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Telephone 312.580.0310
Fax 312.580.0980
www.fryfoundation.org

120 S. LaSalle Street
Suite 1950
Chicago, Illinois 60603-3419

LLOYD A. FRY
FOUNDATION

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2016 Annual Report

At the Lloyd A. Fry Foundation, we have seen that when grantees develop smart collaborations, everyone benefits. This year’s annual report highlights grantees that have engaged in thoughtful and effective partnerships that result in better outcomes for the low-income Chicagoans we are all working to serve. By sharing their stories, we aim to encourage and support others who are working together to tackle the persistent challenges 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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Lloyd A. Fry Foundation 120 S. LaSalle Street Suite 1950 Chicago, IL 60603-3419 Phone: 312.580.0310 Fax: 312.580.0980 www.fryfoundation.org	Diane Sotiros, CPA Controller

Letter from the Chair

If you read this annual report closely or explore our website, you will discover that the Lloyd A. Fry Foundation exists today because of an event that occurred more than 80 years ago: the founding of the Lloyd A. Fry Roofing Company in Chicago by my grandfather, Lloyd A. Fry Sr. Because of his entrepreneurial spirit and perseverance, the hard work and leadership of his son and my father, Lloyd A. Fry Jr., and thousands of dedicated employees, the company became the world’s largest manufacturer of asphalt roofing materials. The company was sold in the 1970s and the legacy of that successful business is the Lloyd A. Fry Foundation.

In the pages that follow, you will learn more about our Education, Arts Learning, Employment and Health Programs and other areas of interest. The four organizations that are highlighted in this annual report—Network for College Success, the Chicago Symphony Orchestra, Greater West Town Community Development Project and Catholic Charities—are excellent examples of what we care about as a foundation, day in and day out. We are engaged in thoughtful, effective grantmaking to strong, not-for-profit organizations addressing the pressing needs faced by Chicago’s neediest communities.

The continued progress and development of the foundation would not be possible without the leadership, expertise and extraordinary commitment of our dedicated Board of Directors and Staff. It is now my honor to serve as the Chair of the Foundation and, as you can imagine, it means so much to me. I have some big shoes to fill. I follow our good friend, Howard “Scott” McCue. Scott served in this role for 18 years and it is not an exaggeration to say that because of his exceptional leadership, today, this foundation is more organized, more professional and more focused. Scott continues as a Director of the Foundation. I don’t know anyone who is more passionate about our work than Scott. We also celebrate David Donovan who retired from the Board after 16 years as a Director. Dave was a tireless colleague who attended every meeting without fail and went on countless site visits with our program officers. We are fortunate to have access to Dave’s wise counsel in his capacity as Director Emeritus. We are also grateful

to our President, Unmi Song. She has assembled an excellent program and administrative team. Together, their advice, insight and deep knowledge of Chicago’s not-for-profit organizations are invaluable to the Board.

Over the years, many people have said to me, “It must be fun giving away money.” That is not exactly the word I would choose. Grantmaking is very gratifying. But with that gratification comes a sense of tremendous responsibility. Our job is to help good institutions and organizations do their job. Our grantmaking is more important now than ever before. At a time when Chicago’s and America’s prosperity is not reaching as many of our fellow citizens as it should, when our State and Federal governments are crippled by dysfunction, we will work as hard as we can, with the resources we have, to make sure that our grantmaking is as effective as possible.

If my grandfather were here today, he might say, “Persevere—get the job done.” Good advice. We live it everyday.



Lloyd A. Fry III

Letter from the President

They know they cannot do it all on their own. The four grantees highlighted in this year’s annual report developed strategic partnerships that enhance their ability to meet their ultimate goal: improving the lives of low-income students, workers, and patients.

For years, the **Chicago Symphony Orchestra (CSO)** had offered a menu of programs to help train Chicago Public School teachers to incorporate music into their classrooms. Working across so many different schools, the CSO saw that the needs for arts education were much greater at some schools than at others. It realized that a more customized approach would give the schools better and more useful access to CSO expertise and resources. So it created two new programs: one for schools with few or no arts resources, another for schools aiming to improve the arts education they already provide. The CSO now actively collaborates with teachers to identify what they and their students need and to determine how best to provide it.

The **Network for College Success (NCS)** helps CPS high schools ensure their students have the academic skills needed to flourish in college. NCS does that by serving as a bridge between research and practice: It takes studies from the University of Chicago Consortium on School Research and works with high school principals and other school leaders to turn lessons from pioneering research into effective practices. In the process, NCS breaks down the walls that typically separate classroom educators so that they can connect with, and learn from, one another.

Greater West Town Community Development Project (GWTP) teaches its students the vocational skills that employers demand. GWTP knows what those skills are because it has cultivated long-term relationships with the companies that hire graduates from its programs. Through these partnerships, GWTP not only makes sure that employers get skilled workers, it also advocates for its students so that employers address their needs—from equipment for training to living wages.

Partnerships between social service agencies and healthcare providers are an emerging national trend, and **Catholic Charities** is at its forefront. The agency joined forces with Sinai Health System to combat a healthcare crisis: After leaving the hospital, patients too often are readmitted a short while later. By visiting vulnerable patients in their homes, Catholic Charities workers find out what patients require in their daily lives in order to maintain good health—and help them get it, leading to dramatic decreases in hospital readmission rates. Fry Foundation support is helping Catholic Charities deepen its partnership with Sinai and intensify its services to patients. Catholic Charities workers are embedded in the hospital’s healthcare teams, exchanging information about patients with the doctors who see them and serving as the link between hospital and home.

I hope you enjoy reading these stories about four exceptional organizations. This past year, we were pleased to welcome Kerri Malone as our new Arts Learning program officer and to welcome back Sydney Sidwell to the Foundation as Director of Education and Arts Learning. Sydney had spent the past several years at Ingenuity, an organization she had helped to found. We are deeply grateful to Marcia Festen for being an able steward of our Arts Learning grantmaking

over the past few years. We have not said good-bye altogether to her; she will continue to work with us to help ensure a smooth transition as Kerri takes over the grant portfolio.

And as Chip Fry mentions above in his Letter from the Chair, we have marked some significant transitions on our Board of Directors. We welcome Chip in his new role as Chair. Chip is dedicated to preserving his grandfather’s legacy and, as someone who spent his career working in the non-profit sector, he has a deep understanding of what it really takes to get the work done. Scott McCue steps down after 18 years. Scott played an integral role in the founding and development of the Fry Foundation, starting as the lawyer who set up the original trusts for Lloyd A. Fry and then as board chair for almost half of the Foundation’s 35 years of grantmaking following its endowment from the Fry estate. Scott’s passion for helping vulnerable families and his strategic vision led the Foundation’s development into a major Chicago institution supporting hundreds of the city’s leading organizations. His legal expertise helped ensure Foundation policies are at the leading edge of best practices. His strategic vision led the Foundation to support organizations which are advancing innovation and practice in their fields. Though Scott is no longer our Chair, he has not left our boardroom and we are fortunate that we will continue to benefit from his passions and good counsel.



Unmi Song
President



Education Program

Network for College Success

This year, the Network for College Success (NCS) advised a Chicago public high school to do something it had never tried before: It had all its teachers observe one another's classrooms. "A lot of them had never been in another teacher's classroom in their school—or in their entire career," said Mary Ann Pitcher, Co-Director.

To their surprise, one group of instructors found that a student who'd had behavioral problems in their classes was actually leading discussions in another teacher's room. They saw how the instructor eschewed the convention of having students only address the teacher; instead, the students interacted directly with each other. "Student-to-student dialogue is a research-based, effective practice that gets kids engaged in their own learning versus just sitting and acting in a passive, rote manner," said Ms. Pitcher.

For the past decade, NCS has been breaking down the walls that too often separate educators. "A lot of what we do is combating professional isolation," said Sarah Duncan, Co-Director. The organization does that by taking cutting-edge studies from the University of Chicago Consortium on School Research and helping high school principals and other leaders within Chicago Public Schools (CPS) turn that research into practice.

For NCS, the research always serves one overarching goal: preparing Chicago's public high school students so that they can get into college and succeed there. "We want to ensure that every student in Chicago schools receives the education they deserve," said Ms. Duncan.



Eighty-five percent of CPS students are African-American or Latino and 85 percent of them are from low-income families.

NCS partners with 17 high schools that educate 19,000 students—20 percent of the entire CPS high school population. On a monthly basis, NCS brings together school leaders—principals, assistant principals, counselors, and data specialists—to examine their schools' data, such as grades and attendance. The school leaders learn about Consortium research that could help improve those markers of student success.

"The Fry Foundation is a thought partner with us, asking really good, hard questions. It's looking for thoughtful reflection about what we've tried that has and hasn't worked. The Foundation is okay with complexity—and that's unusual."

Mary Ann Pitcher, Co-Director,
Network for College Success

The research-to-practice translation takes ongoing external support—precisely what NCS provides. It sends its 16 coaches, who are former principals, counselors, or teachers themselves, into the high schools to serve as a thought partner and an expert outside eye.

“As a principal, you are doing, doing, doing under so much pressure that it’s very difficult to stop and think more broadly about working strategically with your school leaders and teachers,” said Amy Torres, Leadership Coach. “Without a community like the Network for College Success, it’s virtually impossible.”

NCS also helps its schools create teams of leaders dedicated to overseeing instruction, counseling, literacy and postsecondary placement. A major focus for these leadership teams, and for NCS, is making sure that freshmen pass their classes. Again, NCS points to the research: Freshmen who pass enough classes to become sophomores are almost four times more likely to ultimately graduate than students who fail multiple classes their first year, noted Ms. Pitcher. Just getting by isn’t enough, however: “We know from research that high school grade point averages are the best

predictor of kids’ ability to graduate from college,” she said.

So NCS gets its schools to identify the students who aren’t doing well and to figure out why—and then to devise interventions that can be quickly implemented and assessed. Which first-year students are falling behind in class? Might they benefit from lunchtime tutorials that help them catch up to their grade level? Are their grades suffering because an ineffective disciplinary policy doles out two-week suspensions that make it extremely difficult for suspended kids to recover? If so, could a new policy involve

disciplinary action that doesn’t kick students out for minor infractions? And if students only sit in rows facing one another’s backs, could placing them in small discussion groups facilitate their interactions and their learning?

“In schools, educators are largely alone with those types of questions,” said Ms. Duncan. NCS ensures they’re not.

Among the total CPS high school population, 73 percent of students graduate within five years and 59 percent enroll in college. For CPS high schools that have partnered with NCS for over three years, those

two figures climb, respectively, to 78 and 69 percent.

NCS schools aren’t the only ones to reap the benefits. The organization shares its best practices with all CPS high schools—which now have adopted, for example, the NCS practice of establishing a team of school leaders to oversee instruction. “Our schools serve as a research and development network where we test out innovations and then disseminate those practices to the rest of the district’s high schools,” said Ms. Pitcher.

Principals from Chicago Public Schools assemble monthly to discuss school improvement strategies. During the sessions, groups work together to explore current issues and challenges. At each meeting, one principal presents on how they solved a particular problem, explaining in detail the steps that led to a successful conclusion.





Arts Learning Program

Chicago Symphony Orchestra

At Agassiz Elementary School, music teacher Nicholas Hall had seen lots of visiting artists come and go. They would teach his students several times a year, “and then they would leave,” said Mr. Hall. But he felt the visiting artists could be more effective if they were less like guest lecturers and more like the teachers’ collaborators. “I’d ask myself,” he said, “How do we take this even further?”

One promising answer—for Mr. Hall and other teachers of low-income students at Chicago Public Schools (CPS)—is a pair of new arts education programs developed by the Negaunee Music Institute at the Chicago Symphony Orchestra (CSO).

For years, the CSO had sent its teaching artists into public schools, while classroom teachers attended its training workshops. Then, in 2012, CPS identified the need to increase and improve arts learning when the district created its first-ever arts education plan. And the following year, CPS’ new annual rating of its arts programs documented what educators knew: Some schools have greater arts education needs than others.

The CSO took stock. “When we looked at that data, we asked, ‘Is it right for us to offer one in-depth way of engaging with CPS schools when there is such a broad range of needs?’” said Jon Weber, Director of Learning Programs. Within those needs, the CPS data revealed a distinction: “On the lower end, there are significant gaps in students’ access to music education, and on the higher end, there are needs among the arts educators to deepen the quality and impact of their work,” said Mr. Weber.



Once it identified those two categories, the CSO designed a new program for each. CSO-Ignite, a two-year residency, provides music instruction in elementary schools with few or no arts resources. CSO-Connect, a three-year program, works with teachers in schools that have music programs, helping them integrate music into other subjects. With both programs, the CSO has turned its one-size-fits-all program into a more customized fit.

The CSO also turned its one-way offering into a two-way collaboration: Both Ignite and

“The Fry Foundation has been an important critical friend to us. It has the perspective of the broader sector, so it can connect us to other colleagues and organizations—connections that are incredibly helpful.”

Jon Weber, Director of Learning Programs, Chicago Symphony Orchestra

Connect work in partnership with schools, helping them meet their learning goals. “It’s really getting to the heart of what children need with arts education and what the teachers and we as their arts partner can bring to the table to enrich the students’ lives,” said Katy Clusen, Coordinator of Learning Programs.

During the 2015-16 school year, the CSO piloted Ignite in two schools and Connect in five.

For Ignite, the CSO’s teaching artists meet extensively with elementary-school teachers to jointly create a 10-lesson unit that teaches musical concepts and

instrumental skills, while drawing connections between music and other subjects. “That prompts the teachers to be more involved in the program,” said Ms. Clusen. Ignite students also attend CSO performances at their schools and deliver their own performance. With Ignite, the CSO goes a step further: It helps school leaders develop long-term arts education plans “for when we’re no longer in the building,” said Ms. Clusen.

Connect takes already solid arts programs to a higher level. During five professional development workshops, middle school teachers learn from

experts such as music educators and theater professionals about how to integrate artistic work into their overall curriculum. For the pilot year, that work was *Romeo and Juliet*, the play as well as the orchestral music inspired by the play. The Connect teachers also learn from one another, as they come together to build curricula for student projects. “It really gave us the opportunity to collaborate as a group of teachers,” said Mr. Hall, adding that such opportunities are far too rare.

Over 10 weeks, seventh graders at Agassiz, a Lake View public school that focuses on the

arts, studied a *Romeo and Juliet* scene in their language arts class, created a stop-motion animated film based on that scene in design class and composed a score for their film in music class. The students also attended CSO concerts performed at their school and at Symphony Hall. “We wouldn’t have been able to do an interdisciplinary unit like this without CSO-Connect,” said Calli Leventis, Agassiz’s Librarian and Design Teacher.

This arts-integration model ensures that what students learn resonates with them in a deep and lasting way. That’s what Mr. Hall discovered after his students

completed their *Romeo and Juliet* projects. “They were able right away to connect the music we studied to other composers,” the music instructor noted.

Toward the school year’s end, all five Connect schools presented their projects. “I saw students bringing scenes to life with music, and I saw how deeply that touches them,” said Ms. Clusen. “If that’s denied to them because they never get exposed to the arts, what are we saying about the value of children?” Through its innovative partnerships with schools, the CSO has been saying quite a lot about children’s value.

Students at Agassiz Elementary School present their final project at the school’s spring show. For 10 weeks students worked with artists from CSO to create an animated interpretation of *Romeo and Juliet* accompanied by music. Students used hand-drawn animations and claymation based on key scenes in the play. At the performance the students first gave an introduction to the scene and then accompanied the animation with live music.





Employment Program

Greater West Town Community Development Project

Getting a job at one of Chicago's most highly regarded custom picture framers would be a boon for any aspiring woodworker—but especially for the vocational students at the Greater West Town Community Development Project (GWTP). To help them land a job there, Doug Rappe, GWTP's Woodworking Instructor, spent time at the framer learning its techniques and then incorporated them into his classes.

"The company gained confidence in our interest in serving its needs, so it was willing to invest in our program," said Mr. Rappe. The framer donated \$10,000 worth of equipment so that GWTP students could learn its framing process.

The framer soon hired several GWTP graduates. One of them used to have a customer-service job that offered no opportunity for advancement. She quickly became the framer's floor manager. "We build bridges with local companies, helping them meet their labor force needs," said William Leavy, Executive Director and Founder.

Since its founding in 1988, GWTP has been building bridges with dozens of small and medium-sized Chicago-area employers. By developing lasting partnerships with these employers, GWTP has learned the skills they require from graduates of its two training programs: woodworking, and shipping and receiving. "The skills we teach match the skills employers need," said Robert Fittin, Training Program Director. "We're not just putting people in jobs; we're building relationships with employers."

Those relationships are necessary to meet the needs not



only of the employers but also of a mostly minority population that faces high barriers to employment. Some GWTP students struggle with homelessness. Almost half of them don't have a high school diploma. About a quarter of them have felony convictions. "We work with employers who aren't concerned about what our graduates did in the past but what they're doing now and in the future," said Mike Redmond, Shipping and Receiving Instructor.

For each of the two programs, a committee of employers who

"The Fry Foundation is more than a funder. They take a special interest in our program, listening to what we have to say and encouraging us to reach our goals. We appreciate the funding, but we also value the partnership."

Robert Fittin, Training Program Director, Greater West Town Community Development Project

have hired GWTP graduates comes together at least twice a year to review the curriculum—and to suggest ways to improve it. For example, several years ago when employers felt that GWTP graduates needed stronger math and reading skills, the organization began placing greater emphasis on those areas. “The employer committees help keep our students relevant in the market,” said Mr. Fittin.

The employers also speak directly to GWTP students about their companies and provide tours of their facilities.

“When the trainees can see our graduates working in these companies, the opportunity is no longer just theoretical,” said Mr. Leavy. And because of the long-term partnerships that GWTP has cultivated, employers let the organization know how its graduates are doing on the job, further helping it consider ways to develop its training.

The conversation with employers goes both ways: GWTP also conveys to them its students’ needs—from living wages to training materials. For instance, the

shipping and receiving students used to practice loading onto a nonexistent trailer, its dimensions indicated by pieces of tape on the floor—not exactly the same as working with the real thing. When GWTP described the situation to its employer partners, one company found an inexpensive used trailer that’s now housed in the training center.

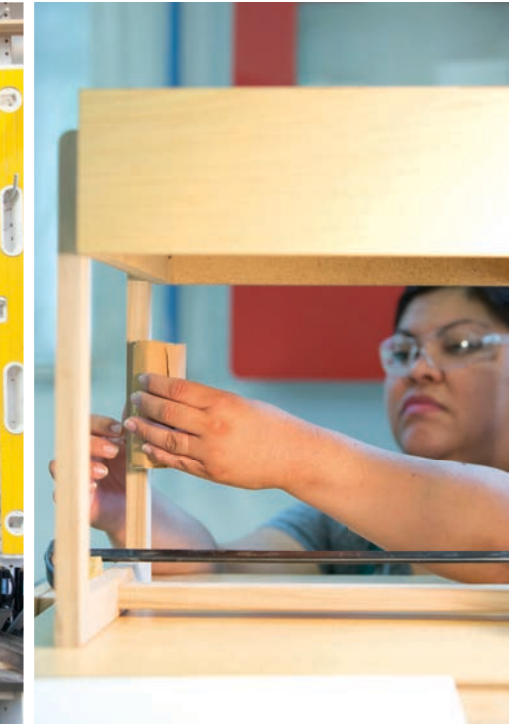
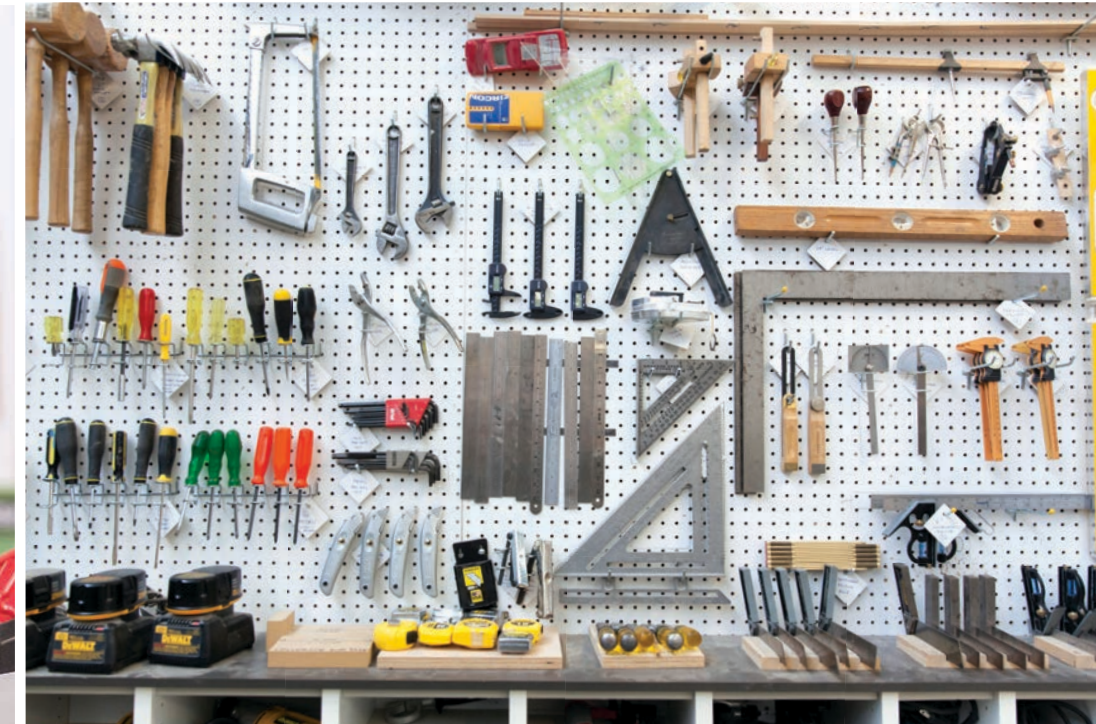
That speaks to a common theme at GWTP: To get its students ready for the workplace from the day they graduate, the training programs replicate on-the-job situations.

“We set up each class as if it’s a real workplace,” said Mr. Redmond. The shipping and receiving students train in a warehouse filled with rows of boxes packed with real goods, from baby food to laptops. The woodworking students build pieces of furniture they take home—as well as desks that GWTP uses in its own offices.

Of the roughly 100 students that GWTP enrolls each year, almost 90 percent graduate—and almost 90 percent of the graduates get jobs. About 70 percent of its graduates remain on the job after the first year.

One successful student, Mr. Redmond recalled, came to GWTP shortly after leaving prison; at the time, he was living in a temporary housing facility. “He had never had any warehousing experience before,” said Mr. Redmond. He now makes \$14 an hour in a logistics job and lives in his own apartment. Mr. Redmond heard from that graduate’s employer the same thing he hears from many others: “Our graduates can go in and hit the ground running,” he said, “because they understand what it takes to get the job done.”

Woodworking students at Greater West Town Community Development Project work on finishing class projects as well as learning new cutting techniques. A shipping and receiving facility has been built to replicate a real-life manufacturing environment. Students learn such skills as inventory software and forklift operation, which help prepare them for employment.





Health Program

Catholic Charities

A Catholic Charities social worker visited an elderly patient in her home and asked about her medications. In response, the patient took out a large plastic bucket filled with medicine bottles and dumped them onto her table. Some were duplicates; others were different dosages of the same drugs. “She had no idea what she should be taking,” said Anne Posner,* Associate Vice President of Senior Services, Catholic Charities.

The Catholic Charities worker made sure the patient understood which medications to take and then disposed of the others.

That critical intervention took place as part of a pilot program administered by Catholic Charities in collaboration with four south suburban hospitals. The Centers for Medicare & Medicaid Services had established the pilot to help combat a costly healthcare dilemma: After leaving the hospital, Medicare patients too often have to return to it only a short while later. As part of the pilot, social service agencies such as Catholic Charities partnered with hospitals to reduce 30-day readmission rates.

Such partnerships signal an emerging national trend—one that Catholic Charities is leading. “Having healthcare and social services partner together is truly a holistic approach that dramatically improves patient health outcomes,” said Monsignor Michael M. Boland, Administrator, President and CEO of Catholic Charities, which annually serves one million people at 160 locations in Cook and Lake counties.

From 2012 to 2016, 22 Catholic Charities workers visited Medicare patients in their homes within three days after leaving the hospital. They helped the patients



comprehend and follow their doctors’ orders. “Frequently our patients don’t have their discharge instructions or haven’t read them—or the instructions are sitting in a folder,” said Ms. Posner.

Catholic Charities knows that patients’ health and their day-to-day lives aren’t two separate matters. That’s why the agency also assessed the patients’ home environments and either addressed any needs directly or put them in touch with other agencies that could do so. For instance, if a diabetic patient’s kitchen cupboards were full of

“As Catholic Charities discussed possible program options, the Fry Foundation listened and was supportive and really helped us articulate where we needed to go.”

Anne Posner, Associate Vice President of Senior Services, Catholic Charities

*Since the writing of this article, Anne Posner has transitioned into a new role at Chicago Department of Public Health.

sugary cereals, then Catholic Charities connected that patient with a home-delivered meals provider that could distribute hot, nutritious food. Then, within 30 days, Catholic Charities called the patients four times to check on them.

The hospitals experienced a dramatic turnaround. At the pilot's start, their Medicare patients had an average 30-day readmission rate of 26.1 percent. Among the 25,000 patients that Catholic Charities saw, the readmission rate fell to 14.5 percent.

Still, Catholic Charities identified opportunities to improve. With the

federal pilot program, social service agencies could see patients only once within 30 days after discharge and then not again for six months. But Catholic Charities realized that different patients have different needs. For some, a single home visit and a few calls are enough; others might require several visits over many months.

So Catholic Charities partnered with the Sinai Health System's Holy Cross Hospital to use the lessons it had learned from the pilot and to improve upon it. "We think we can make it better," said Ms. Posner. This promising partnership attracted the Fry

Foundation's interest and support.

In July 2016, Catholic Charities and Holy Cross launched a two-year program to support low-income patients who have just left the hospital and are at a medium or high risk of being readmitted. Catholic Charities workers tackle the patients' variety of needs through a variety of means—whether an occasional email, regular text messages or multiple home visits. And rather than just one month, Catholic Charities follows patients after discharge for an entire year. "You can't change people's behavior in 30 days, but you can change it over time,"

said Kevin Andrews, Vice President for Quality, Patient Safety and Clinical Integration, Sinai Health System.

In addition, Catholic Charities workers become embedded in the hospital's healthcare teams, exchanging information about patients with the doctors who most frequently see them. "The Catholic Charities coaches are true partners with Holy Cross," said Mr. Andrews. "They serve as the link between the healthcare providers and patients' homes."

As they track and document the program, Catholic Charities and Holy Cross anticipate that it will

not only reduce healthcare costs but also, and more importantly, improve patients' health. "This is not just about the cost to the system; it's about actual clinical outcomes," said Mr. Andrews.

Both organizations believe they can better serve this vulnerable population together than they can apart. "For low-income patients just trying to pay rent or the electric bill, healthcare isn't always a priority," said Mr. Andrews. "Because this long-term program is tailored to patients' needs, it will provide the healthcare resources they otherwise wouldn't get."

Catholic Charities social workers meet with patients and hospital staff to help reduce readmission of patients who are discharged from the hospital. The social workers make contact with patients in the hospital before and after they're discharged. Once the patients are at home, social workers help them with such things as understanding their medication and diet.



2016 Grantees

Arts Learning

Instruction

Albany Park Theater Project
Chicago, IL
Second payment of a two-year \$60,000 grant for theater education activities \$30,000

American Theater Company
Chicago, IL
For the American Mosaic program, an in-school theater residency program \$25,000

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

Chicago Center for Music Education
Chicago, IL
For music programs in Chicago public schools \$40,000

Chicago Opera Theater
Chicago, IL
For Opera for All, an educational outreach program in Chicago public schools \$30,000

Chicago Sinfonietta
Chicago, IL
For the Audience Matters and SEED: Student Ensembles with Excellence and Diversity programs and for development of assessment tools \$40,000

Congo Square Theatre Company
Chicago, IL
For the Curriculum Objectives Residency Enrichment (CORE) residency program \$20,000

Court Theatre
Chicago, IL
For the Artists-in-the-Schools residency program \$30,000

Hyde Park Art Center
Chicago, IL
For the Pathways Program, a multi-year arts education program for students in Chicago public schools \$35,000

Intonation Music Workshop
Chicago, IL
For the after-school Rock Band program \$25,000

The Joffrey Ballet
Chicago, IL
For the Community Engagement program, a dance education program for students in Chicago public schools \$35,000

Lookingglass Theatre Company
Chicago, IL
First payment of a two-year \$65,000 grant for the Art-Infused Residency program in Chicago public schools and for the development of assessment tools \$35,000

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

Merit School of Music
Chicago, IL
For the Bridges: Partners in Music program, a music instruction program in Chicago public schools \$35,000

Muntu Dance Theatre of Chicago
Chicago, IL
For the Arts for Community Empowerment program, a dance and music instruction program, and ASHE, a multi-disciplinary arts residency program \$25,000



Museum of Contemporary Photography at Columbia College Chicago
Chicago, IL
Second payment of a two-year \$50,000 grant for Picture Me, an after-school photography program for high school students \$25,000

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

Pegasus Theatre Chicago
Chicago, IL
For the Young Playwrights Residency program \$30,000

The People's Music School
Chicago, IL
Second payment of a two-year \$60,000 grant to support 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
Second payment of a two-year \$50,000 grant for the Latin Music Project (formerly the Cuatro and Guitar Program), an instrumental music program \$25,000

Raven Theatre
Chicago, IL
For Take Flight, in-school and community-based youth residencies \$20,000

Silk Road Rising
Chicago, IL
First payment of a two-year \$40,000 grant for the Empathic Playwriting Intensive Course (EPIC) arts education program \$20,000

Timeline Theatre Company
Chicago, IL
First payment of a two-year \$50,000 grant for the Living History Program, an arts integration residency program in Chicago public schools \$25,000

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

Victory Gardens Theater
Chicago, IL
For Drama in the Schools residency program \$25,000

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

Teacher Training

Center for Community Arts Partnerships
Chicago, IL
Second payment of a two-year \$60,000 grant for Project AIM (Arts Integrated Mentorship), a teacher professional development program \$30,000

Chicago Arts Partnerships in Education
Chicago, IL
First payment of a two-year \$60,000 grant for the Collaboration Laboratory Project, a teacher professional development program \$30,000

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

Chicago Symphony Orchestra
Chicago, IL
For CSO-Ignite and CSO-Connect arts education programs in Chicago public schools \$50,000

Chicago Youth Symphony Orchestras
Chicago, IL
Second payment of a two-year \$40,000 grant for the Music Pathways Program, a teacher professional development program and a music ensemble program for Chicago public schools students \$20,000

Hubbard Street Dance Chicago
Chicago, IL
Second payment of a two-year \$100,000 grant for the Movement as Partnership (MAP), a teacher professional development program \$50,000

Marwen Foundation
Chicago, IL
First payment of a two-year \$100,000 grant for the Marwen Institute, a professional development program for teaching artists \$50,000

Museum of Contemporary Art
Chicago, IL
First payment of a two-year \$80,000 grant for the Teacher Institute, a professional development program for teachers \$40,000

Northeastern Illinois University, Center for College Access and Success
Chicago, IL
For the Studio Thinking Project, a teacher professional development program \$40,000

Ravinia Festival Association
Highland Park, IL
For the Music Discovery Program, a teacher professional development program, and Sistema Ravinia, an after-school orchestra program \$50,000

Steppenwolf Theatre Company
Chicago, IL
First payment of a two-year \$40,000 grant for the Steppenwolf for Young Adults School residency program \$20,000



Education

Principal Leadership & Development

Academy for Urban School Leadership
Chicago, IL
Second payment of a two-year \$200,000 grant for support of principal training and development \$100,000

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

National Louis University
Chicago, IL
First payment of a two-year \$200,000 grant for support of Chicago Principal Cohort of the Education Leadership Program \$100,000

New Leaders
Chicago, IL
First payment of a two-year \$240,000 grant for support of the Aspiring Principals and Emerging Leaders Program \$120,000

University of Chicago, School of Social Service Administration
Chicago, IL
Second payment of a two-year \$200,000 grant for the Network for College Success principal coaching and network activities \$100,000

UIC College of Education, Center for Urban Education Leadership
Chicago, IL
First payment of a two-year \$200,000 grant for the Center for Urban Education Leadership's principal preparation program \$100,000

Teacher Professional Development

Big Shoulders Fund
Chicago, IL
First payment of a two-year \$200,000 grant for the Math Initiative \$100,000

Golden Apple Foundation
Chicago, IL
First payment of a two-year \$100,000 grant for Inquiry STEM Institute \$50,000

Academic Enrichment

Chicago Horticultural Society
Glencoe, IL
First payment of a two-year \$60,000 grant for support of the Science First and College First programs \$30,000

Chicago Youth Programs
Chicago, IL
First payment of a two-year \$80,000 grant for the Teen Career Program and Middle School Programming Development Initiative \$40,000

Citizen Schools
Chicago, IL
For Expanded Learning Times partnerships in Chicago public schools \$50,000

High Jump
Chicago, IL
Second payment of a two-year \$100,000 grant for academic enrichment supports for low-income middle school students \$40,000

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

The Posse Foundation, Inc.
Chicago, IL
For the Pre-Collegiate Training Program \$40,000

SAGA Innovations
Newton, MA
For math tutoring in Chicago public schools \$75,000

Target Hope, Inc.

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

Target Hope, Inc.
Matteson, IL
To support a capacity building plan to strengthen organizational operations \$40,500

Special Opportunities

Advance Illinois
Chicago, IL
First payment of a two-year \$150,000 grant for policy research and advocacy in school funding, principal effectiveness, and school budgeting \$75,000

Chicago Public Media, Inc.
Chicago, IL
For support of the Education Desk to cover education news in Chicago \$40,000

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

Community Renewal Society
Chicago, IL
For support of Catalyst Chicago \$40,000

Strategic Learning Initiatives

Chicago, IL
Second 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

Vocational Training

Bethel New Life
Chicago, IL
For support of the Advanced Manufacturing Training (AMT) program \$40,000

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

The Chicago Lighthouse for People Who are Blind or Visually Impaired
Chicago, IL
For support of the Job Training Program \$30,000

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

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

Chinese American Service League
Chicago, IL
Second payment of a two-year \$80,000 grant for support of the Chef Training Program \$40,000

Ethiopian Community Association of Chicago, Inc.
Chicago, IL
For support of Community Employment Program \$30,000

Greater Chicago Food Depository
Chicago, IL
First payment of a two-year \$60,000 grant for Chicago's Community Kitchens workforce development program \$30,000

Greater West Town Community Development Project
Chicago, IL
First payment of a two-year \$120,000 grant for Occupational Skills Training Programs \$60,000

i.c.stars
Chicago, IL
First payment of a two-year \$120,000 grant for Technology, Business, and Leadership Workforce Training Program \$60,000

National Able Network
Chicago, IL
For the IT Career Lab \$35,000

National Latino Education Institute
Chicago, IL
For the Workforce Education and Employment Programs \$50,000

Restaurant Opportunities Centers United
Chicago, IL
For the COLORS Hospitality Opportunities for Workers (CHOW) Institute \$30,000

Adult Education

Chicago Citywide Literacy Coalition
Chicago, IL
First payment of a two-year \$150,000 grant for general operating support to strengthen Chicago's adult literacy/adult basic education infrastructure \$75,000

Chicago Commons
Chicago, IL
For support of the Vocational Adult Basic Education (VABE) program \$30,000

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

Erie Neighborhood House
Chicago, IL
First payment of a two-year \$180,000 grant for the Allied Health Care Career Network \$90,000

Erie Neighborhood House
Chicago, IL
First payment of a two-year \$100,000 grant for the Pathways to Success Program \$50,000

Heartland Human Care Services Inc.
Chicago, IL
Second payment of a two-year \$120,000 grant for Vocational English Language Training (VELT) services \$60,000

Instituto del Progreso Latino
Chicago, IL
For Carreras en Salud: A Chicago Bilingual Healthcare Bridge Program \$60,000

Poder Learning Center
Chicago, IL
First payment of a two-year \$80,000 grant for the Oprim-1 and ESL/Civics Programs \$40,000

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

Pui Tak Center
Chicago, IL
For Adult Education and Training Programs \$30,000

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

Pre-Employment Training

Cara Program
Chicago, IL
First payment of a two-year \$150,000 grant for support of the Transformations Program \$75,000

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

Inspiration Corporation
Chicago, IL
For support of Foodservice Training & Employment Services and for a new client management system \$75,000

New Moms, Inc.
Chicago, IL
For the Workforce Development Program \$30,000

St. Leonard's Ministries
Chicago, IL
For support of employment services at the Michael Barlow Center \$30,000

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

Policy Advocacy

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

Special Opportunities

Chicago Jobs Council
Chicago, IL
For the 741 Collaborative for Business Services and Economic Development Engagement Project \$35,000



Health

Primary Health Care

Access Community Health Network
Chicago, IL
First payment of two-year \$200,000 grant to establish a Shared Decision Making (SDM) initiative \$100,000

Asian Human Services Family Health Center, Inc.
Chicago, IL
For oral health services \$40,000

Beloved Community Family Wellness Center
Chicago, IL
For medical home models of care for chronic care patients \$60,000

The Catholic Charities of the Archdiocese of Chicago
Chicago, IL
First payment of a two-year \$200,000 grant for support of a collaboration with Sinai Holy Cross Hospital to better coordinate services, improve health outcomes, reduce costs, and prevent unnecessary hospital readmissions \$100,000

Center on Halsted
Chicago, IL
For support of the Behavioral Health Services program \$25,000

Chicago Children's Advocacy Center
Chicago, IL
Second payment of a two-year \$70,000 grant for support of Family Hope Center \$35,000

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

Children's Home & Aid
Chicago, IL
First payment of two-year \$100,000 grant for support of the Community-Based Behavioral Health Program \$50,000

Christian Community Health Center Chicago, IL For support of the Oral Health and Primary Care Integration program \$55,000	The Night Ministry Chicago, IL Second payment of a two-year \$80,000 grant for support of the Outreach and Health Ministry Program \$40,000	World Food Program USA Washington, DC For support of the WFP Emergency Response program \$50,000	Council on Foundations, Inc. Arlington, VA Membership grant \$19,600
CommunityHealth Chicago, IL Second payment of a two-year \$70,000 grant for the Coordinated Care Model \$35,000	Primo Center for Women and Children Chicago, IL For support of the Integrated Coordination Program (ICCP) \$35,000	Special Purposes	Crossroads Fund Chicago, IL For the Giving Project to support and expand donor giving towards greater social justice \$10,000
Erie Family Health Center Chicago, IL Second payment of a two-year \$120,000 grant for the Patient-Centered Medical Home Initiative \$60,000	Thresholds Chicago, IL For support of an agency-wide effort to become a Certified Community Behavioral Health Clinic \$60,000	Community Renewal Society Chicago, IL For support of the <i>Chicago Reporter</i> \$40,000	Forefront Chicago, IL For Chicago African Americans in Philanthropy annual program and awards ceremony: Connecting Philanthropy and Community \$2,000
Esperanza Health Centers Chicago, IL First payment of a two-year \$100,000 grant for support of Medical Home Care Coordination Program \$50,000	University of Chicago Chicago, IL First payment of a two-year \$100,000 grant for support of 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 to reduce wait times for patients seeking care from medical specialists \$50,000	Forefront Chicago, IL Second payment of a two-year \$30,000 grant for support of the Transformation Fund: Engaging for Impact \$15,000	Forefront Chicago, IL Membership grant \$17,233
Esperanza Health Centers Chicago, IL Second payment of a two-year \$200,000 grant for support of the Chicago Safety Net Learning Collaborative \$100,000	YWCA of Metropolitan Chicago Chicago, IL Second payment for support of the RISE Children's Counseling Center \$50,000	Heartland Alliance for Human Needs & Human Rights Chicago, IL Second payment of a two-year \$140,000 grant for Deferred Action for Childhood Arrivals and for Unaccompanied Immigrant Children \$70,000	Grantmakers for Education Portland, OR Membership grant \$1,750
Hamdard Center for Health & Human Services Addison, IL For support to Integrate Medical and Mental Health Services and intense follow-up care to retain patients in continuous care \$40,000	Community Outreach\Prevention	Korean American Resource and Cultural Center Chicago, IL Second payment of a two-year \$120,000 grant for the Asian and Arab American Community DACA Collaborative \$60,000	Grantmakers for Effective Organizations Washington, DC Membership grant \$3,190
Heartland Health Center Chicago, IL First payment of a two-year \$150,000 grant for support of oral healthcare services \$75,000	AIDS Foundation of Chicago Chicago, IL For training of Ryan White case managers on how to work with medical providers and managed care organizations \$40,000	Taproot Foundation San Francisco, CA Second payment of a two-year \$90,000 grant for the Service Grants Program \$45,000	Grantmakers in the Arts Seattle, WA Membership grant \$1,000
Howard Brown Health Center Chicago, IL For support of the patient centered medical home (PCMH) model of primary care \$40,000	Enlace Chicago Chicago, IL For the Community Health Workers Initiative \$40,000	WTTW11 Chicago, IL Second payment of a two-year \$100,000 grant for <i>Chicago Tonight</i> \$50,000	Independent Sector Washington, DC Membership grant \$8,000
Illinois College of Optometry Chicago, IL First payment of a two-year \$300,000 grant for the Chicago Vision Outreach and a Diabetes Eye Clinic Initiative \$150,000	Teen Living Programs Chicago, IL For support of the Whole Health Program \$30,000	Other Grants Grants made to 203 organizations upon the recommendation of the Board of Directors, the Fry family, and employee matching gifts program \$778,500	Literacy Funders Network Oklahoma City, OK Membership grant \$250
Infant Welfare Society of Chicago Chicago, IL First payment of a two-year \$100,000 grant for support of Chicago's Integrated Care Initiative \$50,000	Test Positive Aware Network Chicago, IL First payment of a two-year \$60,000 grant for support of the Total Care Portal (TCP) care coordination process \$30,000	Membership and Program Discretionary Grants	National Committee for Responsive Philanthropy Washington, DC Membership grant \$3,000
Juvenile Protective Association Chicago, IL First payment of a two-year \$105,000 grant for the Treatment and Counseling Program \$55,000	White Crane Wellness Center Chicago, IL First payment of a two-year \$65,000 grant for the Holistic Health Outreach Initiative to establish a need-based client management model \$35,000	Arts Alliance Illinois Chicago, IL To engage a search consultant to fill the position of executive director \$5,000	New Leaders Chicago, IL For support of New Leaders Chicago to organize the Chicago Leadership Collaborative principal graduation celebration \$5,000
Lawndale Christian Health Center Chicago, IL For Patient Centered Medical Home-High Risk Care Management \$60,000	Policy Advocacy	Asian Americans / Pacific Islanders in Philanthropy Oakland, CA In celebration of AAPIP's Leader Honorees in Chicago \$2,000	The People's Music School Chicago, IL For support of a database upgrade aligned with new metrics and assessment tools to better track student data, compare student progress over time and more timely access to data \$8,000
Lutheran Social Services of Illinois Des Plaines, IL Second payment of a two-year \$161,000 grant for support of the Tri-agency Mental Health Learning Collaborative \$80,000	Sargent Shriver National Center on Poverty Law Chicago, IL Second payment of a two-year \$280,000 grant for the Health Care Justice Program \$140,000	Asian Americans / Pacific Islanders in Philanthropy Oakland, CA Membership grant \$2,500	Puerto Rican Arts Alliance Chicago, IL To develop curriculum on Puerto Rican history and culture in Chicago \$10,000
Lutheran Social Services of Illinois Des Plaines, IL Second payment of a two-year \$105,000 grant for the Treatment and Counseling Program \$55,000	Special Opportunities	Chicago Council on Global Affairs Chicago, IL For the President's Circle membership \$500	The Resurrection Project Chicago, IL For the <i>Breakin' It Down</i> conference \$1,000
Lutheran Social Services of Illinois Des Plaines, IL Second payment of a two-year \$80,000 grant for Children and Adolescents Counseling Services \$40,000	Healthy Schools Campaign Chicago, IL First payment of a two-year \$36,000 grant for the Change for Good program \$18,000	Chicago Foundation for Women Chicago, IL To analyze merger activity in the last 10 years (2004-2014) and to identify lessons learned from both successful and failed mergers among the Chicago metropolitan non-profits \$10,000	Robert R. McCormick Foundation Chicago, IL For support of the Veterans in Philanthropy VISTA program \$2,600
Mobile C.A.R.E. Foundation Chicago, IL For support of Comprehensive Asthma Management Program \$45,000	Doctors Without Borders/ Medecins Sans Frontieres New York, NY First payment of a two-year \$100,000 grant for support of the Emergency Relief Fund \$50,000	Chicago Youth Symphony Orchestras Chicago, IL To develop a neighborhood ensemble program \$7,500	Sargent Shriver National Center on Poverty Law Chicago, IL For support of the Illinois Public Benefits Training Center creation \$10,000
Near North Health Service Corporation Chicago, IL For support of Chronic Care Coordination Program \$40,000	Oxfam America Boston, MA First payment of a two-year \$100,000 grant for support of the Global Humanitarian Program \$50,000	Community Counseling Centers of Chicago Chicago, IL To support the planning and development of a Behavioral Learning Collaborative for Federally Qualified Health Centers \$10,000	Sargent Shriver National Center on Poverty Law Chicago, IL For the Responsible Budget Coalition \$8,900
			Voices for Illinois Children, Inc. Chicago, IL For the Fiscal Policy Center \$8,000

Vision Statement

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.

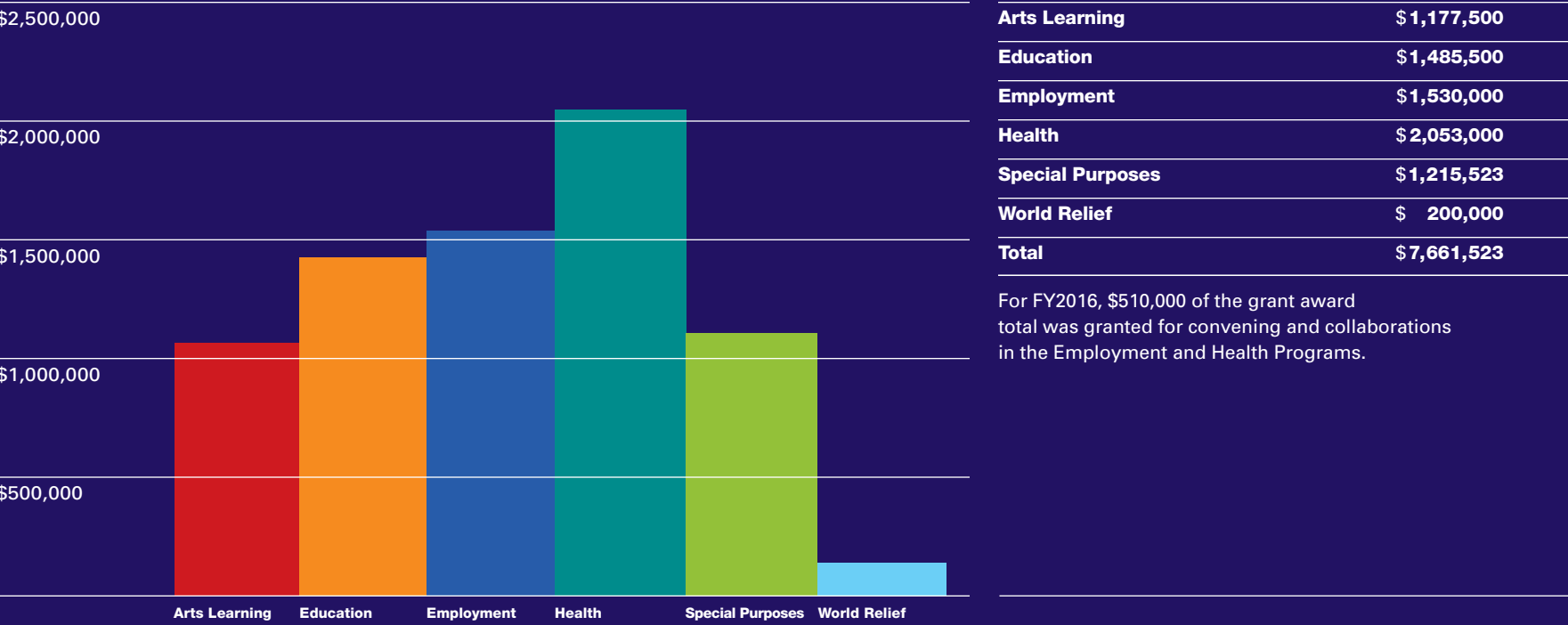
Grants are awarded in four major areas: **Arts Learning, Education, Employment,** and **Health.** Across all of our funding areas, our focus is on helping organizations:

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.

2016 Grants and Awards Totals



Please visit our website at www.fryfoundation.org to see our 2016 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.

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 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 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

The Fry Foundation accepts proposals by mail or through our online application system. The online application system can be accessed at www.fryfoundation.org. If submitting a proposal by mail, 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 résumé and a list of clients.
9. **Racial and gender demographics of board and senior staff**
Diversity and inclusion are among the core values of the Foundation. The racial diversity of your board and senior staff is something we monitor closely. A lack of diversity may affect your prospects for funding. 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 organizations 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 proposal deadline. We ask that final reports and proposals be submitted separately. 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 Programs Areas** 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.

To submit a proposal or letter of inquiry please use our online application, which can be found under the How To Apply tab on our website at www.fryfoundation.org.

Proposals and letters of inquiry also may be submitted by email to applications@fryfoundation.org or by postal service to the address below.

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

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