

LLOYD A. FRY FOUNDATION

A photograph of two young boys sitting on a school floor. The boy on the left is wearing an orange long-sleeved shirt and is looking towards the right, with his hand near his head. The boy on the right is wearing a blue zip-up hoodie and blue jeans, looking back at the first boy. In the background, other children are visible, some in pink shirts, in what appears to be a school hallway or gymnasium.

2015 Annual Report

At the Lloyd A. Fry Foundation, we have seen that ongoing assessment of program outcomes is most meaningful when its findings are used to inform decisions and strengthen a program's work. This year's annual report highlights grantees that have used data to make significant changes to the structure of their programs and, in doing so, are improving the lives of low-income people in Chicago. By sharing their stories, we aim to encourage and support others who join us in tackling the persistent problems of urban Chicago.

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.

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From the Chairman

What we do is not easy. And it is getting harder. Ten years ago, we had more neighborhood public schools in Chicago than we do today, and they were better funded. Hospitals serving Medicaid patients were usually paid within 30 days; today the wait time for payment is more than 80 days and climbing due to the state budget impasse; real patients are at risk because some hospitals are in danger of closing. The State of Illinois had a structural deficit ten years ago, but the budget shortfall was around \$3 billion before what Fred Giertz then called “illusory strategies” to fill the budget gap. This year the comparable number appears to have doubled, our state has no legislatively approved budget at this writing, and we are running out of one-time revenue sources to meet ongoing expenditure demands.

So what is our foundation to do? We are committed to support programs that improve conditions for low-income, underserved communities in Chicago. Governments have proven to be uncertain sources of support. We have significant but nonetheless limited resources. There are no easy answers. There are no clear solutions. We can only do the best we can, every day, in all that we do.

We are wonderfully fortunate to have a fine board and a supremely talented staff. Unmi Song, our President, has been with us for all the last decade, and she is our rock. She guides us in all our most difficult decisions—often involving allocation issues: Where should we spend the grantmaking assets we have? And with an excellent administrative staff, she makes everything work. Soo Na, our Senior Program Officer and health expert, has led us to a coherent and thoughtfully focused program, nurturing medical home models of care and fostering collaborations across our city. Jennifer Miller Rehfeldt, our employment program

officer, is new to us but wise to the employment picture in our city; she inherits a carefully targeted program for which we are indebted to her predecessors, Sharon Bush and Oswaldo Alvarez. Marcia Festen, a consultant who leads our arts learning program, has experience, judgment and a wonderful sense of all that is happening in our city, and she inherits a fine program of which Sydney Sidwell was a principal architect.

Our education funding has been designed largely to support programs in CPS. Since we cannot now be certain even what the near future will bring to CPS students, we find it difficult to know where best to devote our education funds. We believe that good leadership at the school level will always be critical, so we support training programs for future principals. We support professional development for classroom teachers because good classroom teaching is always important, and we support a few rigorous academic enrichment programs because we feel we must—there are so few opportunities for some students.

Because we believe that diversity is important to all the structures of our society, we support diversity every place we can.

I am proud of our alumni, former foundation program staff, who are now doing important work all over the country supporting the same goals we support. This group notably includes Sharon, Oswaldo, Sydney, Ernest Vasseur and a host of others.

We just have to keep trying to do the absolute best we can, every day, in all that we do.

Howard M. McCue III



From the President

They refused to settle for good enough. That is true of each of the four grantees highlighted in this year’s annual report. They had good programs, considered among the best in the city. Yet, they continued to improve the services they provide to low-income students and families throughout Chicago.

The **Academy for Urban School Leadership (AUSL)** revitalizes struggling Chicago public schools, in part by training those schools’ teachers. But AUSL came to realize that strong teachers needed to work in tandem with principals. So it transformed the way it supports its principals—with an approach just as deliberate as the one it uses for its teachers—providing them with the individualized assistance they need to be strong school leaders. The principals benefit, and so do their students.

A few years ago, **Access Community Health Network** set out to improve the way it provides care to 175,000 mostly low-income Chicagoans. Faced with delays when scheduling a clinic appointment or waiting to see a doctor, patients too often did not seek care or did not show up for their appointments. So Access streamlined its scheduling system and other operations to be more responsive to patients. Now its patients spend less time waiting for care and more time actually getting it.

For the past three decades, the **Jane Addams Resource Corporation (JARC)** has trained workers for long-term, living-wage careers in the manufacturing sector. It achieved that by constantly listening to and adjusting to the needs of both employers and employees. It continues to monitor the workforce requirements of manufacturing companies and to develop new programs to teach those specialized skills that enable its job seekers to be competitive.

Lyric Opera of Chicago analyzed the strengths and challenges of its programs that were working in Chicago public schools. To deepen the arts experience for students, Lyric increased the amount of time its teaching artists spend with students, and it introduced a creative element where students devise and perform their own piece of operatic theater. Based on the success of this experience, Lyric is now expanding and enriching its program in high schools, and as part of the process, changing the way it works with schools, in order to collaborate more closely with the classroom teachers and to be a more valuable resource in the school.

I invite you to learn more in the pages that follow about the persistence and dedication to improving that is at the heart of all four groups.

This past year, we celebrated the retirement of a beloved board member, David A. Donovan. Dave served the Foundation tirelessly for over fifteen years. Many of you may have met him; he loved site visits! He remains connected to the Foundation as a director emeritus and we expect to continue to see him regularly. We also welcomed Jennifer Miller Rehfeldt to our Employment program. She joins us with extensive program experience from Inspiration Corporation, and she has already jumped quickly into the work of the Foundation. We are fortunate to have her on our team.

Unmi Song





Education

Academy for Urban School Leadership

Spanish is the first language for the vast majority of students at Solorio Academy High School. They can speak and read English, but are not yet proficient in the language. To boost their English language literacy skills, the Southwest Side school improved its teachers' skills and acquired instructional materials that meet these students' language learning needs.



The Fry Foundation's Education program is committed to increasing the academic achievement of low-income students in Chicago public schools. One of the ways it does so is by focusing on development for school principals. Principals play a key role in increasing the academic achievement of low-income students in Chicago public schools. For AUSL schools, this leadership development is key to successfully turning around low-performing schools. AUSL is the district partner for turnaround schools, the lowest performing schools across the district. The AUSL model involves placing highly effective principals and assistant principals who have the ability to support and guide teachers, parents, and students through the turnaround process.

“The Fry Foundation has been a strong voice in advocating for and understanding the importance of principal quality and the efforts needed to help develop and continually improve school leadership.”

Donald Feinsten, Ph.D., Executive Director, AUSL



Victor Iturralde, Solorio’s principal, says he wouldn’t have been as equipped to grasp the challenges facing English-language learners and their teachers—or as capable of addressing them—if not for a major shift in the way that the Academy for Urban School Leadership (AUSL) supports its principals.

Since 2001, AUSL has taken struggling Chicago public schools and turned them around by giving them new principals, teachers and curricula. Before working in an AUSL school, most teachers go through a year-long training program. “We create schools of excellence by developing highly effective teachers and transforming educational outcomes for high-poverty students in the lowest performing schools,” said Donald Feinstein, Ph.D., Executive Director.

But as AUSL grew from one to 32 schools, including Solorio, the organization found that to get its teachers and students to do even better, AUSL had to do more for its principals. With the support of the Fry Foundation, which helps bolster the academic achievement of low-income students in Chicago public schools, AUSL set out to change the way it develops its principals—to coach them just as intentionally as it trains its teachers.

“Historically, many urban school districts develop their teachers and just look at principals as a compliance agent. We look at our principals as transformational leaders,” said Dr. Feinstein. “We understand that you can’t have a well-run school without having a quality school leader.”

In the past, all 32 of AUSL’s principals reported to one director and met monthly as one large group. But that didn’t provide the targeted, personalized support each principal needed. Now, rather than meeting as one big assembly, five smaller groups of principals get together every month. At each meeting, one principal presents a problem his or her school is facing, such as needing to strengthen the curriculum, trying to improve student attendance or addressing diverse learners’ needs. The other principals step inside the host school’s classrooms and record their observations. Together, the schools’ leaders discuss potential solutions.

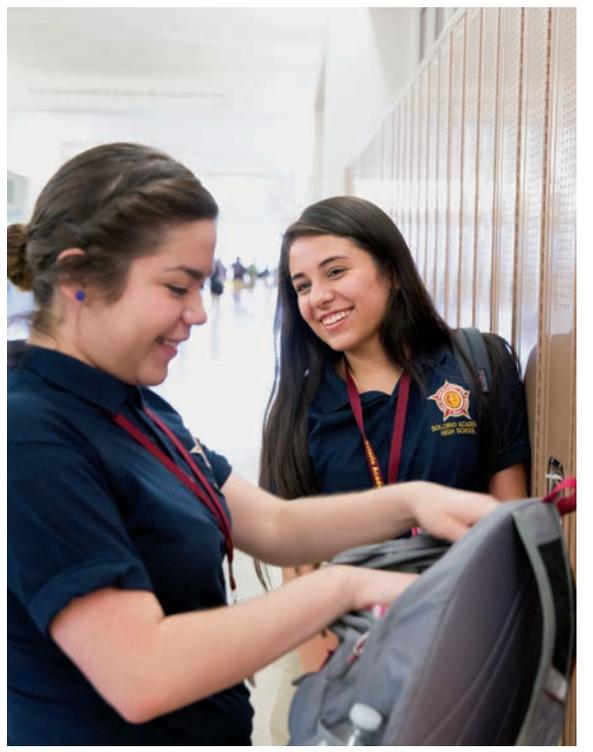
It’s not just the principals who engage in this learning process. They’re joined by AUSL’s data analysts, educational coaches, and the Director of School Leadership, who oversees each group of principals and helps to ensure that the many conversations turn into action. “We’ve created a learning community where we

share best practices,” said Amy Rome, Director of School Leadership.

As Mr. Iturralde and his colleagues delved into the issue of Solorio’s English-language learners, he identified the most pressing problems. Out of all subject areas, his students scored lowest in English and reading. Many of his teachers weren’t sufficiently trained in teaching language skills.

Mr. Iturralde and his Director of School Leadership decided on a plan of action. He brought on a bilingual AUSL coach to train his teachers, and their teachers in training, on instructing English-language learners. For instance, rather than translating everything into Spanish, the instructors now converse with students in English. Mr. Iturralde also secured reading materials specifically designed to shore up his pupils’ reading skills.

“AUSL has been extremely important in my development as a principal because of the individualized support that I receive,” said Mr. Iturralde. Moreover, AUSL’s new emphasis on creating better principals means creating better student outcomes—which is, after all, its primary objective, said Dr. Feinstein. “All of our students, regardless of their zip code or their circumstances, deserve a quality education,” he said.



Students at Solorio High School participate in discussions in art, English and geography classes. A representative from AUSL gets a tour of the school from Principal Iturralde and his assistant.



Arts Learning

Lyric Opera of Chicago

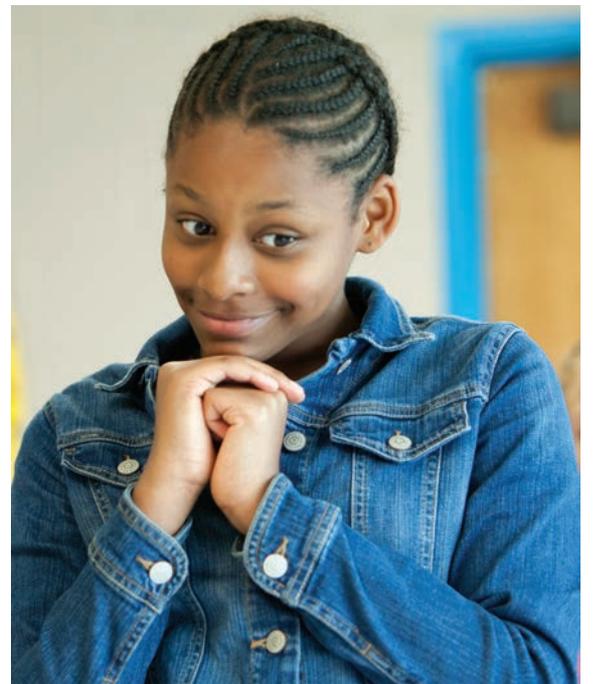
At first, it was clear the elementary school student in the Logan Square classroom had no interest in learning anything about opera. Yet over the course of Lyric Opera of Chicago's residency program, the student became increasingly more engaged, recalled Lyric teaching artist Elise LaBarge. By the end of the program a few months later, "he was the one standing right next to the piano, singing at the top of his lungs," said Ms. LaBarge.



School residency programs such as Lyric Opera of Chicago's Opera Residencies for Schools work in partnership with classroom teachers to bring teaching artists into the classroom, giving students an opportunity to learn about and create opera—an art form not typically available in schools. Research consistently shows that when students study the arts, they develop their abilities to be creative, build theories, solve complex problems and assess their own work. Lyric Opera embodies the Fry Foundation's interest in arts learning programs that demonstrate an interest in ongoing program improvements and are continually looking for new ways to provide more rigorous and engaging arts learning experiences. Programs funded by the Fry Foundation have clear learning goals and a well-defined curriculum for student learning; assess student learning and report on student outcomes; and use skilled and experienced instructors.

“The Fry Foundation has always been very open to supporting and learning about our residency program, the new directions in which we’re taking it and why we’re going in those directions. The foundation enables and encourages us to keep moving forward.”

Mark Riggleman, Director of Education, Lyric Opera of Chicago



Students at Andrew Jackson Language Academy and Coleman Elementary school in Chicago rehearse for upcoming performances with professional teaching artists Juliet Petrus and Elise LaBarge.





Lyric has seen innumerable success stories like this one—a testament to the impact its residency program has had on low-income students in the Chicago Public Schools system who may otherwise have limited exposure to the arts. Lyric brings professional teaching artists into the classroom to work with students and teachers to create and perform an original opera.

One reason the residency program has had such an impact is that, several years ago, Lyric began to analyze the aspects of the program that do well and the areas that need improvement—and to adjust them accordingly. “We’re constantly in a mode of assessing what works and what doesn’t,” said Mark Riggelman, Director of Education.

Based on this ongoing assessment, Lyric, which now offers its education programs under the auspices of Lyric Unlimited, phased out its shorter-term elementary school residencies in favor of longer-term residencies in multiple grades in the same schools. It wanted to have a stronger effect on an entire school’s environment. And, in addition to teaching students music and vocal skills, residencies

now include a creative element: Students learn about making opera and also create their own piece of operatic theater performed for their peers and families. As of the 2015-16 school year, Lyric has extended its 15-week residency for an additional three weeks. The company has also brought on a creative-writing specialist to provide the teaching artists with training and tools to better guide students in writing a story that becomes the basis for their original opera.

The changes haven’t ended there. This year, Lyric has combined its elementary and secondary school residency programs into a single program, developing greater cohesion and a clearer progression of learning across grades.

Lyric has taken ownership of what it considers its growing civic duty to help Chicago public schools improve their arts education. “As cultural institutions, we have to evolve how we provide real, concrete service,” said Dr. Todd Snead, School Engagement Manager. “We have to think about how we’re working with educators on the ground.” Previously, Lyric’s four-week high school residency

program taught students about how Lyric produces an opera, and they attended a dress rehearsal or performance. This year, Lyric is piloting a new, expanded high school program. Focusing on an in-depth experience with the way Lyric works, students attend an opera performance and over the subsequent six weeks create their own version of a scene or theme from that work. This season, they’ll be focusing on *Romeo and Juliet*. The new high school program also features visits from guest artists.

As part of the pilot, Lyric’s teaching artists will assist high school choral teachers for most of the entire school year. One school day each week, Lyric’s teaching artists will work alongside the classroom instructors, providing any support the instructor wants, whether leading warm-ups or giving individual instruction. “The old model is: Here’s a program we’ve created that we think is good for you. The new model is: We have some expertise that can help vocal teachers to be more successful. It’s a collaborative effort,” said Cayenne Harris, Director of Lyric Unlimited.



Employment

Jane Addams Resource Corporation

Sparks are flying at the Jane Addams Resource Corporation (JARC), a vocational training center in the Ravenswood Industrial Corridor that looks much like a manufacturer's shop floor. As students weld metal, their industrious labor belies the hardships they've encountered. About half of them have served prison time; many have found themselves with obsolete job skills.



The Fry Foundation supports job training programs that position low-income workers for living-wage jobs and careers, particularly in industries that have high demand for workers. JARC is a pioneer of this sector-based job training model. Its well-regarded Careers in Manufacturing job training programs prepare low-income adults to become employed as machine operators, machine programmers, and welders. To be effective, JARC has learned that it must have deep knowledge of worker and employer issues in a sector and strong relationships with multiple employers. This helps JARC to adjust program content quickly to meet employer demands and industry standards. As a result, 90 percent of program graduates are placed in related jobs, with an average hourly wage of \$12.50. Past participants stay connected to JARC and are helpful to current participants by identifying job leads and conducting mock interviews.

“The Fry Foundation has been a steadfast and engaged partner in our growth. They really took the time to understand our strategies and models, and they made a real commitment to working together.”

Guy Loudon, Executive Director, JARC



“Imagine being a 42-year-old father and you’ve got three kids and you can’t take care of them because all of a sudden employers don’t need you,” said Guy Loudon, Executive Director.

For the past 30 years, JARC has helped such individuals to earn not just jobs but lasting careers in the manufacturing sector. Like the Fry Foundation, JARC endeavors to assist low-income workers in achieving well-paying careers. “JARC helps these workers migrate out of poverty and attain financial self-sufficiency through skills training,” said Mr. Loudon.

JARC has helped people to compete for living-wage jobs by constantly staying on top of the needs of both companies and workers—and by regularly adapting to serve those needs. While in its first two decades JARC provided general training in manufacturing, it learned from employers that they needed workers with specialized skills. So JARC created programs specifically devoted to welding; computerized numerical control, a machine that cuts metal; and, as of this year, brake press,

which bends metal. “There are a lot of different jobs in manufacturing. We look at the ones where you can have a career path and a family-sustaining wage,” said Emily Doherty, Director of Training Services. JARC also devised a program that gives students the math and reading skills they need to enter its more advanced technical programs.

As part of its ongoing evolution, JARC realized it could do a better job of training more women for a male-dominated field. In the past two years, the organization has partnered with Chicago Women in Trades, a nonprofit that helps women earn high-paying construction jobs, to learn ways to better recruit and retain women, such as hosting all-women networking events and advocating for female hires among employers. Before that partnership, only one to three of JARC’s roughly 100 annual trainees in Chicago were women. Now, it trains 15 to 20 women a year.

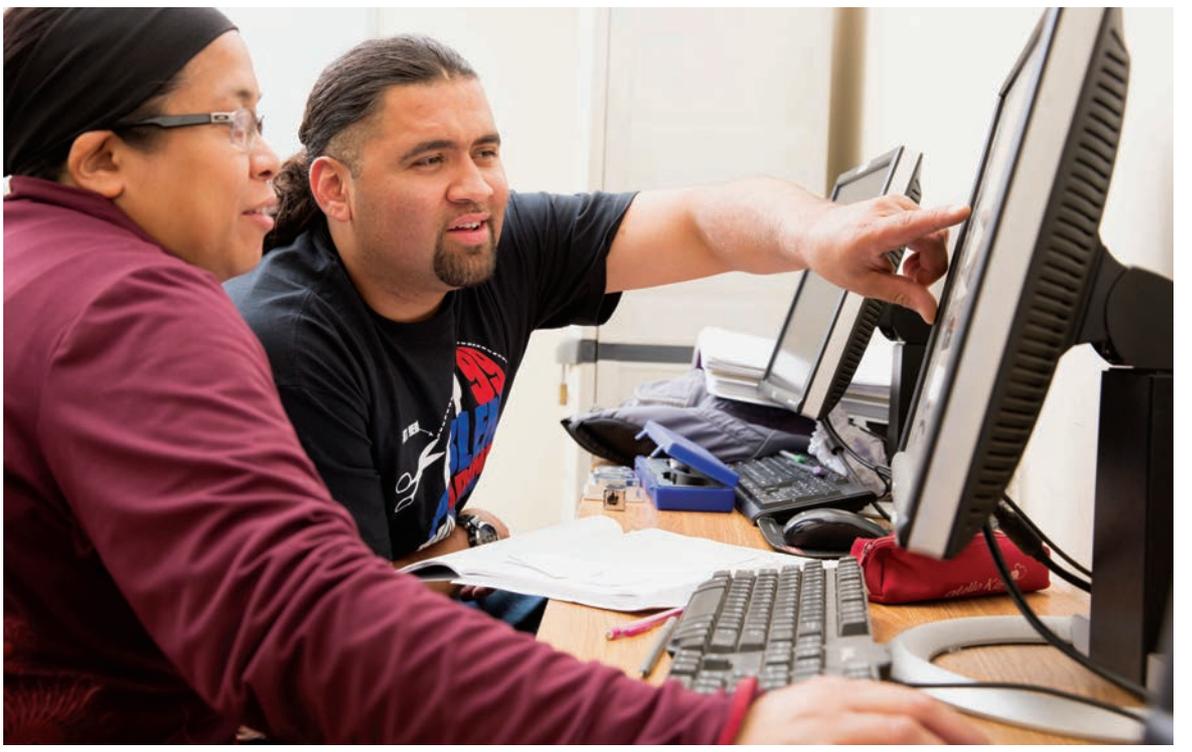
JARC does more than impart technical know-how; it emphasizes soft skills.

Students must consistently show up on time and with a good attitude—or risk expulsion. “I don’t want students to see this as a training facility. I want them to see this as a job,” said Juan Del Castillo, Director of Manufacturing Operations.

The numbers speak to JARC’s success: 90 percent of its trainees graduate and 90 percent of its graduates land a manufacturing job. The average starting hourly wage is \$12.50.

JARC’s interest in its students doesn’t end on graduation day. It tracks graduates for at least one year and takes an in-depth look at that data, along with employer feedback, to refine its programs. This way, JARC ensures its participants obtain the credentials that employers most want their workers to have.

Recently, JARC has broadened its impact. Within the past year, it increased its Chicago training space by 25 percent, doubling the number of welding booths, and launched new facilities in Addison, Illinois, and Baltimore, Maryland.



JARC students receive training in computer skills, welding and machining.

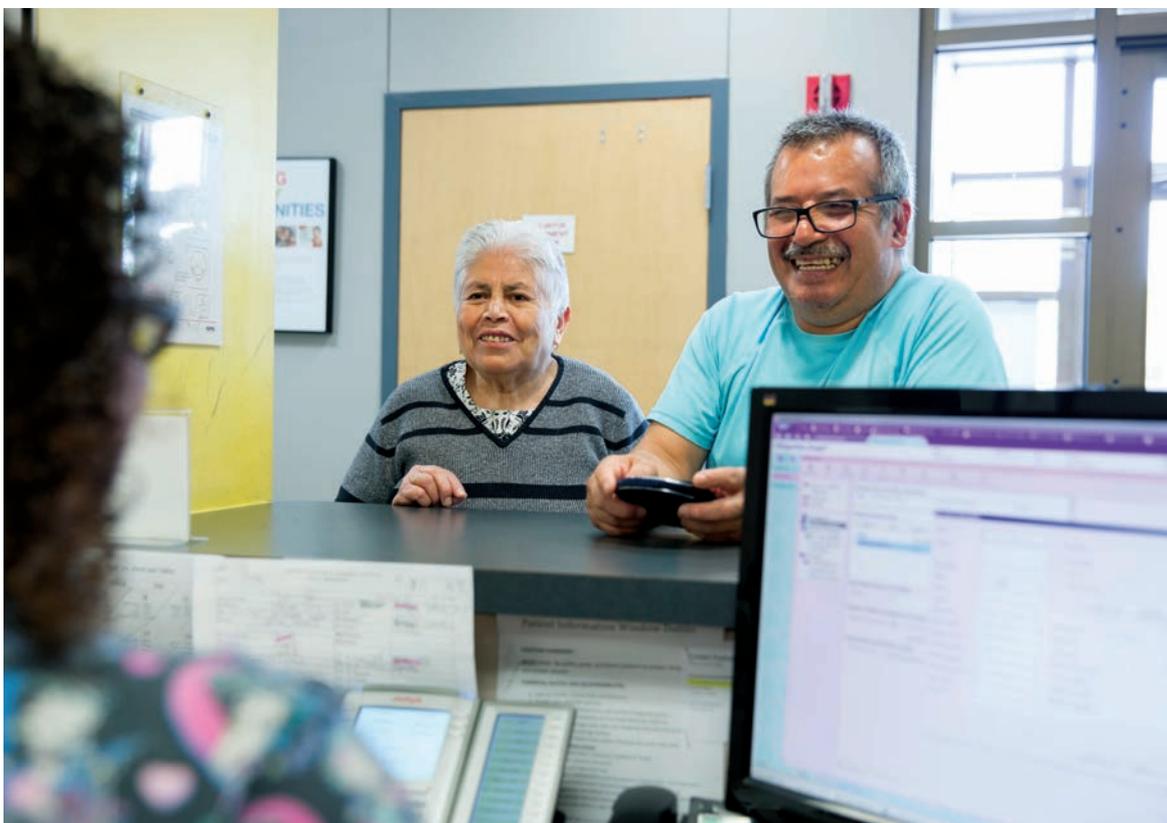




Health

Access Community Health Network

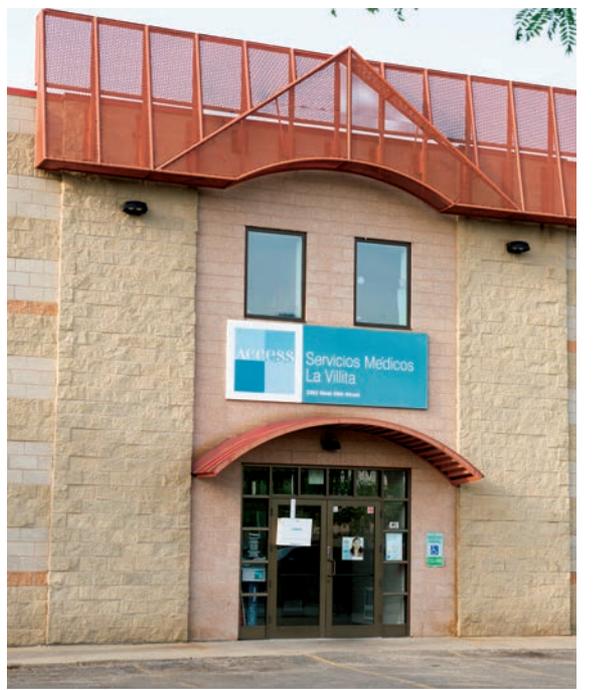
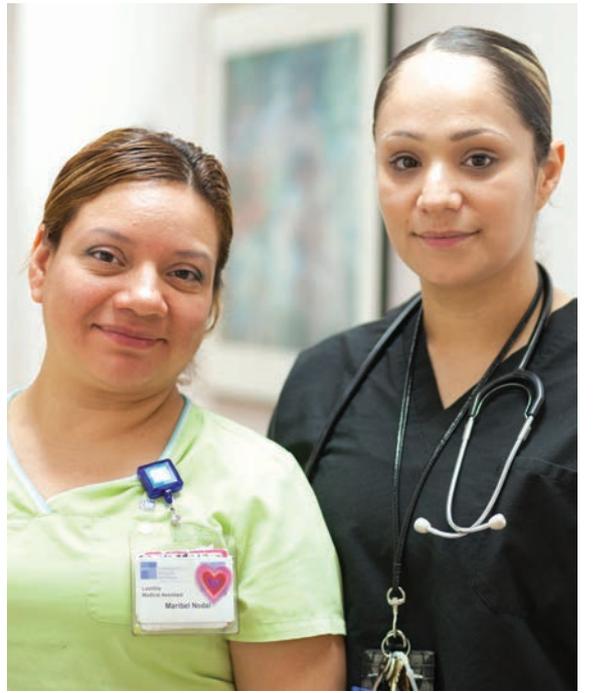
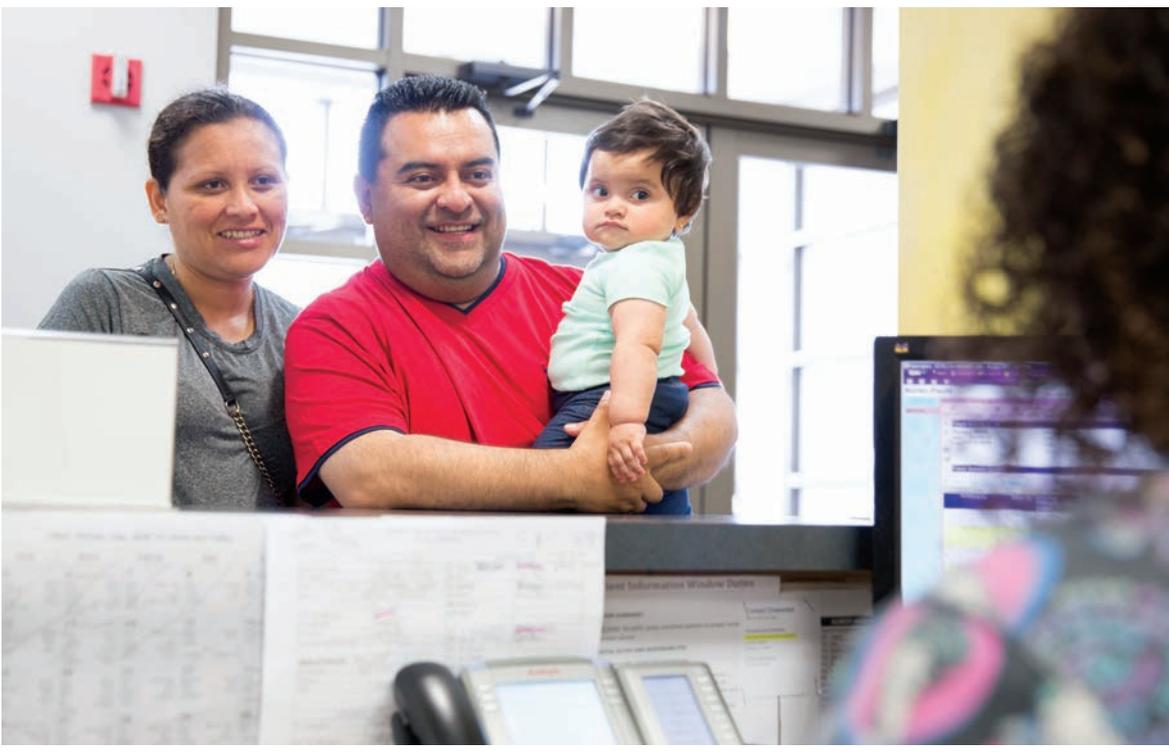
On a recent visit, a patient at the Little Village site of Access Community Health Network seemed shocked, recalled Dr. Kenneth Bretts. “She said, ‘I can’t believe it. The waiting room isn’t jammed. They brought me right in.’ In all the years she’d been seeing me, that had never happened,” said Dr. Bretts.



ACCESS is one of the largest health clinic networks in the country with 41 sites and 120,000 patients. In a system that large, any effort to coordinate and improve care can feel like a daunting task. ACCESS has worked diligently to produce strikingly impressive outcomes. The Fry Foundation is committed to reducing health care disparities for Chicago’s low-income residents, and we are interested in medical home models of care, which have been shown to strengthen primary care services and improved health outcomes for patients. In medical home models, patient care is coordinated by multi-disciplinary care teams, which often include physicians, nurses, medical assistants, mental health providers, and community healthcare workers. These teams work together to develop treatment plans, track patient outcomes, and make sure patients have access to services when they need them, including after regular office hours. ACCESS’ current no-show rate is now one of the lowest rates among Fry Foundation grantees.

“The Fry Foundation is a thought leader in the Chicago area, and to tap into its insight was invaluable to us. The discussion is very much a dialogue about addressing systemic issues that impact the health of Chicago communities.”

Kathleen Gregory, Vice President of Strategy and Business Development, ACCESS



Patients at ACCESS appreciate the streamlined scheduling system that has decreased waiting times.





A three-year journey led to that patient's pleasant surprise. In 2012, ACCESS, one of the nation's largest community health center networks, knew it needed to make a change. A patient might wait weeks to get an appointment, and that visit then took an average of almost two hours. As a result, patients routinely didn't seek medical care or show up for their appointments. And that kept ACCESS from fully achieving its mission: "We pride ourselves on being in the most vulnerable areas where patients may need the most help," said Eddie Cruz, Vice President of Operations.

To improve the way it provides care to 175,000 mostly low-income patients at its 35 Chicagoland sites each year, ACCESS adopted a patient-centered medical home model of care, which puts patients' needs first. This model streamlines operations, from registration to scheduling, and it provides greater coordination among the various healthcare teams that patients see. By making health care more efficient, the medical home model also makes it more accessible. As a result, patients see their own care not as a burdensome matter of tending to crises, but as a regular part of their everyday lives. To help it get there,

ACCESS found a fitting partner in the Fry Foundation, which supports efforts to increase access to high-quality primary care by helping health centers implement patient-centered, comprehensive, team-based strategies.

At each ACCESS center, a team of providers and staff became that site's change agents. The team physically followed patients throughout their visits, identifying the causes of, and the solutions to, any inefficiencies, such as scheduling delays.

Before the new model, walk-in patients were treated on a first-come-first-served basis, and patients who did make appointments called their own centers to do so—all of which resulted in bottlenecks. Now, providers' days are partly scheduled and partly open, so when patients need to see a doctor the same day, they are able to do so. Staff members huddle every morning to coordinate the scheduled patients and to match providers with potential walk-ins. And rather than phoning each health center, patients make their appointments more quickly through one central hub. Other changes were center-specific.

For instance, while some centers determined all blood work would be most efficiently done in one area, others found it would be better if the staff drawing blood visited each patient's room.

The teams continually consulted data, such as wait times and no-show rates, to find out what did and didn't work. "Having each staff member understand the impact they can make on the data and what that means for the patient experience has been hugely valuable," said Kathleen Gregory, Vice President of Strategy and Business Development.

ACCESS has made significant strides: The length of a patient's visit fell from 110 minutes to 34 minutes; the no-show rate went from 22 percent to 14 percent; and the average next-available appointment dropped from 11 days to five days. Before this transformation, two-thirds of ACCESS patients described their care as excellent. Today, three-quarters of them do.

Patients now spend less time in the waiting room and more time with their providers. "This results in better outcomes," said Dr. Bretts, "which is what it's all about."

2015 Grantees



Arts Learning

Instruction

Albany Park Theater Project

Chicago, IL
First payment of a two-year \$60,000 grant for theater education activities
\$30,000

American Theater Company

Chicago, IL
For the American Mosaic program
\$25,000

Black Ensemble Theater

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

Changing Worlds

Chicago, IL
First payment of a two-year \$70,000 grant for in-school arts learning programs
\$35,000

Chicago Center for Music Education

Chicago, IL
Second payment of a two-year \$50,000 grant for music programs in the Chicago public schools
\$25,000

Chicago Children's Choir

Chicago, IL
For support of the Neighborhood Choir Program
\$50,000

Chicago Dramatists

Chicago, IL
For playwriting residencies in Chicago public schools
\$25,000

Chicago Jazz Philharmonic

Chicago, IL
Second payment of a two-year \$60,000 grant for the Jazz Alive music education program in the Chicago public schools
\$30,000

Chicago Sinfonietta

Chicago, IL
Second payment of a two-year \$60,000 grant for Audience Matters and SEED: Student Ensembles with Excellence and Diversity
\$30,000

Hyde Park Art Center

Chicago, IL
Second payment of a two-year \$60,000 grant for the Pathways Program which provides visual arts education in Chicago public schools
\$30,000

Intonation Music Workshop

Chicago, IL
For the after-school Rock Band program
\$22,000

Lifeline Theatre

Chicago, IL
For arts residencies in Chicago public elementary schools
\$25,000

Lookingglass Theatre Company

Chicago, IL
Second payment of a two-year \$50,000 grant for the Art-Infused Residency Program in Chicago public schools
\$25,000

Lyric Opera of Chicago

Chicago, IL
First payment of a two-year \$70,000 grant for the Opera Residencies for Schools
\$35,000

Merit School of Music

Chicago, IL
For the Bridges: Partners in Music Program in Chicago public schools and for the development of an assessment framework
\$35,000

Museum of Contemporary Photography at Columbia College Chicago

Chicago, IL
First payment of a two-year \$50,000 grant for the Picture Me program
\$25,000

Music of the Baroque

Chicago, IL
First payment of a two-year \$45,000 grant for the Strong Voices arts education program
\$22,500

Northwestern University Settlement Association

Chicago, IL
For support of Adventure Stage Chicago's Neighborhood Bridges arts education residencies and for staff professional development
\$31,000

The People's Music School

Chicago, IL
First payment of a two-year \$60,000 grant for program improvements and growth at the Uptown Academy and for the YOURS Project, an El Sistema orchestra program
\$30,000

Puerto Rican Arts Alliance

Chicago, IL
First payment of a two-year \$50,000 grant for support of the Latin Music Project
\$25,000

Raven Theatre

Chicago, IL
For support of Take Flight, in-school and community-based residencies
\$25,000

Silk Road Rising

Chicago, IL
For the Empathic Playwriting Intensive Course (EPIC) Arts Education program
\$20,000

Smart Museum of Art University of Chicago

Chicago, IL
For support of the UChicago Arts Collaborative to strengthen partners' K-12 arts education programs
\$35,000

Snow City Arts Foundation

Chicago, IL
Second payment of a two-year \$55,000 grant for arts learning programming for children in Chicago hospitals and for a student tracking database
\$25,000

Timeline Theatre Company

Chicago, IL
For support of the Living History Program in Chicago public schools
\$20,000

Urban Gateways

Chicago, IL
First payment of a two-year \$80,000 grant for support of multi-disciplinary arts education residencies
\$40,000

Victory Gardens Theater

Chicago, IL
For Drama in the Schools
\$25,000

Young Chicago Authors

Chicago, IL
For the Education Partnerships program
\$25,000

Teacher Training

Center for Community Arts Partnerships

Chicago, IL
First payment of a two-year \$60,000 grant for Project AIM (Arts Integrated Mentorship)
\$30,000

Chicago Arts Partnerships in Education

Chicago, IL
Second payment of a two-year \$60,000 grant for the Collaboration Laboratory Project
\$30,000

Chicago Shakespeare Theater

Chicago, IL
First payment of a two-year \$70,000 grant for Team Shakespeare Bard Core Curriculum program
\$35,000

Chicago Symphony Orchestra

Chicago, IL
For the Music Activity Partnerships program
\$50,000

Goodman Theatre

Chicago, IL
To develop a new August Wilson Teacher Training program
\$25,000

Hubbard Street Dance Chicago

Chicago, IL
First payment of a two-year \$100,000 grant for the Movement as Partnership program
\$50,000

Marwen Foundation

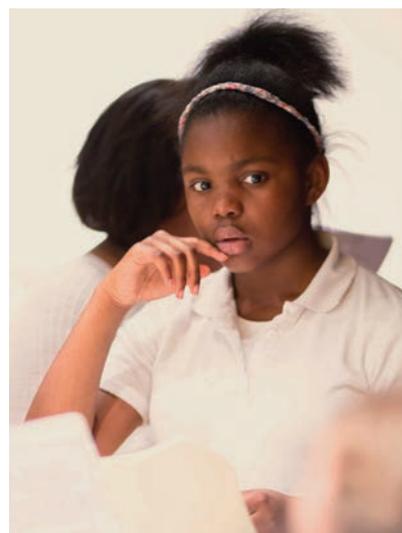
Chicago, IL
Second payment of a two-year \$120,000 grant for the Marwen Institute and to support program growth
\$60,000

Museum of Contemporary Art

Chicago, IL
For support of the Teacher Institute
\$35,000

National Museum of Mexican Art

Chicago, IL
To develop Nuestras Historias: Teaching the Story of America through Art program
\$30,000



Northeastern Illinois University, Center for College Access and Success

Chicago, IL
For the Studio Thinking Project
\$40,000

Ravinia Festival Association

Chicago, IL
Second payment of a two-year \$90,000 grant for the Music Discovery Program and Sistema Ravinia
\$45,000

Steppenwolf Theatre Company

Chicago, IL
For the Steppenwolf for Young Adults School residency program
\$20,000

Special Opportunities

Ingenuity Inc.

Chicago, IL
Second payment of a two-year \$200,000 grant for the Creative Schools Initiative and the Ingenuity Institutes
\$100,000

Education

Academic Enrichment

Chicago Horticultural Society

Chicago, IL
Second payment of a two-year \$50,000 grant for the Science First and College First programs
\$25,000

Chicago Youth Programs

Chicago, IL
For the Teen Career and Middle School Programming Initiative
\$40,000

Citizen Schools

Chicago, IL
For Extended Learning Times partnerships in Chicago schools
\$50,000

High Jump

Chicago, IL
First payment of a two-year \$100,000 grant for general operating support for academic enrichment supports for low-income middle school students
\$60,000

Link Unlimited

Chicago, IL
First payment of a two-year \$60,000 grant for the Academic Enrichment and College Readiness program
\$30,000

Midtown Educational Foundation

Chicago, IL
For the Midtown and Metro Achievement Programs
\$25,000

OneGoal

Chicago, IL
For support of the college persistence program
\$40,000

The Posse Foundation, Inc.

Chicago, IL
Second payment of a two-year \$70,000 grant for the Pre-Collegiate Training Program
\$35,000

Target Hope, Inc.

Matteson, IL
To support organizational analysis
\$15,000

Target Hope, Inc.

Matteson, IL
For the Academic Achievement and College Readiness Program
\$40,000

Umoja Student Development Corporation

Chicago, IL
For support of the Senior Seminar programming
\$40,000

University of Chicago Crime Lab

Chicago, IL
For support of the Match Education tutors program in Chicago public schools
\$85,000

Principal Leadership and Development**Academy for Urban School Leadership**

Chicago, IL
First payment of a two-year \$200,000 grant for support of principal training and development
\$100,000

Chicago Public Education Fund

Chicago, IL
First payment of a two-year \$150,000 grant for Fund 4: to maintain CPS Principal Database and to provide principal professional development
\$75,000

Loyola University Chicago

Chicago, IL
First payment of a two-year \$200,000 grant to support evaluation of the Principal Preparation Program
\$100,000

New Leaders

Chicago, IL
Second payment of a two-year \$250,000 grant for the Aspiring Principals Program and the Emerging Leaders Program
\$100,000

Noble Network of Charter Schools

Chicago, IL
Second payment of a two-year \$200,000 grant for the Principal Internship Program
\$100,000

Teach For America Chicago

Chicago, IL
For the support of coaches for resident principals
\$80,000

University of Chicago

Chicago, IL
First payment of a two-year \$200,000 grant for the Network for College Success principal coaching and network activities
\$100,000

Strategic Learning Initiatives

Chicago, IL
First payment of a two-year \$150,000 grant for the implementation of the FIP with Harper High School's leadership team and teachers
\$75,000

Employment

Adult Education**Chicago Commons Association**

Chicago, IL
Second payment of an 18-month \$45,000 grant for the Vocational Bridge Training Programs
\$15,000

Christopher House

Chicago, IL
For support of the Chicago Benchmarking Collaborative
\$30,000

Erie Neighborhood House

Chicago, IL
Second payment of a two-year \$180,000 grant for the Allied Health Care Career Network Collaborative
\$90,000

Heartland Human Care Services Inc.

Chicago, IL
First payment of a two-year \$120,000 grant for Vocational English Language Training (VELT) services
\$60,000

Indo American Center, Inc.

Chicago, IL
For the Education and Workforce Development Programs
\$35,000

Instituto del Progreso Latino

Chicago, IL
Second payment of a two-year \$120,000 grant for Carreras en Salud: A Chicago Bilingual Healthcare Bridge Program
\$60,000

Latino Union of Chicago

Chicago, IL
Second payment of a two-year \$60,000 grant for the Day Laborer Program
\$30,000

Chicago House and Social Service Agency

Chicago, IL
First payment of a two-year \$70,000 grant for support of the Employment Program
\$35,000

Inspiration Corporation

Chicago, IL
Second payment of a two-year \$120,000 grant for Foodservice Training and Employment Services programs
\$60,000

New Moms, Inc.

Chicago, IL
For support of the Academy of Professional Development
\$30,000

North Lawndale Employment Network

Chicago, IL
For support of the U-Turn Permitted and Sweet Beginnings job training programs
\$30,000

St. Leonard's Ministries

Chicago, IL
Second payment of a two-year \$60,000 grant for workforce programs at Michael Barlow Center
\$30,000

Upwardly Global

Chicago, IL
First payment of a two-year \$80,000 grant for support of the Chicago Job Seeker Services program
\$40,000

Vocational Training**Breaking Ground**

Chicago, IL
For the Manufacturing Training Center
\$30,000

The Chicago Lighthouse for People Who are Blind or Visually Impaired

Chicago, IL
Second payment of an 18-month \$45,000 grant for the Job Training Programs
\$15,000

Chicago Urban League

Chicago, IL
First payment of a two-year \$70,000 grant for the Workforce Development program
\$35,000

Chicagoland Workforce Funder Alliance

Chicago, IL
First payment of a two-year \$250,000 grant for support of the Chicagoland Workforce Funders Alliance
\$125,000

Chinese American Service League

Chicago, IL
First payment of a two-year \$80,000 grant for the Chef Training Program
\$40,000

Ethiopian Community Association of Chicago, Inc.

Chicago, IL
Second payment of an 18-month \$45,000 grant for the Community Employment Program
\$15,000

Greater West Town Community Development Project

Chicago, IL
Second payment of a two-year \$100,000 grant for Vocational Training Programs
\$50,000

i.c.stars

Chicago, IL
Second payment of an 18-month \$75,000 grant for Business, Leadership, and Technology Training
\$25,000

Jane Addams Resource Corporation

Chicago, IL
For support of the Careers in Manufacturing Programs
\$40,000

Manufacturing Renaissance

Chicago, IL
For the Manufacturing Connect Program and the Austin Manufacturing Training Center
\$30,000

National Able Network

Chicago, IL
For support of IT Career Lab
\$35,000

National Latino Education Institute

Chicago, IL
Second payment of a two-year \$100,000 grant for the Workforce Education and Employment Programs
\$50,000

OAI, Inc.

Chicago, IL
For Pre-employment Education and Training (PEET) Programs
\$35,000

Year Up-Chicago

Chicago, IL
For the Chicago young adults training program
\$50,000

Special Opportunities**Chicago Jobs Council**

Chicago, IL
For the 741 Collaborative for Business Services and Economic Development Engagement Project
\$30,000



Health

Community Outreach | Prevention**AIDS Foundation of Chicago**

Chicago, IL
Second payment of a two-year \$50,000 grant for the Connect2Care program
\$25,000

White Crane Wellness Center

Chicago, IL
Second payment of a two-year \$75,000 grant for the Holistic Health Outreach Initiative
\$25,000

Policy Advocacy**Sargent Shriver National Center on Poverty Law**

Chicago, IL
First payment of a two-year \$280,000 grant for the Health Care Justice Program
\$140,000

Primary Health Care**Access Community Health Network**

Chicago, IL
For the continued improvement of the patient medical home model of care
\$50,000

Asian Human Services Family Health Center, Inc.

Chicago, IL
For Comprehensive Oral Health services
\$40,000

Beloved Community Family Wellness Center

Chicago, IL
For medical home models of care for chronic disease patients
\$60,000

Center on Halsted

Chicago, IL
For the Mental Health Services Program
\$25,000

Chicago Children's Advocacy Center

Chicago, IL
First payment of a two-year \$70,000 grant for the Family Hope Center
\$35,000

**Special Opportunities****Advance Illinois**

Chicago, IL
To support implementation of the Common Core State Standards (CCSS)
\$30,000

Chicago Public Media, Inc.

Chicago, IL
Second payment of a two-year \$80,000 grant for the Education Desk to cover education news in Chicago
\$40,000

Communities in Schools of Chicago

Chicago, IL
First payment of a two-year \$50,000 grant for the Agency Impact Initiative
\$25,000

Community Renewal Society

Chicago, IL
Second payment of a two-year \$160,000 grant for *Catalyst Chicago* and *The Chicago Reporter*
\$80,000

Polish American Association

Chicago, IL
For support of the Adult Education and Workforce Development Program
\$30,000

Women Employed

Chicago, IL
First payment of a two-year \$120,000 grant for support of the Career Pathways and Student Support Initiative
\$60,000

Policy Advocacy**Chicago Jobs Council**

Chicago, IL
First payment of a two-year \$120,000 grant for City-Wide Workforce Development Advocacy
\$60,000

Pre-Employment Training**Cara Program**

Chicago, IL
Second payment of a two-year \$150,000 grant for pre-employment training services
\$75,000

Chicago Children's Advocacy Center
Chicago, IL
First payment of a two-year \$200,000 grant for the Providing Access Toward Hope and Healing (PATHH) collaboration: a collaboration of 18 nonprofits to reduce wait times and prioritize services for children who have been sexually abused \$100,000

Chicago Family Health Center
Chicago, IL
For the Dramatic Performance Improvement (DPI) project for medical home models of care \$50,000

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

Christian Community Health Center
Chicago, IL
For the dental and primary care integration program \$55,000

CommunityHealth
Chicago, IL
First payment of a two-year \$70,000 grant for the Coordinated Care Model \$35,000

Erie Family Health Center
Chicago, IL
First payment of a two-year \$120,000 grant for the Patient-Centered Medical Home Initiative \$60,000

Esperanza Health Centers
Chicago, IL
Second payment of a two-year \$90,000 grant for the Medical Home Care Coordination Program \$40,000

Esperanza Health Centers
Chicago, IL
First payment of a two-year \$200,000 grant for the Chicago Safety Net Learning Collaborative: a collaboration of 16 clinics to address common challenges in implementing medical home models of care \$100,000



Heartland Health Center
Chicago, IL
Second payment of a two-year \$150,000 grant for oral healthcare services \$75,000

Illinois College of Optometry
Chicago, IL
Second payment of a two-year \$230,000 grant for the Vision of Hope Health Alliance \$100,000

Infant Welfare Society of Chicago
Chicago, IL
Second payment of a two-year \$120,000 grant for the Pediatric Optometry Division and the Vision Therapy Pilot Project \$60,000

Juvenile Protective Association
Chicago, IL
Second payment of a two-year \$96,000 grant for the Treatment and Counseling Program \$45,000

Lawndale Christian Health Center
Chicago, IL
Second payment of a two-year \$100,000 grant for the Medical-Home Advancement project and the support of the Transitions of Care Program \$50,000

Lutheran Social Services of Illinois
Chicago, IL
First payment of a two-year \$80,000 grant for Children and Adolescents Counseling Services \$40,000

Lutheran Social Services of Illinois
Chicago, IL
First payment of a two-year \$161,000 grant for the Tri-agency Mental Health Learning Collaborative \$81,000

Mobile C.A.R.E. Foundation
Chicago, IL
Second payment of a two-year \$100,000 grant for the Comprehensive Asthma Management Program \$50,000

Near North Health Service Corporation
Chicago, IL
For the Chronic Care Program \$40,000

The Night Ministry
Chicago, IL
First payment of a two-year \$80,000 grant for the Outreach and Health Ministry Program \$40,000

PCC Community Wellness Center
Oak Park, IL
For the Care Management Initiative \$60,000

Primo Center for Women and Children
Chicago, IL
For the demonstration project, Behavioral/ Medical Health Home Coordination \$35,000

St. Bernard Hospital and Health Care Center
Chicago, IL
Second payment of a two-year \$100,000 grant for the Dental Center and oral health care program \$50,000

Teen Living Programs
Chicago, IL
For the Whole Health Program \$30,000

University of Chicago
Chicago, IL
For the ECHO-Chicago Telehealth Program: a collaboration between the University of Chicago and Community Health Centers to train primary care physicians on how to better treat medically complex patients of a community health center setting and to reduce wait times for patients seeking care from medical specialists \$50,000

YWCA of Metropolitan Chicago
Chicago, IL
First payment of a two-year \$100,000 grant for the RISE Children's Counseling Center \$50,000

Special Opportunities

Healthy Schools Campaign
Chicago, IL
First payment of a two-year \$36,000 grant for the Change for Good program \$18,000

World Relief

CARE, Inc.
Chicago, IL
Second payment of a two-year \$100,000 grant for the Humanitarian Fund \$50,000

Doctors Without Borders/Medecins Sans Frontieres
New York, NY
Second payment of a two-year \$100,000 grant for the Emergency Relief Fund \$50,000

Oxfam America
Boston, MA
Second payment of a two-year \$100,000 grant for the Humanitarian Response Program \$50,000

World Food Program USA
Washington, DC
For the Emergency Response Fund \$50,000

Program Special Purposes

Donors Forum
Chicago, IL
First payment of a two-year \$30,000 grant for the Transformation Fund: Engaging for Impact \$15,000

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
First payment of a two-year \$140,000 grant for Deferred Action for Childhood Arrivals and for Unaccompanied Immigrant Children \$70,000

Korean American Resource and Cultural Center
Chicago, IL
First payment of a two-year \$120,000 grant for the Asian and Arab American Community DACA Collaborative \$60,000

Taproot Foundation
San Francisco, CA
First payment of a two-year \$90,000 grant for the Service Grants Program \$45,000

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

Other Grants
Grants made to 142 organizations upon the recommendation of the Board of Directors, the Fry family, and the employee matching gifts program \$826,975

Membership and Program Discretionary Grants

AIDS Legal Council of Chicago
Chicago, IL
To create a mobile application of manuals for case managers and medical service providers to help their patients apply for public benefits \$10,000

Arts Alliance Illinois
Chicago, IL
In support of its efforts to develop recommendations to the Illinois State Board of Education (ISBE) for the adoption and implementation of new arts learning standards \$7,000

Asian Americans / Pacific Islanders in Philanthropy
Oakland, CA
For core support in recognition of AAPIP's 25th anniversary and leadership transition \$8,000

Asian Americans / Pacific Islanders in Philanthropy
Oakland, CA
Membership grant \$2,500

The Catholic Charities of the Archdiocese of Chicago
Chicago, IL
To develop integrated models of care for newly covered Medicaid populations \$10,000

Chicago Council on Global Affairs
Chicago, IL
For the President's Circle membership \$500

Childrens First Fund, The Chicago Public School Foundation
Chicago, IL
For CPS Office of Student Health and Wellness to convene health care service providers for CPS students to help them share best practices in school outreach and in the delivery of school health care services \$3,060

Community Renewal Society
Chicago, IL
For *Catalyst Chicago* for its 25th anniversary community engagement activities \$10,000

Council on Foundations, Inc.
Arlington, VA
Membership grant \$17,860

Donors Forum
Chicago, IL
For Chicago African Americans in Philanthropy \$2,000

Donors Forum
Chicago, IL
Membership grant \$17,313

Grantmakers Concerned with Immigrants and Refugees
Sebastopol, CA
Membership grant \$3,000

Grantmakers for Education
Portland, OR
Membership grant \$1,750

Grantmakers for Effective Organizations
Washington, DC
Membership grant \$4,270

Grantmakers in the Arts
Seattle, WA
Membership grant \$1,000

Grants Managers Network
Washington, DC
Membership grant \$837

i.c.stars
Chicago, IL
For program evaluation \$7,000

Independent Sector
Washington, DC
Membership grant \$8,000

Korean American Community Services
Chicago, IL
For feasibility study of a potential merger of Korean American organizations in the city of Chicago \$10,000

Literacy Funders Network
Oklahoma City, OK
Membership grant \$250

National Committee for Responsive Philanthropy
Washington, DC
Membership grant \$3,000

National Queer Asian Pacific Islander Alliance Inc.
New York, NY
For its national conference in Chicago \$6,000

Poder Learning Center
Chicago, IL
To implement Department of Labor's EMPLEO Program at Poder's social enterprise, Oprima-1 \$10,000

Robert R. McCormick Foundation
Chicago, IL
For support of the Veterans in Philanthropy VISTA program \$4,900

Steppenwolf Theatre Company
Chicago, IL
For Enrich Chicago for anti-racism training from the People's Institute \$5,040

The University of Chicago Urban Education Institute
Chicago, IL
For the Education Writers Association National Seminar in Chicago in 2015 \$7,000

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.

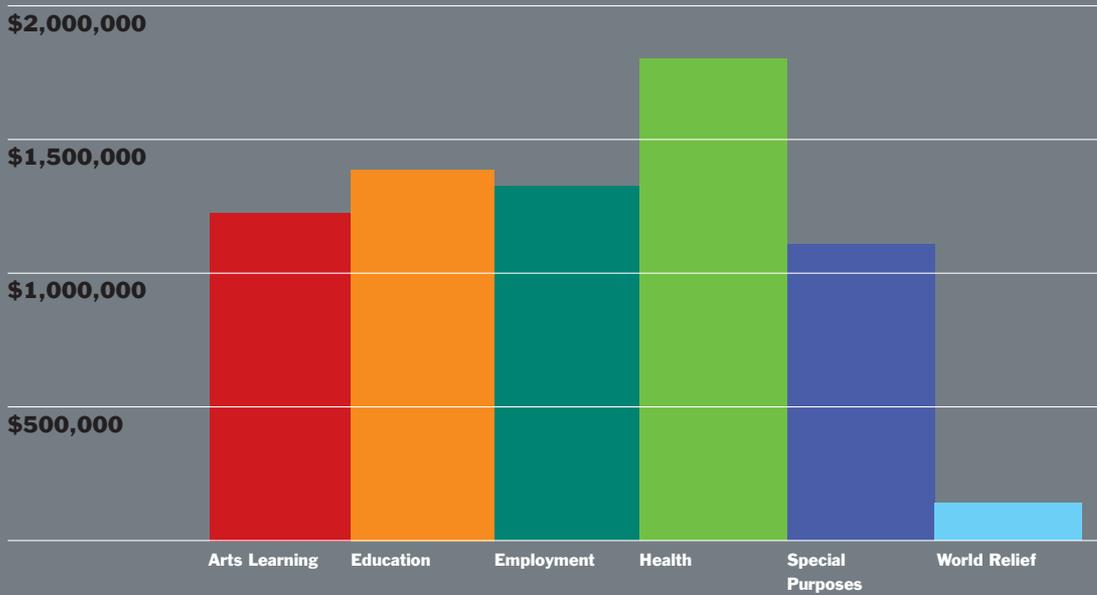
Grants are awarded in four major areas: **Arts Learning, Education, Employment, and Health.** Across all of our funding areas, our focus is on helping organizations:

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.

2015 Grants and Awards Totals



Arts Learning	\$1,350,500
Education	\$1,390,000
Employment	\$1,375,000
Health	\$1,784,000
Special Purposes	\$1,227,255
World Relief	\$200,000
Total	\$7,326,755

For FY2015, \$436,000 of the grant award total was granted for convenings and collaborations in Employment and Health Programs.

Please visit our website at www.fryfoundation.org to see our **2015 audited financials.**

Grantmaking Program Areas

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: **Arts Learning, 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** section.

Arts Learning

Our Arts Learning 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 supports arts education for students and professional development for arts educators, including classroom teachers.

In arts education for students, we give priority to programs that provide a combination of arts instruction, performance or exhibition experience, and exposure to the high quality artistic products offered by Chicago's rich and diverse arts and cultural organizations. We look for programs that are artistically rigorous, engage students in the creative process, and assess student learning in the arts. In professional development for arts educators, we look for 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 give priority to programs that provide ongoing support and expertise to teachers as well as provide access to arts and cultural resources for 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.

Education

The Education program has been a cornerstone of our grantmaking since the Fry Foundation's inception. We are committed to increasing the academic achievement of low-income students in Chicago public schools. We support this goal through work that strengthens the preparation and development of principals to lead high performing schools and programs that provide rigorous academic enrichment opportunities for students. We also consider, by invitation, a limited number of proposals for teacher professional development that improve teaching in classrooms, are aligned with a school-wide instructional vision, and provide opportunities for teachers to collaborate with each other and with school leaders.

We look for programs that assess improvements in academic achievement and instructional quality and that monitor the ongoing effectiveness of their work. The Foundation encourages proposals that include efforts to enhance the quality of programs. These efforts might include incorporating new program elements, professional development for program staff, or the development of evaluation tools, among others.

The Foundation gives priority to programs working at the middle school and high school levels. We also will consider grant requests for policy advocacy when the connection to academic achievement is clear. We generally do not fund scholarship programs or unsolicited proposals from individual 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 health care, 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 training programs and to increase access to education and training for low-income adults.

Health

The Lloyd A. Fry Foundation understands that effective primary care is essential to improving patient outcomes. The Foundation's Health program is committed to increasing access to high-quality primary care and reducing health care disparities for Chicago's low-income residents.

To accomplish these goals, we are interested in supporting: Efforts to implement medical home models of care which provide comprehensive integrated primary care services across multi-disciplinary team members in single or multiple settings. And we are especially interested in coordination efforts that focus on patients with chronic diseases that disproportionately affect communities of color (asthma, diabetes, heart disease, HIV/AIDS).

High-quality primary care services that are not widely available to low-income populations (especially dental, vision, and mental health). In support for mental health services, we give priority to high-quality family-based mental health treatment services for children who suffer from the effects of traumas stemming from abuse, neglect, or violence.

Community outreach to connect hard-to-reach individuals with high-quality primary care. We give priority to programs that partner with clinics and hospitals for referrals and follow up to ensure that patients show up at appointments and follow treatment recommendations. We are also interested in innovative partnerships with clinics and hospitals that demonstrate improved health outcomes.

Policy advocacy focused on improving the quality of health care and increasing access to health care for low-income populations in Chicago.

Programs must demonstrate linguistic and cultural competence and the ability to measure improvements in access to care and health status.

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: **Arts Learning, Education, Employment, and Health**. Please review the descriptions of our program areas before submitting a letter of inquiry or proposal.

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.

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

1. Brief history of the organization

Narrative should include a general statement of the organization's primary functions and goals.

2. Description of the project to be funded

Please include the following:

- 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, please review the Outcomes and Assessments section on our website which can be found under the How To Apply tab.
- A timeline for project activities

3. Income and expense budget

Include 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. For examples of administrative expense line items, please review the Allocating Program and Overhead Expenses article on our website which can be found in our Resources section under Real Costs.

4. Operating budget for the organization

Include 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. List of current and projected funders

Include a list of funders and amounts for both the organization and the project for the fiscal year in which the project will take place.

6. Organization's most recent audited financial report

7. List of board members and their affiliations

8. List of organization's professional staff and résumés of key project personnel

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. 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. Organization's employment hiring policy

12. Full narrative and financial report on the previous grant (For returning grantees only)

Final reports 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. We ask that final reports and proposals be submitted under separate cover. For more information on this subject, please review the After Grants Approval section on our website which can be found under the How To Apply tab.

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 Program Areas** section on the preceding pages.

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

President
Lloyd A. Fry Foundation
120 S. LaSalle Street
Suite 1950
Chicago, IL 60603-3419

or by email at applications@fryfoundation.org

Proposal deadline	Board meeting	Arts Learning	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



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**LLOYD A. FRY
FOUNDATION**