunities to building collaborations among our Employment Program grantees and our Health Program grantees. We are interested in primary care and in medical-home models of care.

Unmi and our excellent staff have indulged the board in its desire to discuss these matters endlessly. We are grateful to them for their patience with us. We are also particularly grateful to our most Senior Program Officer, Sydney Sidwell, whom we induced to pick up the portfolio of our Education Program—which is perhaps our greatest interest—giving up the Arts Education Program which she has loved and served well.

There is much more to do.



**Howard M. McCue III**

## Message from the Executive Director

The Lloyd A. Fry Foundation counts some of the most effective and innovative organizations in Chicago among its grantees. All are doing good work and providing high quality services. But we see that the best of these are constantly thinking about how to improve the work of their teams. Generally this means identifying problems early and often, enlisting the insights of a diverse range of people with a vested interest in the outcomes, thinking creatively about how to work differently and more effectively, and then implementing solutions systematically and consistently. Atul Gawande describes this kind of smart thinking in his book *Better*. Gawande explains how the Apgar Score—a simple scoring tool used to evaluate the health of newborns—helped to reduce infant mortality at childbirth by almost 90 percent and how certain medical clinics that were consistently at the top of the bell curve increased the life expectancy of people with cystic fibrosis from three years to more than forty years. As he makes clear, these advances do not come from dramatic technological breakthroughs, but rather from applying time-honored knowledge, mining the data for trends and patterns, and by getting the details right—over and over again. We have seen that to be true in Fry Foundation grantees as well.

In an effort to improve our own practice at the Foundation, the staff and board spent most of fiscal year 2011 in a review of the goals and grantmaking strategies of the Foundation. Two major themes came out of this review. First, it became strikingly apparent that a significant number of grantees are testing new ideas and designs that have potential to increase the impact of not only the grantee organization but of other organizations doing similar work. We have come to describe this as work that “advances the field.”

Second, the Foundation’s investment in convenings and collaborations among grantees has resulted in benefits that go beyond the specific projects. For example, the Chicago Arts Learning Initiative (CALI), which evolved into Ingenuity Inc., is building knowledge and coordinating work that will affect almost all organizations involved in arts education in Chicago Public Schools, a reach far beyond that of the individual organizations involved in its initial planning. The Network of Treatment Providers has dramatically improved the way mental health providers

throughout the city are connected to children who have been sexually abused and is getting help to these children and their families more quickly and effectively than ever before. These are the types of efforts for which the Foundation wishes to increase consideration and support.

The Foundation remains committed to its four program areas: Arts Education, Education, Employment, and Health. We will increase support for work that advances the fields in which we fund and for collaborations and convenings. The Foundation will put more emphasis on activities that create new knowledge, designs, and systems that help improve effectiveness across many programs. We will look for efforts that can be tested, replicated, and adapted by other programs and have the potential to improve the work of others.

This annual report describes efforts that have the potential to advance the field. The projects in Employment and Health involve collaboration within and across agencies. The Foundation is helping grantees work together to share ideas, analyze data across organizations, and experiment with new models. This kind of patient, diligent work does not always sound exciting. But we think it has potential for improving the way every day work gets done, with extraordinary impact on the lives of people served. In Education, we are supporting new approaches for helping novice teachers improve their skills quickly so students do not suffer from having an inexperienced teacher. Other organizations in Chicago are adapting some of these approaches, and we are seeing their influence on standards for practice throughout Chicago. And in Arts Education, we feature two grantees who are redesigning their programs from a collection of one-time, stand-alone arts opportunities into sequential pathways that can help students deepen their skills over time. Across the board, these grantees are creating new knowledge and new designs to improve what they do as well as inform the work of others. We are pleased to share their stories in this annual report.



**Unmi Song**

**Education, prosperity, and hope for all.**

That is the vision behind the Fry Foundation’s grantmaking. We provide support to nonprofit organizations that have the strength and commitment to improve conditions for low-income, underserved Chicago residents.

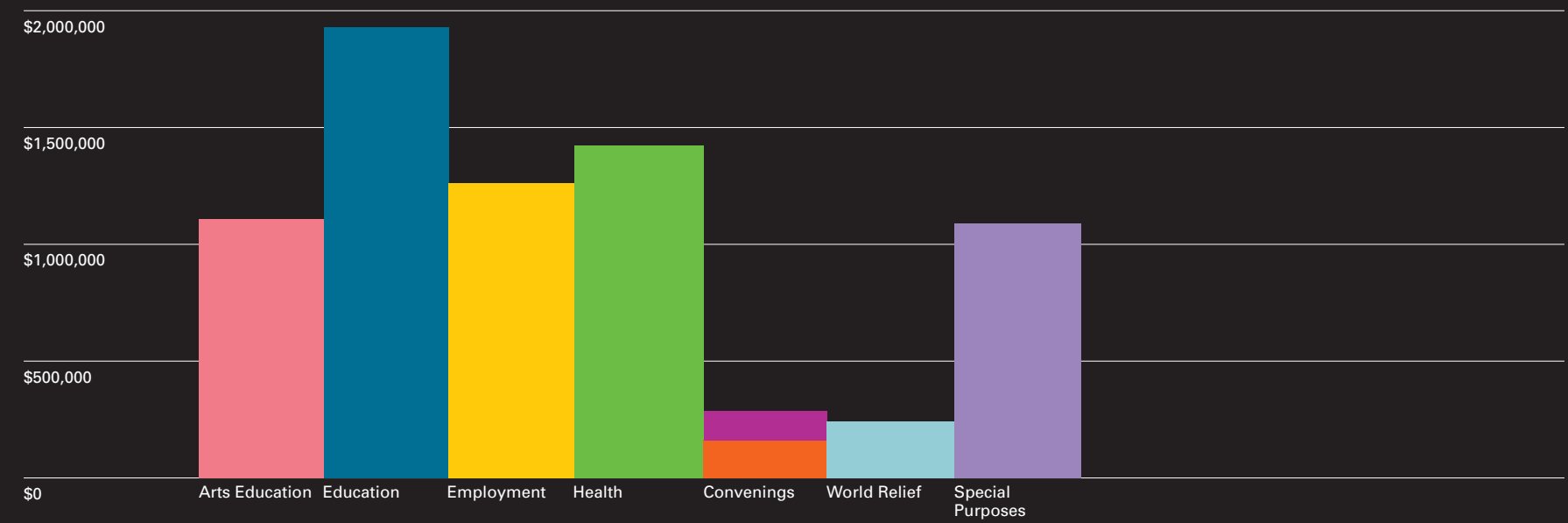
Grants are awarded in four major areas: **Education, Arts Education, Employment, and Health.** Across all of our funding areas, our focus is on helping organizations:

**Build** capacity to enhance the quality of services and better assess the impact of programs;

**Develop** successful program innovations that other organizations in the field can learn from or adopt; and

**Share** knowledge so that information which can help low-income communities and individuals is widely and readily available.

**2011 Grants and Awards Totals**



Arts Education	\$1,162,000	
Education	\$1,978,294	
Employment	\$1,302,500	
Health	\$1,474,000	
Convenings	\$286,513	\$186,513 was to Health grantees   \$100,000 was to Employment grantees
World Relief	\$250,000	
Special Purposes	\$1,153,929	
Total	\$7,607,236	

**Please visit our website at [www.fryfoundation.org](http://www.fryfoundation.org) to see our 2011 audited financials.**



## Employment | Public/Private Ventures Chicago House | i.c.stars

**With jobs at the top of the national agenda, public and private funders are intent on finding effective job training programs. But what data demonstrate effectiveness, and how can programs use data to improve what they do? With Fry Foundation support, a path breaking collaborative of employment training programs is building the answers.**

At first blush, measuring the effectiveness of job training and placement programs seems easy: how many people got jobs, and did they hold onto them? But such simple measures beg a whole set of questions. How skilled were the candidates in the first place? Did they learn anything that helped them qualify for jobs? Did the job offer a decent skill match, reasonable pay, room for advancement?

Demonstrating effectiveness has long bedeviled employment training programs. The question is more important now than ever. Unemployment hovers around 9 percent, yet employers complain about lack of adequately skilled workers. With prospects for economic recovery uncertain, identifying and expanding solid programs that build workers' skills has become a national imperative.

Taking up the challenge is Public/Private Ventures (PPV), a national nonprofit that uses research to improve programs serving low-income people. Through its Performance Benchmarking Project, PPV works to establish national performance standards for employment services, help funders compare outcomes, and help providers use data to improve what they do.

**With support from the Fry Foundation and other local funders, PPV last year convened 22 Chicago providers to explore together how they can measure what they're doing, examine the data to identify what is and is not working, and act on the results. The goal is to build what Senior Program Director Marty Miles calls "a culture of continuous improvement."**

i.c.stars, which trains young people for careers in technology, joined the collaborative even though, as a self-described "geek" organization, they were already measuring everything that moves. That was part of the problem, says President and co-founder Sandee

Kastrul: people all over the organization had created tracking systems, but there was no "big picture" view. Just as frustrating, there was no way to measure the accuracy of i.c.stars' core insight, that young people who have overcome challenging life situations often have the resiliency it takes to succeed in the tech world.

Drawing from its own experiences and the needs of others in the collaborative, i.c.stars created software that collects data on candidates, referral sources, programs, and outcomes and creates a dashboard that organizations can use to track progress. A private consulting group, spurred by an employee who came from i.c.stars, is now marketing the software to help other nonprofits improve their performance. Meanwhile, says Miles, i.c.stars' interest in "resiliency" led to a thoughtful conversation about measuring intangibles that sparked creative thinking among others in the collaborative as well.

A different measurement challenge faces **Chicago House**. Having started out providing end-of-life support for people with HIV/AIDS, Chicago House needed a jobs strategy once clients started living longer, says Employment Program Manager Cheryl Potts. Clients can face challenges similar to people served by other training providers: homelessness, substance abuse, poor job history. But HIV status creates its own employment barriers: needing to maintain public benefits to fund medications, getting time away from work to administer them—and facing down the HIV stigma.

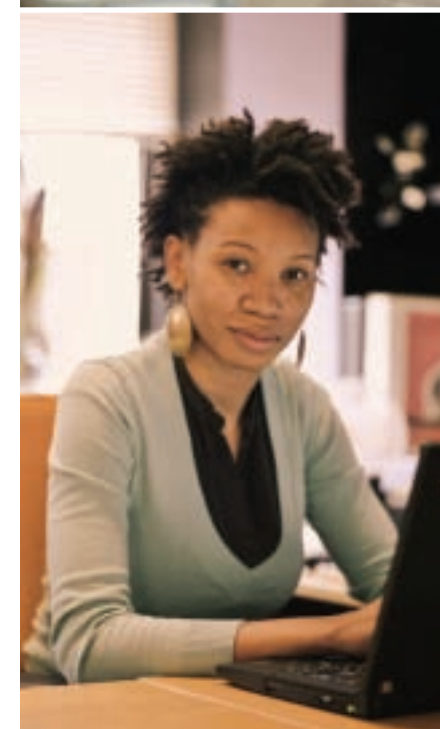
"We can't build relationships with employers and contact them about candidates, because if we do that, we are outing their HIV status," Potts explains. Instead, Chicago House concentrates on job readiness, determining employment goals, overcoming barriers such as housing or substance abuse, offering volunteer and transitional jobs opportunities—everything up to the

point of placement. This configuration creates its own measurement problems, as Chicago House seeks to demonstrate the "social return on investment"—how it makes a difference in people's lives.

Through the PPV collaborative, says Potts, "I was able to steal a lot of information—how to create a database, do data collection, motivate staff. I set up a dashboard and review it monthly, to see how we're performing against our grants, or against other agencies." The data lead directly to improvements. Seeing clients drop out of transitional jobs at its bakery, the program collected data showing that people were falling back into substance abuse once they got their first paycheck; now the program intervenes to help people over that milestone.

In a second phase of the collaborative that began in fall 2011, Chicago House, i.c. stars, and a dozen other providers will work to deepen such internal performance improvement practices. They will bring in staff teams and identify very specific focus areas, like what kinds of people benefit most from their services, how long training should last, keeping people engaged, working with employers. Together they hope to create the small but continuous day-to-day improvements that can really transform an organization over time.

PPV will be watching the progress and documenting what modifications most affect performance. Those lessons will be used by the Chicago funders who are supporting the collaborative to create a common set of definitions to help both funders and grantees evaluate performance. Ultimately PPV plans to use the results, along with those from a similar initiative in New York, to help improve performance management across the field and share the lessons with federal policymakers seeking to strengthen job training programs.







## Health | Lawndale Christian Health Center

**Community health clinics struggle to provide the best possible health care on limited resources. With health reform looming, Fry Foundation funding is enabling several Chicago clinics to share ideas for making nuts-and-bolts operations more efficient—and improving patient outcomes at the same time.**



The Patient Protection and Affordable Care Act, the federal health care reform package passed in 2010, could mean the best of times—or the worst of times—for community health clinics.

The product of earlier health reform efforts, such community health clinics provide primary care in low-income communities where private insurance is scarce. About a third of patients at **Lawndale Christian Health Center** in Chicago, for example, are uninsured, and just over half are on Medicaid.

With access to Medicaid anticipated to expand, congressional analysts project that patient load at the clinics will likely double by 2015. But it is unclear if the extra resources required to meet the demand will be made available. A \$9.5 billion fund to add or expand centers has already been cut by half. Clinics worry that their current Medicaid reimbursements might be reduced. And while reform will greatly increase coverage, some Chicago clinics estimate that a quarter of their patients will still lack insurance. The long-standing pressure to do more with less will clearly continue in the years ahead.

Eight Chicago clinics are getting a head start on improving their operations to meet such challenges. **In a promising collaborative project, they are working to expand access to care and improve health outcomes by improving the way they schedule patients and manage them once they walk in the door.**

At both Lawndale and Centro de Salud Esperanza, a nearby center also participating in the project, between 25 and 30 percent of patients fail to show up for appointments on any given day. The reasons are many—complicated work and family schedules, long waits for appointments, transportation—but the results are common: no-show patients don't get the

care they sought, doctors and nurses have underutilized slots, and sick patients are turned away. Compensating by overscheduling only makes things worse, as patients spend hours in crowded waiting rooms because doctors are double-booked.

Scheduling might sound like a small area of operations, but it clearly has huge implications for access and quality of care. Through the collaborative, clinics have been working with Coleman Associates, a consulting firm specializing in community health centers and hospitals, to tackle such problems.

Esperanza has slashed the number of formal appointments and opened up its schedule for same-day visits to meet the needs of families with young children, who make up the biggest percentage of its patients. "It's worked extremely well," says CEO Dan Fulwiler. "Our no-show rate is down to 15 percent, and we're aiming for 10 percent. The change regularizes doctors' schedules during the day. And because we've taken appointments out of the schedule, when people come in they don't have to wait as long. Patients see that we're respectful of their time, and that makes them happy."

At Lawndale a team led by Director of Strategy and Development Jonathan Wildt used ideas put forward by the collaborative to design a pilot project reshaping the entire patient encounter. The project added morning and evening hours and created a daily meeting where everyone from physicians to receptionists goes over the day's appointments. They work through charts, adding notes for tests or immunizations that will take extra time and identifying potential no-shows for the receptionist to call. "Steps like these make the flow much more predictable," says Wildt. Although the daily meeting encountered initial resistance, it has

proved extremely productive, Wildt adds, by "getting physicians to realize that people along the continuum of care can do things that in turn free up physicians for more intensive interventions."

As a result, no-show rates have dropped to 12 percent, and on some days everyone scheduled shows up. Patients spend an average of one hour in the clinic, less than half the time visits used to take. Now Lawndale plans to expand the scheduling model to the rest of its operations, and the team that designed it will remain as an ongoing "innovations" committee.

Such results not only make doctors and patients happy, they also improve the quality of care. Patients show up who might otherwise take a sick child to an emergency room or skip an appointment for follow-up care. Providers not only address the immediate problem, but offer important preventive services that might otherwise be missed. Building teams to improve operations, as both Esperanza and Lawndale have done, creates important infrastructure for coordinating care to reduce costs and improve outcomes, an imperative across the health care system.

Collaboration among clinics is important in driving such changes, says Melissa Stratman, CEO at the Coleman Group. Often clinics have adopted a fatalistic attitude toward the overwhelming pressures of their work. Through the collaborative, they see that others face the same problems, and they trade strategies for addressing them. At the same time, regular meetings and coaching by Coleman create "the external pressure of an outside perspective," says Stratman. **"Ultimately we're creating a learning community of people determined to improve the overall quality and consistency of care."**



## Education | Chicago New Teacher Center

**Improving achievement in Chicago's neighborhood high schools has long been a challenging task. The Fry Foundation believes that improving teacher quality, especially by helping new teachers become more effective, can make a big difference.**

It used to be that new teachers were thrown into the classroom and expected to sink or swim. "Those who were still alive after the first month were considered keepers," recalls one veteran teacher grimly. Like everyone who starts a new career, teachers need time to become good at what they do. But the stakes are higher than in most new jobs; students don't get a pass on achievement tests because the teacher didn't know how to present the material.

The problem is worse in low-performing schools, where high teacher turnover brings in more novice teachers each year. In high schools, there are other problems. New teachers are often assigned to low-level classes, typically taken by freshmen. But ninth grade is a difficult transition for many students; if they consistently face less-competent teachers, they risk falling behind from the beginning and never catching up. Plus, high school teachers can face as many as 150 students a week; finding strategies to teach content to so many students, across a huge range of ability levels, can be challenging.

**The New Teacher Center** is dedicated to addressing such problems and developing new approaches to helping new teachers. Based in Santa Cruz with programs in 31 states, the New Teacher Center aims to improve the performance and retention of new teachers, and by helping them become effective educators, transform them into a force for improving schools.

The Center's Chicago branch (CNTC) opened in 2006. In partnership with CPS, CNTC currently offers full support to 275 first- and second-year teachers in Chicago and their principals. (It's difficult to tell what proportion of new Chicago Public Schools (CPS) teachers CNTC serves, because the district has not in the past identified

teachers by the year they entered the profession; in any case, CNTC professional development events are open to all first- and second-year teachers.) Fry Foundation funding supports CNTC's work with new high school teachers.

CNTC's induction program begins with a two-day Summer Academy, where an experienced teacher walks the newcomers through a discussion of what they can expect at CPS and what their new principal will expect of them. Sessions address student academic and social needs, strategies for establishing a safe learning environment, and where to find resources to support instruction. Participants create an action plan to help them get a strong start in the first few weeks.

Coaches, recruited from outstanding teachers and trained at CNTC's Mentor Academy, support the new teachers as they start work. Mentors observe in the classroom, provide feedback, and organize professional development and group sessions to meet identified needs.

That kind of support focused on classroom needs is critical, says Cynthia Brunswick, who heads the Chicago office: **"High school teachers have been trained to teach their subject area, but now they need to teach the children in front of them. We help them understand how to deal with a wide range of developmental levels.** They tell us they need someone who knows the content. We have diverse content specialization on our high school team, and we get coaches to help them access district support as well."

Principal engagement is also important. Often newcomers get assigned to manage student clubs and take on extra duties veteran teachers have sidestepped. "Principals love

new teachers because they think you are full of energy and don't need much sleep," the lead teacher at the Summer Academy warns. CNTC coaches touch base regularly with principals to make sure the newcomers get appropriate responsibilities and supports, and to identify emerging problems. Initially some principals were skeptical about having a CNTC "outsider" work with the staff, but that has largely passed as their impact has become clear, says Brunswick. "It is very comforting to know that 'new teacher' questions are being addressed," says one principal who has worked with CNTC. "The more support a teacher has from an experienced mentor, the more organized, well planned, and well prepared she will be for her classroom."

That translates into greater job satisfaction and higher retention: virtually all (99 percent) of CNTC-coached teachers completed the 2010-11 year at the school where they started, and 85 percent returned for a second year of teaching. Both teachers and principals report that the program increased new teacher retention and effectiveness; but firm numbers to demonstrate that impact are difficult to extract from CPS data, says Brunswick.

**Perhaps just as important, by breaking the old model that forced teachers to sink or swim on their own, CNTC is bringing along a new generation of educators with a more collaborative approach. "They are used to having colleagues to think with and give feedback,"** says Brunswick. In high schools with as many as seven or eight CNTC-trained teachers, the hope is that the new teachers can themselves become no longer a liability, but a force for change.







## Arts Education Hyde Park Art Center | Merit School of Music

**Ideally, students would have access to rigorous arts instruction throughout elementary and high school, building skills over time and developing their creative potential. But most Chicago schools don't offer those opportunities. Two of Chicago's premier arts education organizations are launching ambitious new efforts to change that picture, school by school.**

Three decades ago, Chicago Public Schools made drastic cuts in art and music to address perennial budget problems. **Merit School of Music** was founded to try to make up the difference, by providing high-quality music instruction to Chicago school children. Today Merit offers in-school programs at 46 public schools and more advanced instruction at its Near West Side campus. But a recent evaluation unearthed a disconnect between the instruction offered at the Merit facility and the music residencies in CPS schools. The school residencies did not always provide consistent access to ongoing music education. Moreover, students and their families often did not know that Merit was providing the music lessons or that continued instruction was available after school at the Merit facility. Those findings prompted Merit to start rethinking its programming.

**Hyde Park Art Center** started at a different point but reached a similar conclusion. Founded more than 70 years ago, the Center offers visual arts instruction in Chicago schools and classes at its architecturally stunning South Side facility. Seeking to expand after-school programs at the Center, Hyde Park Art Center launched its own evaluation, which pointed out that school-based and onsite programs were not linked by any common instructional agenda, and few students from school-based programs were transitioning to the Center to continue their arts education. How, the Center wondered, could it ensure CPS children access to sustained, high-quality visual arts instruction?

Like Merit and Hyde Park, many outstanding arts groups, some funded by the Fry Foundation, offer instruction in Chicago schools. Individual programs are often of high quality. But from the perspective of the student, they don't add up to the kind of comprehensive art or music instruction that Merit Dean of Programs Troy Anderson remembers from his childhood in rural Iowa schools. That's because programming must be important to both the principal and the teacher, and must fit with individual school budgets and schedules. And, as in the days when Merit was founded, arts instruction is not a consistent priority in most Chicago Public Schools.

**"Schools would approach us, and say we need this," says Anderson, "and we would say, we'll make it fit, what's your budget? We've had band programs that lasted 30 minutes a week. That's just enough time for kids to get their instruments out of the case and tune them up and then say goodbye."**

"Engagement and relationships in the schools are so unpredictable," adds Hyde Park Executive Director Kate Lorenz. "We'll do a ten or twelve-week residency, and then the teacher or principal leaves, and that's it for a few years. We can be doing really good work for those ten weeks, but that's all those students will get"—a loss especially for those students whose interest and genuine talent in the visual arts goes undeveloped.

At both Merit and Hyde Park, the evaluation of existing programs led to a rethinking of the enterprise: Both organizations know what

high-quality sequential arts education looks like. They just needed to organize and deliver the programs in a new way to provide high-quality, comprehensive and ongoing instruction both in schools and on site.

Merit developed a scope and sequence curriculum for all its music instruction. All Merit teachers will be trained in this new curriculum, all school residency programs will be designed to align with the new curriculum, and school partnerships will be based on the school's willingness to dedicate the time and space necessary to implement more rigorous music instruction. Hyde Park has also created a new framework for its school residency programs which identifies specific learning goals for each grade level. It has refocused on schools within a two-mile radius of the Center, and invited community leaders to become advisors and advocates for the program. In the schools, says Lorenz, "we are shifting to be much more of a catalyst for getting buy-in to our model of establishing a long-term, consistent pathway for arts learning."

Both Lorenz and Anderson agree that finding the resources for this ambitious agenda across the system will be challenging. But difficulty is no excuse, argues Anderson. **"It's our responsibility to ensure that the kids of Chicago get a high-quality arts education,"** he says, and whatever their limitations, he's determined to work with schools to make sure that really happens. Adds Lorenz, **"You have to create the space in schools so kids can discover their creativity!"**



# Grantmaking Programs

The Lloyd A. Fry Foundation supports organizations with the strength and commitment to address persistent problems of urban Chicago resulting from poverty, violence, ignorance, and despair. We seek to build the capacity of individuals and the systems that serve them. Our vision is a Chicago that offers education, prosperity, and hope for all.

The Foundation focuses on programs that improve conditions for low-income, underserved communities in Chicago, and we are especially interested in efforts that will foster learning and innovation.

We award grants in four major fields: Education, Arts Education, Employment, and Health. Within these funding areas, we give priority to:

- Programs with a demonstrated record of high-quality, effective services
- Efforts to improve the quality and effectiveness of programs and services (these might include program design, evaluation or staff development efforts, among others)
- The development of innovative approaches that will contribute valuable examples, information, and knowledge to others working in the field

The Foundation also considers policy advocacy efforts that help ensure low-income communities and individuals in Chicago are treated fairly and have access to the services they need and deserve.

The Foundation is interested in investing in organizations and ideas that demonstrate exceptional potential for making a difference in one or more of the Foundation's four grantmaking areas. These projects show promise of developing new information or program innovations useful to other organizations, institutions, and policymakers. In these cases, the Foundation will consider grants which represent larger or longer-term commitments than is otherwise typical.

In all reviews of proposals, we look for strong program designs with clear expected outcomes and specific procedures for assessing and evaluating progress.

Our funding guidelines are described below. For instructions on how to apply for a grant, please see our Grant Application Procedures.

## Education

The Education Program has been a cornerstone of our grantmaking since the Fry Foundation's inception. Our interests in education focus on increasing the content knowledge of teachers, improving the quality and effectiveness of teaching in classrooms, and developing highly trained principals for service in public education. We are committed to increasing the academic achievement of low-income students in Chicago public schools. Teacher professional development, principal preparation programs, and rigorous academic enrichment programs are among the activities we fund to support this goal. The Foundation also considers grant requests for policy advocacy when the connection to academic achievement is clear.

We give priority to programs that measure improvements to academic achievement and instructional quality. The Foundation encourages proposals that include efforts to enhance the quality of programs. These efforts might include professional development for program staff, incorporating new program elements, or the development of evaluation tools, among others. While the Foundation supports programs directed at students and teachers from kindergarten through 12th grade, we give priority to programs working at the high school level.

We generally do not fund unsolicited proposals from individual schools. On occasion, the Foundation will solicit proposals from individual schools for programs that demonstrate exemplary success or a promising innovation in one of the Foundation's priority areas. In soliciting proposals from individual schools, we look for: a record of strong academic performance among students; a focus on improving academic achievement; and indicators that the work funded by the grant will contribute valuable lessons and strategies that can be adopted by other schools. After an initial year of funding, schools may be required to develop plans for making the lessons learned under the grant available to other schools.

## Arts Education

Our Arts Education funding focuses on programs for low-income Chicago children and youth that use the arts as a means to improve learning and provide life-enriching experiences. We are interested in efforts to improve the quality and expand the availability of arts education programs, especially in Chicago public schools. The Foundation considers support for arts education for students and professional development for arts educators.

We give priority to arts education programs that provide a combination of arts instruction, performance or exhibition experience, and interaction with professional artists and arts educators. We look for programs that are artistically rigorous, engage students in the creative process, and assess student learning in the arts.

We look for teacher-training programs that immerse educators in the practice and study of the arts and present teachers with innovative strategies for teaching the arts, engaging students in the creative process, and assessing student progress. We look for programs that provide ongoing support, expertise, and resources to both teachers and students.

The Foundation is also interested in proposals to convene experts to share information, facilitate discussion with arts educators, and help shape and strengthen arts education in Chicago public schools.

## Employment

Our Employment Program addresses our commitment to helping families and individuals move out of poverty. We support comprehensive job training programs that help low-income individuals improve their ability to compete for living-wage jobs and careers. We are particularly interested in supporting: vocational

training programs which are aligned with employment opportunities in critical industry sectors such as healthcare, manufacturing, and transportation; and adult education programs which integrate vocational training in order to advance low-skilled job seekers along educational and career pathways. Comprehensive job training programs which track graduates for at least six months up to a year after job placement will receive the highest priority.

We also recognize the need to improve the overall effectiveness of the workforce development system. We welcome proposals for policy advocacy efforts to improve the quality of job and education training programs and to increase access to education and training for low-income adults.

## Health

The Health Program seeks to improve access to quality care for Chicago's low-income residents. We support programs that target Chicago's underserved neighborhoods and communities with needed primary care (including medical, vision, dental, and mental health care), community outreach and disease prevention programs, and policy advocacy efforts. We give priority to research-based initiatives that: incorporate health education, early disease detection, and treatment interventions for chronic diseases (such as asthma, diabetes, HIV/AIDS, and hypertension); enroll families into government-subsidized health insurance programs (such as All Kids, FamilyCare, Medicaid, and Medicare); include strategic partnerships between a health system and community-based organizations; focus on linguistically and culturally competent programs for limited-English speaking immigrants; and improve knowledge and practice in the health field.

We will consider programs operated by nonprofit community service organizations, community health centers, hospitals, and policy advocacy organizations. Programs must demonstrate the ability to measure improvements in access to care and health status within an accessible, culturally and linguistically competent environment.

## What the Foundation Does Not Fund

In general, the Foundation does not make grants to individuals, governmental entities, or 509(a)(3) supporting organizations, although exceptions sometimes are made for publicly supported charities. We also do not provide funding for: general operating expenses for new grantees, capital projects, endowments, fundraising events, political activities, medical research, or religious purposes.

We rarely fund unsolicited proposals from organizations based outside Chicago. When exceptions are made, we look for organizations with strong local board leaders who are responsible for establishing program priorities and policies in Chicago. In addition, organizations must agree that funds awarded for Chicago-based programs remain in Chicago and are not included in calculations of funds exchanged between local and national offices.

# Grant Application Procedures

## How to Apply

The Lloyd A. Fry Foundation makes grants in the following program areas: Education, Arts Education, Employment, and Health. We make grants only to tax-exempt organizations and rarely fund organizations outside Chicago. We give priority to proposals for specific projects rather than for general operating support. In our review of proposals, we look for strong program design, clear expected outcomes, and procedures for assessing and evaluating programs.

## Letters of Inquiry

If you are seeking support for the first time or if you are a returning grantee seeking support for a new project, we highly recommend that you send us a letter of inquiry before you submit a full proposal. This would allow us to give you preliminary feedback concerning your request and its potential fit within our funding priorities. Letters of inquiry should include a brief description of the proposed project, a project budget, and other projected sources of support.

## Proposal Application Procedures

We do not use a grant application form; we accept proposals of varying length that adhere to the procedures described below. Although we accept the Chicago Area Common Grant Application form distributed by the Donors Forum of Chicago, we consider this application a supplement to, rather than a replacement for, a full proposal.

For new and renewal requests, full proposals should contain the following elements:

1. A brief history of the organization, including a general statement of its primary functions and goals.
2. A project description which includes:
  - A statement of the need to be addressed and the population to be served
  - A description of how the planned project will address the identified need
  - Clearly stated goals and objectives
  - Plans for assessing performance and monitoring progress toward program goals. Please identify at least three indicators or measures that you will track and analyze in order to: understand the effectiveness of services provided; identify program strengths or challenges; or document potential long-term impact. A discussion of progress on these indicators during the grant period (and over time, if receiving more than one grant from the Foundation) should be included in grant reports. (For further information, see Outcomes and Assessments on our website.)
  - A timeline for project activities
3. An income and expense budget for the project during the duration of the grant period. The Foundation covers reasonable and appropriate administrative expenses. These should be explained in an accompanying budget narrative.

4. An operating budget for the organization with income and expense projections that pertain to the fiscal year in which the project will take place. Include the percentage of organization income received through earned income, government sources, individual gifts, corporate and foundation grants, and other sources.

5. A list of current and projected funding sources and amounts for both the organization and the project for the fiscal year in which the project will take place.

6. A copy of the organization's most recent audited financial report.

7. A list of board members and their affiliations.

8. A list of professional staff of the organization and resumes of key personnel involved in the project. Proposals for organizational capacity-building activities that involve outside consultants should include a copy of the consultant's resume and a list of clients.

9. Racial and gender demographics of board and senior staff. Additional demographics, such as sexual orientation or disabilities, also are welcome.

10. The organization's Federal Employer Identification Number (EIN). Please note that the Foundation makes grants only to tax-exempt 501(c)(3) organizations. The Foundation rarely funds 509(a)(3) supporting organizations; exceptions sometimes are made for publicly supported charities.

11. A copy of the organization's employment hiring policy.

## Grant Reports

Returning grantees must submit a full narrative and financial report on the previous grant and these must be approved by the Foundation before a new request is considered. For agencies submitting a proposal to be reviewed one year from their last grant, the final reports will cover a ten-month period rather than a full twelve months in order to meet the materials deadline.

Proposal deadline	Board meeting	Arts Education	Education	Employment	Health
June 1	August	Proposals reviewed	Proposals reviewed	Proposals reviewed	Proposals not accepted
September 1	November	Proposals reviewed	Proposals not accepted	Proposals reviewed	Proposals reviewed
December 1	February	Proposals not accepted	Proposals reviewed	Proposals reviewed	Proposals reviewed
March 1	May	Proposals reviewed	Proposals reviewed	Proposals not accepted	Proposals reviewed

We ask that final reports and proposals be submitted under separate cover. For more information on this subject, see our Grant Reporting Requirements on our website.

## Renewal Policy

An organization which has received five consecutive years of Fry Foundation funding will be asked to take a year off in seeking support for the following twelve-month period. The Foundation recognizes that there may be unusual circumstances in which support for one additional year may be appropriate. While we wish to be flexible in recognizing the needs of our grantees, there will be few exceptions to this policy.

Following a year off, grantee organizations are welcome to apply for renewed support. These proposals will be evaluated under the Foundation's grantmaking guidelines. As with all proposals, these should target Chicago residents in financial need.

For further clarification of the Foundation's grantmaking priorities, please refer to the Grantmaking Programs section on the preceding page.

## Submission Dates and Board Meetings

The Board of Directors meets quarterly to consider requests for grants. These meetings are held in February, May, August, and November.

In each of those meetings, the Foundation will review proposals in three of the four program areas on a rotating basis; one program each cycle will not review proposals. Please see the chart below for proposal deadline dates and a schedule of proposal review cycles by program.

We must receive your proposal by 5 p.m. on the deadline date in order to review it at the corresponding board meeting. In the event that a deadline falls on a weekend or holiday, requests may be submitted by 5 p.m. on the following business day.

Proposals and letters of inquiry should be sent to:

**Ms. Unmi Song**  
*Executive Director*  
 Lloyd A. Fry Foundation  
 120 S. LaSalle Street  
 Suite 1950  
 Chicago, IL 60603-3419



# 2011 Grants & Awards



## Arts Education

**Albany Park Theater Project**  
Chicago, IL  
For theatre education activities  
\$30,000

**The Art Institute of Chicago**  
Chicago, IL  
First payment of a two-year \$60,000 grant for Thinking Experiences in the Art Museum School Partnership Program  
\$30,000

**Arts Work Fund for Organizational Development**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Fund's grant-making program  
\$25,000

**Auditorium Theatre of Roosevelt University**  
Chicago, IL  
For the ArtsXChange teacher mentorship and training program  
\$35,000

**Black Ensemble Theater**  
Chicago, IL  
For the Strengthening the School through Theater Arts program  
\$30,000

**Changing Worlds**  
Chicago, IL  
Second payment of a two-year \$44,000 grant for the Literacy and Cultural Connections Demonstration Project  
\$22,000

**Chicago Arts Partnerships in Education**  
Chicago, IL  
For the Improving Assessment of Student Learning in the Arts project  
\$40,000

**Chicago Children's Choir**  
Chicago, IL  
First payment of a two-year \$110,000 grant for the Neighborhood Choir Program and for planning a professional development program for CPS music teachers  
\$45,000

**The Chicago Community Trust**  
Chicago, IL  
Second payment of a two-year \$100,000 grant for the Chicago Arts Learning Initiative  
\$50,000

**Chicago Dramatists**  
Chicago, IL  
First payment of a two-year \$60,000 grant for playwright residencies in Chicago public schools  
\$30,000

**Chicago Jazz Philharmonic**  
Chicago, IL  
For the Jazz Alive music education program in the Chicago public schools  
\$20,000

**Chicago Symphony Orchestra**  
Chicago, IL  
Second payment of a two-year \$90,000 grant for the Music Activity Partnership (MAP) Program  
\$45,000

**Columbia College Chicago**  
Chicago, IL  
\$75,000 for the Teaching Artist Development Studio and \$25,000 for the Picture Me program of the Museum of Contemporary Photography  
\$100,000

**Free Street Programs**  
Chicago, IL  
For the Youth Performance Ensemble  
\$30,000

**Hubbard Street Dance Chicago**  
Chicago, IL  
Second payment of a two-year \$90,000 grant for Movement as Partnership program  
\$45,000

**Illinois Arts Alliance Foundation**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the Arts Education Providers Network  
\$35,000

**Joffrey Ballet**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Middle School Dance Clubs  
\$30,000

**Lifeline Theatre**  
Chicago, IL  
First payment of a two-year \$40,000 grant for arts residencies in Chicago public elementary schools  
\$20,000

**Lookingglass Theatre Company**  
Chicago, IL  
For the Education and Community Programs in Chicago public schools  
\$25,000

**Luna Negra Dance Theater**  
Chicago, IL  
For support of a dance education program in Chicago public schools  
\$25,000

**Lyric Opera of Chicago**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the OperaKids program  
\$25,000

**Marwen Foundation**  
Chicago, IL  
Second payment of a two-year \$80,000 grant for the Marwen Institute  
\$40,000

**Merit School of Music**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the design and implementation of a new music education program model  
\$35,000

**Muntu Dance Theatre of Chicago**  
Chicago, IL  
For the Arts for Community Empowerment programs and teaching artist training  
\$25,000

**National Museum of Mexican Art**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for Teacher Development Programs  
\$30,000

**Northeastern Illinois University**  
Chicago, IL  
For the Chicago Teachers' Center Studio Habits teacher professional development project  
\$40,000

**Northwestern University Settlement Association**  
Chicago, IL  
For the Adventure Stage Chicago Neighborhood Bridges program  
\$35,000

**The People's Music School**  
Chicago, IL  
For the YOURS Project, a youth orchestra program  
\$50,000

**Pros Arts Studio**  
Chicago, IL  
Second payment of a two-year \$40,000 grant for Project Five, an arts residency program  
\$20,000

**Puerto Rican Arts Alliance**  
Chicago, IL  
In support of Cuatro and Spanish Guitar instruction and development of teaching artist training  
\$25,000

**Snow City Arts Foundation**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for arts education programs  
\$25,000

**Steppenwolf Theatre Company**  
Chicago, IL  
For the Steppenwolf for Young Adults teacher professional development program  
\$20,000

**The Suzuki-Orff School for Young Musicians**  
Chicago, IL  
Second payment of a two-year \$40,000 grant for the Clap, Sing and Read Program  
\$20,000

**Urban Gateways**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Teaching Artist Mentorship Initiative  
\$30,000

**Young Chicago Authors**  
Chicago, IL  
For the Englewood Initiative education program and the Creative Writing Teachers Collective  
\$30,000

## Education

**Academy for Urban School Leadership**  
Chicago, IL  
First payment of a two-year \$150,000 grant for the Urban Teaching Residency Program  
\$75,000

**Ada S. McKinley Community Services, Inc.**  
Chicago, IL  
Second payment of a two-year \$36,000 grant for the Talent Search College Preparation and Placement Program  
\$18,000

**Albany Park Neighborhood Council**  
Chicago, IL  
Second payment of a two-year \$40,000 grant for the Greater Albany Park Education Coalition  
\$20,000

**Alternative Schools Network**  
Chicago, IL  
Second payment of a two-year \$55,000 grant for the Praxis Project  
\$27,500

**The Associated Colleges of Illinois**  
Chicago, IL  
For the Center for Success in High-Need Schools' teacher retention initiatives  
\$20,000

**Association of Illinois Middle-Grades Schools**  
Normal, IL  
First payment of a two-year \$95,000 grant for the Chicago School Transformation Network  
\$47,500

**Big Shoulders Fund**  
Chicago, IL  
Second payment of a two-year \$250,000 grant for the Extended Day Program  
\$125,000

**Boundless Readers**  
Chicago, IL  
Second payment of a two-year \$160,000 grant for support of the Building Exemplary Schools through Teams (B.E.S.T.): Study Groups  
\$80,000

**Business and Professional People for the Public Interest**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the Partnership for Instructional Leadership Project  
\$35,000

**Chapin Hall Center for Children**  
Chicago, IL  
First payment of a two-year \$50,500 grant for a study of career and technical education reform in Chicago's public schools  
\$25,250

**Chicago Academy of Sciences**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Science on the Go education program  
\$25,000

**Chicago Foundation for Education**  
Chicago, IL  
First payment of a two-year \$80,000 grant for the Grants for Teacher Study Group Program and the Teacher Network Leadership Institute  
\$40,000

**Chicago Horticultural Society**  
Glencoe, IL  
Second payment of a two-year \$50,000 grant for the Science First and College First Programs  
\$25,000

**Chicago Metro History Education Center**  
Chicago, IL  
First payment of a two-year \$60,000 grant for the Historical Inquiry Project  
\$30,000

**Chicago Pre-College Science and Engineering Program**  
Chicago, IL  
For the Science, Engineering and Technology for Students, Educators and Parents (SETSEP) program  
\$30,000

**The Chicago Public Education Fund**  
Chicago, IL  
For Fund III-Teacher and School Leader Development  
\$75,000

**Chicago Youth Programs**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Teen Career and Teen Tutoring Programs  
\$25,000

**Chicago Zoological Society**  
Brookfield, IL  
First payment of a two-year \$50,000 grant for establishing training centers as part of the Levels of Engagement Program  
\$25,000

**Christopher House**  
Chicago, IL  
For the Youth Leadership Program  
\$15,000

**Communities in Schools of Chicago**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Agency Impact Initiative  
\$25,000

**Designs for Change**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Aiding Local School Councils Project  
\$30,000

**Epic Academy**  
Chicago, IL  
To develop a school-wide writing program with corresponding professional development  
\$25,000

**Facing History and Ourselves**  
Chicago, IL  
First payment of a two-year \$60,000 grant for professional development for Chicago teachers  
\$30,000

**Golden Apple Foundation**  
Chicago, IL  
For the Inquiry Science Institute  
\$20,000

**High Jump**  
Chicago, IL  
For general operating support  
\$50,000

**Logan Square Neighborhood Association**  
Chicago, IL  
Second payment of a two-year \$56,100 grant for the Parent Tutor Program and the creation of a Tutor Resource Booklet  
\$25,000

**Loyola University Chicago**  
Chicago, IL  
For the Center for Science and Math Education to continue evaluation of SEPUP curriculum  
\$36,000

**Mikva Challenge**  
Chicago, IL  
Second payment of a two-year \$54,000 grant for the Civic Educator Network Action Civics Course Evaluation  
\$27,000

**Museum of Science and Industry**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Teacher Professional Development Series  
\$25,000

**Namaste Charter School**  
Chicago, IL  
First payment of a two-year \$50,000 grant for the Goal-Driven Coaching and Support Model  
\$25,000

**New Leaders for New Schools**  
Chicago, IL  
Second payment of a two-year \$160,000 grant for the High School Aspiring Principals Program  
\$80,000

**New Teacher Center**  
Santa Cruz, CA  
Second payment of a two-year \$160,000 grant for the Improving New Teacher Effectiveness in Chicago Public Schools project  
\$80,000

**Noble Network of Charter Schools**  
Chicago, IL  
Second payment of a two-year \$140,000 grant for the Curriculum and Assessment program  
\$70,000

**The Oriental Institute Museum**  
Chicago, IL  
First payment of a two-year \$95,200 grant for the ArcGIS Cross-Curricular Education for Sixth Grade Students Program (ACCESS)  
\$47,600

**Public Interest Projects**  
New York, NY  
For the Grow Your Own program  
\$20,000

**Reading In Motion**  
Chicago, IL  
Second payment of a two-year \$90,000 grant for the Benchmarks Initiative  
\$45,000

**John G. Shedd Aquarium**  
Chicago, IL  
First payment of a two-year \$50,000 grant for the Shedd Navigators program  
\$25,000

**St. Ignatius College Prep**  
Chicago, IL  
For the Higher Achievement Program  
\$25,000

**Target Hope, Inc.**  
Matteson, IL  
For the Academic Achievement and College Readiness Program  
\$50,000

**Teach For America Chicago**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for general operating support  
\$35,000

**Umoja Student Development Corporation**  
Chicago, IL  
Second payment of a two-year \$76,000 grant for college prep programming at Manley Career Academy  
\$38,000

**The University of Chicago**  
Chicago, IL  
For the Network for College Success principal coaching and Network activities  
\$75,000

**The University of Chicago Urban Education Institute**  
Chicago, IL  
First payment of a two-year \$250,000 grant for general operating support for math and science teacher training and 5 Essentials support survey  
\$125,000

**University of Illinois at Urbana-Champaign**  
Champaign, IL  
For the P-20 Council to recommend improvements for teacher preparation programs in Illinois  
\$45,000



**University of Illinois-Chicago Center for School Leadership-College of Education**  
Chicago, IL  
First payment of a two-year \$160,000 grant for the High School Principals' Network  
\$80,000

**US Empowered**  
Chicago, IL  
For a college preparation program for students in their junior and senior years of high school  
\$31,444

**Working in the Schools**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Power Lunch Program  
\$25,000

## Employment

**Asian Human Services, Inc.**  
Chicago, IL  
For the Literacy Education for Adults and Families (LEAF) Program  
\$28,000

**Association House of Chicago**  
Chicago, IL  
First payment of a two-year \$70,000 grant for the English as a Second Language (ESL) Program  
\$35,000

**Breaking Ground**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the Green Deconstruction Transitional Jobs Program  
\$35,000

**Cara Program**  
Chicago, IL  
Second payment of a two-year \$100,000 grant for general operating support  
\$50,000

First payment of a two-year \$150,000 grant for the start-up of Cleanslate Property Services. This is an exceptional opportunity to support a collaboration between the Cara Program and Mercy Housing Lakefront to expand job training.  
\$75,000

**Career Advancement Network, Inc.**  
Chicago, IL  
For the Career Passport Program  
\$25,000

**Casa Central**  
Chicago, IL  
First payment of a two-year \$60,000 grant for the Early Intervention Certified Nursing Assistant Training Program  
\$30,000

**Chicago City-Wide Literacy Coalition**  
Chicago, IL  
Second payment of a two-year \$80,000 grant for the Community Literacy Planning Project  
\$40,000



**Chicago Commons**  
Chicago, IL  
For the Vocational Adult Basic Education and English as a Second Language programs  
\$35,000

**Chicago House and Social Service Agency**  
Chicago, IL  
First payment of a two-year \$70,000 grant for the iFOUR Employment Program  
\$35,000

**Chicago Jobs Council**  
Chicago, IL  
For the City-Wide Workforce Development Advocacy project  
\$70,000

**The Chicago Lighthouse for People Who are Blind or Visually Impaired**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the Employment Services Programs  
\$25,000

**Erie Neighborhood House**  
Chicago, IL  
First payment of a two-year \$60,000 grant for the Pathways to Success bridge training program  
\$30,000

To support planning for the development of the Allied Health Career Network, a collaborative job training initiative between Erie Neighborhood House, Association House, Chicago Commons, Casa Central, and the National Latino Education Institute  
\$50,000

**Ethiopian Community Association of Chicago, Inc.**  
Chicago, IL  
First payment of a two-year \$50,000 grant for the Community Employment Program  
\$25,000

**Goldie's Place**  
Chicago, IL  
For the Employment Assistance and Supportive Services Program  
\$20,000

**Greater Chicago Food Depository**  
Chicago, IL  
Second payment of a two-year \$63,000 grant for the Chicago's Community Kitchens Program  
\$31,500

**Greater West Town Community Development Project**  
Chicago, IL  
For the Vocational Job Training and Placement Programs  
\$50,000

**Howard Area Community Center**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Adult Education Program  
\$30,000

**I.c.stars**  
Chicago, IL  
To expand the information technology and leadership training program  
\$60,000

**Illinois Coalition for Immigrant and Refugee Rights**  
Chicago, IL  
To conduct an assessment of integrated education and training programs for English language learners  
\$40,000

**Indo-American Center**  
Chicago, IL  
For the English as a Second Language Literacy Program  
\$25,000

**Jane Addams Resource Corporation**  
Chicago, IL  
First payment of a two-year \$70,000 grant for the Welding Fast Track program  
\$35,000

**Jewish Vocational Service and Employment Center**  
Chicago, IL  
For the Vocational English as a Second Language (VESL) Healthcare Bridge Program  
\$25,000

**Latino Union of Chicago**  
Chicago, IL  
For the Day Laborer Program at the Albany Park Workers' Center  
\$25,000

**Local Economic and Employment Development Council**  
Chicago, IL  
First payment of a two-year \$60,000 grant for the Workforce Development programs  
\$30,000

**North Lawndale Employment Network**  
Chicago, IL  
Second payment of a two-year \$50,000 grant for the U-Turn Permitted and Sweet Beginnings job training programs  
\$25,000

**OAI, Inc.**  
Chicago, IL  
First payment of a two-year \$70,000 grant for Pre-employment Education and Training (PEET) Programs  
\$35,000

**Poder Learning Center**  
Chicago, IL  
Second payment of a two-year \$40,000 grant for English as a Second Language and Computer Training Programs  
\$20,000

**Project Match**  
Chicago, IL  
For research and development of financial counseling assessment tools  
\$85,000

**Public/Private Ventures**  
Philadelphia, PA  
For the Chicago Workforce Development Performance Improvement Collaborative  
\$100,000

**Restaurant Opportunities Center United**  
New York, NY  
Second payment of a two-year \$70,000 grant for the ROC-Chicago Advanced Restaurant Worker Training program  
\$35,000

**Upwardly Global**  
Chicago, IL  
First payment of a two-year \$70,000 grant for the Job Seeker Services Program  
\$35,000

**Women Employed**  
Chicago, IL  
Second payment of a two-year \$76,000 grant for the Clear Connections Project  
\$38,000

**Year Up—Chicago**  
Chicago, IL  
First payment of a two-year \$80,000 grant for expanding the job training for young adults program to Chicago  
\$40,000

**YMCA of Metropolitan Chicago**  
Chicago, IL  
For the Next Step adult education program  
\$30,000

## Health

**AIDS Foundation of Chicago**  
Chicago, IL  
To conduct a longitudinal evaluation of a new screening tool to improve treatment coordination for AIDS patients  
\$25,000

**Better Existence with HIV**  
Chicago, IL  
For the HIV Prevention program  
\$15,000



**Center On Halsted**  
Chicago, IL  
For mental health services for low-income lesbian, gay, bisexual and transgender persons  
\$25,000

**Centro Comunitario Juan Diego**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Community Health Promoters program  
\$30,000

**Centro de Salud Esperanza**  
Chicago, IL  
First payment of a two-year \$80,000 grant for the Pediatric Medical Home Care Coordination program  
\$40,000

**Chicago Children's Advocacy Center**  
Chicago, IL  
Second payment of a two-year \$150,000 grant for the Network of Treatment Providers for Child Sexual Abuse Collaborative Project  
\$75,000

**Chicago Family Health Center**  
Chicago, IL  
To develop a pilot integration model for medical and dental services for pregnant women  
\$30,000

**Children's Home & Aid**  
Chicago, IL  
First payment of a two-year \$140,000 grant for the School-Based Mental Health Program  
\$70,000

First payment of a two-year \$113,026 grant for a collaborative project for three mental health organizations—Children's Home & Aid, Lutheran Social Services, and YWCA Rise Counseling Center—to develop new evaluation tools for assessing improvements in family functioning  
\$56,513

**CommunityHealth**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the Volunteer Services Program  
\$35,000

**Erie Family Health Center**  
Chicago, IL  
First payment of a two-year \$100,000 grant for oral health programs at Erie Dental Health Centers in Albany Park and Humboldt Park  
\$50,000

**Facing Forward to End Homelessness**  
Chicago, IL  
For the Housing First Healthcare Program  
\$20,000

**Health & Disability Advocates**  
Chicago, IL  
Second payment of a two-year \$80,000 grant for the Chicago Partnership for Children Program  
\$40,000

**Healthy Schools Campaign**  
Chicago, IL  
For the Chicago Partnership for Healthy Schools program  
\$18,000

**Heartland International Health Center**  
Chicago, IL  
First payment of a two-year \$200,000 grant for Dental Care Services at Senn and Roosevelt High Schools and Hibbard Elementary and at two community clinics  
\$100,000

**Howard Brown Health Center**  
Chicago, IL  
Second payment of a two-year \$72,000 grant to provide primary medical care to uninsured clients  
\$36,000

**Illinois College of Optometry**  
Chicago, IL  
First payment of a two-year \$200,000 grant for the Vision of Hope Health Alliance Community-Based Eye Care Coalition  
\$100,000

**Infant Welfare Society of Chicago**  
Chicago, IL  
Second payment of a two-year \$100,000 grant for the Pediatric Dental Clinic  
\$50,000

**Juvenile Protective Association**  
Chicago, IL  
Second payment of a two-year \$70,000 grant for the Treatment and Counseling Program  
\$35,000

**Lawndale Christian Health Center**  
Chicago, IL  
For the Patient Visit Transformation: A collaborative learning project for eight safety net providers—Lawndale Christian, Erie Family Health, Alivio Medical Center, Esperanza de Salud, PCC Wellness Center, Chicago Family, Mt. Sinai Hospital, and the Illinois College of Optometry—to improve clinic efficiencies (such as no-show rates and patient visit cycle-times)  
\$130,000

**Lutheran Social Services of Illinois**  
Des Plaines, IL  
First payment of a two-year \$80,000 grant for children and adolescent counseling services  
\$40,000

**Mobile C.A.R.E. Foundation**  
Chicago, IL  
First payment of a two-year \$90,000 grant for the Comprehensive Asthma Management Program (CAMP)  
\$45,000

**Mount Sinai Hospital Medical Center**  
Chicago, IL  
For Project Advantage, a program to improve screening, treatment and follow-up for children with developmental delays  
\$45,000

**The Night Ministry**  
Chicago, IL  
For the Outreach and Health Ministry Program and a new evaluation model  
\$40,000

**PCC Community Wellness Center**  
Oak Park, IL  
For the Maternal and Child Health Services Program  
\$50,000

**Respiratory Health Association of Metropolitan Chicago**  
Chicago, IL  
First payment of a two-year \$60,000 grant for the Addressing Asthma in Englewood Project (AAEP)  
\$30,000

**Saint Anthony Hospital Foundation**  
Chicago, IL  
For implementing systematic protocols to improve health outcomes among adults with diabetes  
\$30,000

**Sargent Shriver National Center on Poverty Law**  
Chicago, IL  
Second payment of a two-year \$90,000 grant for the Let's Get It Right! Program  
\$45,000

**Sinai Urban Health Institute**  
Chicago, IL  
First payment of a two-year \$200,000 grant for research and evaluation of Community Health Worker programs in Chicago health care institutions  
\$100,000

**South Side Help Center**  
Chicago, IL  
For the Women's Collaborative of Greater Chicago  
\$20,000

**St. Bernard Hospital and Health Care Center**  
Chicago, IL  
For the Dental Center and oral health care program  
\$40,000

**Teen Living Programs**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Whole Health program  
\$30,000

**Test Positive Aware Network**  
Chicago, IL  
First payment of a two-year \$50,000 grant for the Total Care Portal: an integration model for HIV/AIDS prevention and management  
\$25,000

**Trilogy, Inc.**  
Chicago, IL  
For the Integrated Healthcare Program  
\$20,000



**The University of Chicago Medical Center**  
Chicago, IL  
Second payment of a two-year \$60,000 grant for the Pediatric Mobile Care Program  
\$30,000

**White Crane Wellness Center**  
Chicago, IL  
For the Holistic Health Outreach Initiative  
\$25,000

**The Women's Treatment Center**  
Chicago, IL  
First payment of a two-year \$70,000 grant for the Pediatric Nurse program  
\$30,000

**YWCA of Metropolitan Chicago**  
Chicago, IL  
For the RISE Children's Counseling Center  
\$35,000

## Membership and Program Discretionary

**Asian Americans / Pacific Islanders in Philanthropy**  
San Francisco, CA  
Membership grant  
\$2,500

**Chicago Children's Choir**  
Chicago, IL  
For the Neighborhood Choirs  
\$1,000

**Chicago Council on Global Affairs**  
Chicago, IL  
For the President's Circle membership  
\$250

**Chicago Symphony Orchestra**  
Chicago, IL  
To present the second biannual Chicago Youth in Music Festival  
\$10,000

**Children's Home & Aid**  
Chicago, IL  
To hold a summit of Englewood area providers to develop strategies on how to coordinate service delivery in the area  
\$5,000

**Chinese American Service League**  
Chicago, IL  
For a feasibility study for CASL to launch a social enterprise  
\$5,000

**Columbia College Chicago**  
Chicago, IL  
For the Center for Community Arts Partnerships to support a convening and consultation on strategies to build the skills of teaching artists working in Chicago public schools  
\$1,000

**Council on Foundations, Inc.**  
Arlington, VA  
Membership grant  
\$19,030

**Donors Forum**  
Chicago, IL  
Membership grant  
\$15,577

For the Diversity Taskforce and general operations  
\$4,000

For Chicago African Americans in Philanthropy for the 8th Annual Handy L. Lindsey Award and Lecture  
\$2,000

**Enlace Chicago**  
Chicago, IL  
To conduct public education on state and local redistricting efforts  
\$1,500

**Grantmakers Concerned with Immigrants and Refugees**  
Sebastopol, CA  
Membership grant  
\$2,000

**Grantmakers for Education**  
Portland, OR  
Membership grant  
\$1,500

**Grantmakers for Effective Organizations**  
Washington, DC  
Membership grant  
\$1,487

**Grantmakers in Health**  
Washington, DC  
Membership grant  
\$2,500

**Grantmakers in the Arts**  
Seattle, WA  
Membership grant  
\$315

**Health & Disability Advocates**  
Chicago, IL  
To produce Illinois-specific data on the impact of the health insurance expansions in the Affordable Care Act  
\$1,500

**HealthConnect One**  
Chicago, IL  
For the strategic planning process to develop strategies on building Community Health Workers infrastructure  
\$10,000

**Hubbard Street Dance Chicago**  
Chicago, IL  
For the compilation and distribution of the Movement as Partnership Evaluation Study  
\$7,000

**Hyde Park Art Center**  
Chicago, IL  
To begin implementation of its strategic plan for its arts education programs in CPS schools  
\$10,000

**Illinois Campaign for Political Reform**  
Chicago, IL  
For the Young Leaders in Public Interest Seminar Series  
\$500

**Illinois Network of Charter Schools**  
Chicago, IL  
For the 2011 Statewide Conference for Charter Schools  
\$5,000

**Illinois Partners for Human Service**  
Chicago, IL  
\$5,000 to conduct research on outcomes-based budgeting for state governments and \$5,000 for general support  
\$10,000

**Independent Sector**  
Washington, DC  
For the 2011 Annual Conference  
\$10,000

Membership grant  
\$8,000

**Lawndale Christian Health Center**  
Chicago, IL  
For a convening of Chicago area community health centers to discuss

how to establish a learning collaborative to address the common operational problems through effective and creative solutions  
\$2,000

**Museum of Science and Industry**  
Chicago, IL  
To host the public forum "Museums, Public Education, and Reform"  
\$2,500

**Sargent Shriver National Center on Poverty Law**  
Chicago, IL  
For the "Starting Strong: Implementation of the Affordable Care Act in Illinois" planning process  
\$5,000

## Special Purposes

**The Back Office Cooperative**  
Chicago, IL  
Second payment of a two-year \$100,000 grant for general operating support  
\$50,000

**Center for Tax and Budget Accountability**  
Chicago, IL  
To convene Fry Foundation grantees around state fiscal issues  
\$50,000

**Dominican University**  
River Forest, IL  
Second payment of a three-year \$150,000 grant for the Mary Jane and M. James Termond Scholarship Fund, in honor of M. James Termond, a distinguished member of the Foundation's Board of Directors for more than 20 years  
\$50,000

**Public Allies, Inc.**  
Chicago, IL  
For the 2nd Year Ally Fellowship Program  
\$25,000

**Taproot Foundation**  
San Francisco, CA  
For the Service Grants Program  
\$60,000

**WTTW11**  
Chicago, IL  
Second payment of a two-year \$100,000 grant for Chicago Tonight  
\$50,000

## World Relief

**CARE, Inc.**  
Chicago, IL  
Fourth payment of a four-year \$500,000 grant for the Myanmar Cyclone Response Fund  
\$125,000

**Children's Health Fund**  
New York, NY  
For the Plaquemines Parish Initiative to provide medical care to children impacted by the Gulf oil spill  
\$25,000

**Doctors Without Borders/Medecins Sans Frontieres**  
New York, NY  
For the Emergency Relief Fund  
\$50,000

**Mary Queen of Vietnam Community Development Corporation, Inc.**  
New Orleans, LA  
To support health and translation services in response to the Gulf oil spill  
\$25,000

**Second Harvest Food Bank of Greater New Orleans and Acadiana**  
New Orleans, LA  
For food assistance needed as a result of the Gulf oil spill  
\$25,000

**Other Grants**  
Grants made to 107 organizations upon the recommendation of the Board of Directors, the Fry Family and the employee matching gifts program  
\$722,770





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