

LLOYD A. FRY FOUNDATION



2021 Annual Report

As we prepare the 2021 Annual Report, there is a cautious sense of optimism. It is possible that Chicago has seen the worst of the Covid-19 pandemic. Students are returning to school buildings. Employers are looking for skilled workers. And arts organizations are opening doors. But the past 21 months reminded us how fragile the social safety net is and how systemic inequalities still plague some Chicago neighborhoods more than others. Fry Foundation grantees have not wavered in their commitments to addressing these persistent challenges—and we are proud to support their work.

About the Foundation	Officers and Directors	Staff	Contact
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.	<p>Amina J. Dickerson (she/her/hers) Vice President</p> <p>Lloyd A. Fry III Chair</p> <p>Graham C. Grady (he/him/his) Vice Chair and Treasurer</p> <p>Stephanie Pace Marshall (she/her/hers) Director</p> <p>Howard M. McCue III (he/him/his) Director</p> <p>Unmi Song (she/her/hers) President and Secretary</p>	<p>Unmi Song (she/her/hers) President</p> <p>Alexis Kellogg (she/her/hers) Administrative Assistant</p> <p>Jennifer Miller Rehfeldt (she/her/hers) Senior Program Officer, Employment</p> <p>Yadira Montoya (she/her/hers) Program Officer, Health</p> <p>Joe Panganiban (he/him/his) Program Officer, Arts Learning</p>	<p>Merril Prager (she/her/hers) Controller</p> <p>Carrie Roche (she/her/hers) Program Assistant</p> <p>Sydney Sidwell (she/her/hers) Director of Education and Arts Learning</p> <p>Jessica Thompson (she/her/hers) Program Assistant</p>
			<p>Lloyd A. Fry Foundation 120 S. LaSalle Street Suite 1950 Chicago, IL 60603-3419</p> <p>Phone: 312.580.0310 Fax: 312.580.0980</p> <p>www.fryfoundation.org</p> <p>Writing: Novid Parsi Photography: Roark Johnson Design: Sam Silvio</p>

Letter from the Chair

Almost exactly one year ago, as I was writing this letter for publication in our 2020 Annual Report and we were starting the ninth month of a worldwide Covid-19 pandemic, I noted that nearly 9.7 million Americans had contracted the virus, with a death toll of more than 235,000 and climbing. I ended my letter by saying, “The virus isn’t done with us yet and it won’t be for a long time. There will be much more to do.” As I write this year’s letter, we now know that the impact of the pandemic has proven to be much longer and much worse than we could have ever imagined. As of this writing, nearly 50 million Americans have contracted the virus, with a death toll of more than 745,000. Today, Covid-19 is still very much a part of our lives. Conditions have improved thanks to extraordinary science and the distribution of effective vaccines. However, we have just begun to see the first glimpses of how this pandemic will reshape our individual lives and our society in the decades to come.

Nearly 40 years ago, as the Fry Foundation was being organized, the first board of directors felt strongly that the most effective use of our philanthropy would be a focus on Chicago and, more specifically, to support excellent nonprofit organizations serving the needs of disadvantaged communities of color on the South and West Sides. Forty years later, as these same communities struggle to survive the devastating effects of the pandemic on family, education, employment, health and the basic quality of life, that strategy, that fundamental decision, seems particularly prophetic. All those decades ago, and even until recently, it was not

very common to talk in terms of “racial inequity.” And yet, addressing those inequities—as you will see in the pages that follow—has been driving our grantmaking from Day One.

At the same time, while our major grantmaking areas are well established, if the last 20 months have taught us anything, it is that the world, as we know it, can change in a second—for us and for our grantee partners. And so, the Fry Foundation will always try to be nimble and responsive to the new opportunities and unexpected challenges that the future will present.

As I do every year, I would like to thank our president, Unmi Song, and our excellent program officers and administrative team. Their expertise is invaluable. They have kept the Foundation running smoothly month after month, through hard work, endless Zoom meetings and a solid grasp of remote technology at all levels. Let me also say thank you to each of my fellow board members: Scott, Stephanie, Graham and Amina. I am deeply appreciative of the countless hours that each of you devote to the operation and mission of this Foundation. The board and staff of the Foundation have been together, in person, a few times (outside, of course) since the start of the pandemic. I look forward to the time—perhaps not long from now—when we can once again be together in the boardroom.



Lloyd A. Fry III
Chair

Letter from the President

The pandemic has permanently changed all of us. But its toll was particularly heavy on the Chicagoans served by the grantee organizations of the Lloyd A. Fry Foundation. These groups rose to the challenge with remarkable compassion, ingenuity, and resilience.

One of the many powers of arts education is its ability to help students process the world around them, understand tragedy, and promote empathy. When the pandemic forced school closures and a shift to virtual education, the theater company Silk Road Rising acted quickly to adapt its in-school playwrighting residency program **EPIC** (Empathic Playwriting Intensive Course), working closely with its classroom teachers to ensure high-quality engagement for students. As a result, Chicago Public Schools students continued to have the opportunity to pen scripts that tackled the many difficulties they were experiencing, including remote learning, the pandemic, and police violence against Black people.

No one knows yet what this pandemic will mean for our students over the long term. But we do know that many students have fallen behind academically. Historically, the approach to addressing lost learning has been to re-teach material from the prior grade. When this happens, students don’t learn all they should in their current year, and they fall further behind. **Leading Educators** is working to help teachers create an approach that teaches both what students missed during the shutdowns and what they need to learn in their current grade. The goal: getting students back on track.

Traditionally, workforce development agencies focus on the skills that job seekers lack and the barriers they face. **Chicago Jobs Council** has found that that deficit-centered approach stems from deep and systemic racism. Amid the pandemic and the social uprisings, CJC, which trains workforce service providers and advocates for policy change, began taking an actively anti-racist approach. For CJC and its

clients, this means recognizing and developing the skills that job seekers already have so they can get the jobs they want. It also means involving job seekers in determining what, for them, successful employment means.

The scope and scale of the pandemic was beyond what any health provider has ever experienced. Five health centers on Chicago’s South Side chose to band together. The **Southside Population Health Collaborative** leaders met regularly to discuss joint problems and formulate joint solutions—from getting residents tested and vaccinated to forming a much-needed network of specialty care providers. As a group, they addressed shared challenges and served their patient populations more effectively than they could have alone.

As we closed out our fiscal year, we said goodbye with many thanks to Sabrina Greig, our Arts Learning Program Officer, and Brian Bragg, our Health Senior Program Officer. We wish them all the best in the exciting next stage of their careers: Sabrina as a museum administrator in Brooklyn, Brian back at Access Community Health. We also extend best wishes to our very able summer intern, Jenifer Nuñez, on her last year of college.

We are delighted to welcome our new program officers, Joe Panganiban in Arts Learning and Yadira Montoya in Health. You can find more information about them on our website, on the news page. We still are working remotely, punctuated by regular visits to the physical office space. We continue to be available by email, telephone and Zoom, so don’t hesitate to reach out to us!



Unmi Song
President



Arts Learning Silk Road Rising

“The Fry Foundation sees the impact that Silk Road Rising has on the lives of students. It’s so important that young people engage on theater and the arts, and that’s made possible in no small part by the Fry Foundation.”

Jamil Khoury, Co-Executive Artistic Director, Silk Road Rising

Live theater and virtual education might not seem like the most natural pairing. Plays traditionally take place in person; remote learning happens at a distance.

That tension might have posed a real threat to the arts education program **EPIC (Empathic Playwriting Intensive Course)** during the 2020-21 school year, when instruction at Chicago Public Schools went virtual. “I was really worried we’d have zero EPICs,” recalls Tracy Strimple, Director of Education, Silk Road Rising, the Chicago theater company that delivers EPIC to teach students how to write plays. Strimple feared that teachers might be too overwhelmed by the shift to remote learning to take on an additional program.

Instead, educators who had worked with EPIC in the past expressed their eagerness to do so again. “The students sat in front of screens with the same teacher every day, so having a new and exciting arts program was huge,” says Jennifer Christiansen, a seventh-grade teacher of English language arts at Skinner West Elementary School.

For Christiansen and other educators in the four schools that participated in EPIC during 2020–21, the arts education program offered another benefit: “It got students to talk about what was going on with them,” Strimple says.

Indeed, a lot was going on. That year, most plays that students wrote for EPIC explored the abrupt shift to virtual education and the resulting sense of isolation, as well as the pandemic, racial justice, and Black Lives Matter protests.

Launched in 2013, EPIC teaches middle and high school students, many of them Black and Latinx individuals, to explore their lives and worlds through the art of playwriting. In as many as a dozen schools each year, EPIC's teaching artists collaborate with educators to help students draft and develop their own plays. Those scripts then receive staged readings presented by professional Chicago actors.

Founded in the aftermath of September 11 to produce plays by and about people from Silk Road communities, Silk Road Rising draws many of EPIC's teaching artists, who are actors and playwrights, from its own theatrical productions. The teaching artists, many of whom share the same demographic backgrounds as the students, first meet with the classroom teachers to learn about their and their students' needs, then tailor an EPIC program

that integrates with their curriculum.

At the start of each EPIC, teachers and students complete surveys that ask, for instance, whether the students know what empathy and social justice mean; at the end, they complete the same surveys to assess what students have learned. In addition, the teachers and teaching artists evaluate the student plays with an eye for theatrical skill, such as whether the characters' actions are motivated. Significantly, EPIC focuses both on social and emotional learning and on the rigors of playwriting, and sees them as bound together. Students learn to see the world through the eyes of characters who often face the same realities as their authors—from bullying to immigration to age-old tensions between children and their parents.

"The idea is to encourage young people to think about other people's stories and their own stories to generate an empathic response," says Jamil Khoury, Co-Executive Artistic Director, Silk Road Rising. "There's a cathartic component to being able to name their truths in a theatrical way."

To help students realize that cathartic empathy amid the struggles of the pandemic, EPIC had to adjust. Traditionally, EPIC comprises two offerings: a 20-session program that results in a student-written play with up to four characters, and a seven-session program called EPIC Spark, for which students write a monologue. As much as teachers wanted to participate in EPIC last year, they couldn't devote 20 classroom periods to it, given the time-consuming challenges they and their students faced. So the participating classes all received EPIC Spark, plus an extra eighth session.

Although the teaching artists could draw on Silk Road Rising's deep experience with digital theater, EPIC still had to adapt to a virtual environment. Strimple attended professional development training on remote-education skills and techniques, then passed that learning on to the teaching artists. Such techniques included, for example, having students find objects inside their own homes that could serve as theatrical props.

In addition, Silk Road Rising has given several EPIC plays another life by presenting them digitally under the rubric Black Teen Lives Matter. Penned from 2017 through 2021, mostly by Black teens, many of these plays predated the murder of George Floyd but could have been written in the weeks afterward. "It was so striking to see how young people had already been grappling with issues of racial equity and social justice," says Elizabeth Rosner, Development Associate, Silk Road Rising.

One Black Teen Lives Matter play was written by Matthias Hunter, now an eleventh grader, when he was an eighth-grade student at Galileo Scholastic Academy of Math & Science. In his monologue, *Change*, a Black teen implores his friend to reject a life of drugs and violence. It was the first play Hunter had written. "It made me more confident in my writing," says Hunter, a student at Intrinsic Schools. "I thought a little play like that doesn't matter. But when I wrote it and saw it performed, it opened my eyes to how important plays are."



Education

Leading Educators

“The Fry Foundation has done so much to help us convene with CPS and other partners so we can provide support in ways that are most impactful for schools, teachers, and kids.”

Heather LaLuzerne, Senior Director of Networks, Leading Educators

A Chicago teacher of third-grade math saw her students struggling with multiplication. “There was this refrain: ‘My students can’t multiply, so I have to repeat the lessons again,’” recalls LeAnita Garner, who, as Instructional Leadership Coach for **Leading Educators**, worked closely with the teacher during the 2020-21 school year. “The students were getting frustrated because they recognized it was the same assignment over and over again.”

In bimonthly meetings, Garner helped the teacher determine what her students had missed in the previous year during the pandemic-related school shutdowns, and how to embed that missed learning into what the students needed to learn in the current year. So rather than spending large chunks of the third grade repeating the second grade, the students stayed on track.

This experience is not unique. Once students fall behind, many teachers understandably attempt to reteach missed learning from the previous grade. But as a result, those students keep falling even further behind. And the pandemic has only exacerbated this problem. With the shift to virtual education, Garner says, “a lot of teachers talked about kids checking out.”

A national education nonprofit founded a decade ago, Leading Educators supports educators in helping students learn what they missed in their previous grade and, at the same time, learn what they need in their current grade—so they can advance to the next grade.



With a focus in Chicago on kindergarten through eighth grade, Leading Educators continually works to achieve equitable education: affirming all students' ability to learn while ensuring they have access to grade-appropriate education. "We challenge school and teacher leaders to think about what equitable instruction looks like and to deepen teachers' beliefs in students' capabilities," says Heather LaLuzerne, Senior Director of Networks, Leading Educators.

Typically, Leading Educators' coaches meet in person regularly with small groups of school leaders and teachers, who in turn support other educators in their schools. With Leading Educators' guidance, teams of teachers discuss their lessons and classes on at least a biweekly basis; school and teacher leaders observe classrooms and convene quarterly. It's this kind of frequent, focused professional development that, too often, educators do not get once they're on the job.

But the 2020-21 school year was far from typical. Like the schools, Leading Educators suddenly had to inhabit a virtual world. Instead of its usual team-based approach, the organization offered

remote individual coaching to teachers, as well as whole-group virtual sessions for school leaders and teachers. With a specific focus on math, Leading Educators helped educators transition to remote and asynchronous teaching while still keeping their attention on grade-level instruction. The organization informed educators of online resources such as digital whiteboards that promote interactive instruction, in addition to techniques such as virtual polls and chat functions that elicit real-time responses from all students, not just the most vocal ones. Leading Educators' coaches also observed classrooms via video and provided teachers with feedback.

Crucially, as Garner's experience demonstrated, Leading Educators helped teachers sidestep the trap of remedial education and instead provide grade-appropriate learning, so that kids didn't lag further behind. This challenge preceded the pandemic and became even more difficult during it, as many math teachers defaulted to procedural teaching, such as rote memorization. Leading Educators instead promoted conceptual learning, so students could

truly comprehend math concepts and apply them in various contexts. "We worked with teachers to teach at grade level and not spend an entire year remediating content from the previous year," says Claudine Andrews, Director of Math Content, Leading Educators.

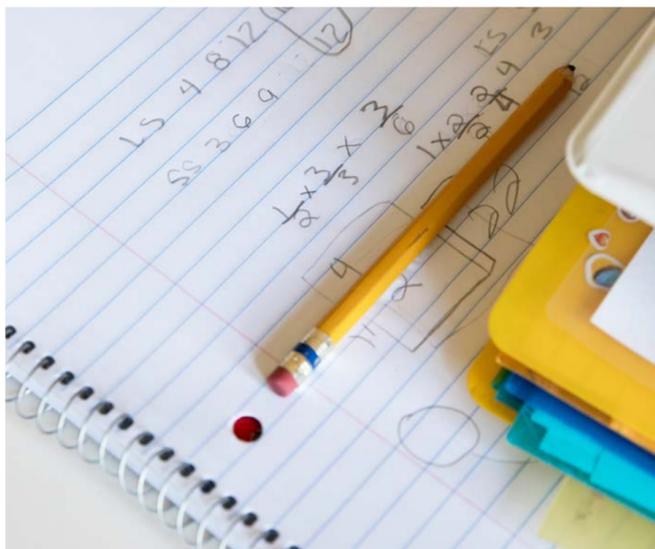
At Frederic Chopin Elementary School, two middle school math teachers and their students benefited greatly from the support of Leading Educators, according to Frederick Williams, Principal. "Leading Educators helped not only with active instruction but also with the big picture and teachers' reflections on how they teach," Williams says. As a school leader, Williams benefited from the partnership, too: "Leading Educators gave me a place to talk with other principals and hear what they're doing and share best practices."

Anastasia Hildner, Instructional Support Leader for one of CPS's 17 school networks, worked with Leading Educators for the first time in 2020-21. Alongside a Leading Educators coach, Hildner met biweekly with a middle school math teacher, assisting her in identifying what she and her students most needed. For example, Hildner and the Leading

Educators coach advised the teacher to have students work in a variety of combinations—small groups, pairs, and solo—to acknowledge that different students learn differently. "We wanted to think outside of the box in a virtual setting," Hildner says.

As much as Leading Educators got school leaders and teachers to think and teach outside boxes, it also recognized that "overall, it's really hard to instruct virtually," LaLuzerne says. Still, she notes, Leading Educators found that many of its teachers spent most of the school year on grade-appropriate standards—not the previous grade's content.

Leading Educators is working closely with Chicago Public Schools (CPS) to expand its impact more widely through the district. Next year, it will help implement a new CPS curriculum called Skyline. This curriculum aims to ensure that all CPS students receive engaging, grade-appropriate instruction. Skyline is designed so students see themselves and their communities in the curriculum and become more actively engaged in their own learning. And Skyline gives teachers tools to keep students on track with grade-level instruction.





Employment Chicago Jobs Council

“The Fry Foundation supports our organizational development, and it’s rare and valuable to receive that as a nonprofit. Its program officers are thought partners with the Jobs Council as we think of workforce development solutions.”

Megan Winzeler, Director of Finance and Administration, Chicago Jobs Council

There is a common thread in the language that workforce development organizations use to describe the low-income job seekers they support. “When workforce organizations speak with partners, particularly funders, there’s a need to outline all the deficits and barriers that participants face,” says Tanvi Shah, Director, Frontline Focus Training Institute, **Chicago Jobs Council**. In this discourse, “there’s an overemphasis on the individual: ‘If they just pull themselves up by the bootstraps, they can find a job,’” says Megan Winzeler, Director of Finance and Administration, the Jobs Council.

The Jobs Council has come to realize that that narrative stems from systemic racism—that it involves harmful stereotypes of poor people of color and puts the blame on job seekers rather than addressing complex realities. “It’s really more about a system-level exclusion from the labor market,” Winzeler says.

The Jobs Council wants to help change the narrative—and workforce development itself—by adopting an actively anti-racist approach that targets racism at systemic and institutional levels. While the 40-year-old organization has long been aware of the importance of race and racial equity, it began focusing on anti-racism as a core value through its most recent strategic planning during 2019-20. That focus gained greater urgency amid the Covid-19 pandemic, the recent police killings of Black people, and the social uprisings.

Since its start in 1981, the Jobs Council has helped move people out of poverty through employment. It does that mainly in two ways: training workforce service providers who work directly with job seekers, and advocating for policy changes that support underserved job seekers. “We work at the intersection of policy and practice,” Shah says. “By changing policy and practice, we aim to remove systemic barriers and increase access to employment.”

In the Jobs Council’s capacity-building work at its **Frontline Focus Training Institute**, the Jobs Council provides about 20 interactive training courses each year to workforce development program staff and leaders. Training topics include recruiting job seekers, increasing retention, and connecting with employers. With its policy work, the Jobs Council tries to eliminate barriers to employment. For instance, the organization supported an Illinois law, which went into effect this year, that ended the suspension of driver’s licenses due to unpaid tickets—which had inordinately affected people of color and their ability to work.

The Jobs Council’s anti-racist work will span both the practice and policy arms of the organization.

Instead of a “deficit-based narrative” that “frames job seekers as empty vessels” and focuses on what they lack, Shah says, the Jobs Council wants to change its perspective, and help employers adjust theirs as well. It wants to shift to a strength-based, person-centered approach that considers the skills and abilities that job seekers already have and that can be developed for the employment they want and need. With its proven ability to organize key stakeholders around a common goal, the Jobs Council is well positioned to help its sector embrace anti-racism.

The Jobs Council’s shift from racial equity to anti-racism represents more than a change in word choice. For its capacity-building side, the Jobs Council is embedding anti-racism in all its training content, as well as in a culturally responsive job-readiness curriculum it’s developing to ensure consistent quality in job seekers’ training. The Jobs Council also will adopt an anti-racist lens not only with its external work, but also internally as it hires and trains new staff and board members.

And for the Jobs Council’s policy side, anti-racism will mean actively involving the people affected by workforce policies. While the Jobs Council doesn’t work directly

with job seekers, it has found that the service providers it supports often come from the same communities, and have similar experiences, as job seekers. “We can tap that expertise and engage frontline workforce professionals as experts in our policy advocacy,” says Mari Castaldi, Director of Policy and Advocacy, the Jobs Council. To that end, the Jobs Council has created a new staff position: a policy engagement manager.

As part of this transition, the Jobs Council and the larger workforce development sector must rethink the way they measure their and their job seekers’ success, Castaldi notes. “If all we focus on is getting someone placed in a job in the least amount of time and with the highest wage gain, we might inadvertently screen out people who face barriers and need more support,” she says. Rather than relying on sector-standard metrics, such as participants’ starting wages or the percentage of participants who stay on the job for three months, the Jobs Council wants to have job seekers themselves define the goals they want to achieve. For some, that might mean securing childcare or stable housing. “That can count as success,” Castaldi says.

At the same time, the Jobs Council understands that racism isn’t simply an issue for workforce development agencies. The problem is often endemic to the industries that the Jobs Council’s clients are helping job seekers to enter. “A lot of job readiness programs get workers to fit into a white-dominated, male-dominated workspace,” Castaldi says.

Manny Rodriguez is familiar with that dilemma. “We struggle internally with preparing folks to walk into a racist structure,” says Rodriguez, Executive Director, Revolution Workshop, a Fry Foundation grantee that provides construction training. “We prepare people for it, but are we fighting it?” With the Jobs Council’s support, his organization has begun to explore that question. Rodriguez, who’s also a Jobs Council board member, asked the Jobs Council to create custom training for his staff on topics including how to use and analyze data and how to become an anti-racist organization.

“It’s one thing to call out racial disparities and bigotry,” Rodriguez says. “It’s another to actively fight against it, both internally and externally.”



Health

Southside Population Health Collaborative

“For a long time, we’ll be able to see the real results and value this Collaborative has had for the community. And that would not have occurred without the efforts and support of the Fry Foundation.”

Barrett Hatches, CEO, Chicago Family Health Center

During the Covid-19 pandemic, five health centers on Chicago’s South Side came together to improve the care they provide to patients. As a group, they identified sites, such as church parking lots and community centers, where they could jointly offer Covid-19 tests and vaccinations. And they provided more of those services, and did so more efficiently, than any of them could have done on their own.

That effort was enabled largely by the **Southside Population Health Collaborative**, made up of five health centers that altogether serve about 85,000 patients, primarily Medicaid recipients from Black and brown communities. Since 2017, the CEOs of these health centers have met regularly to discuss their common challenges and identify mutual solutions to improve the health outcomes for their shared populations: “On the Far South Side of Chicago, all of us provide services to the most vulnerable patient populations,” says Veronica Clarke, CEO, TCA Health.

In March 2020, at the pandemic’s onset, their collaboration became more critical than ever. The five leaders increased the frequency of their meetings from monthly to twice a week and later once a week. All five CEOs now say the Collaborative has been indispensable in helping their organizations and patients to recover. The Collaborative identified approaches that ranged from implementing telehealth services to digitally preregistering patients for testing and vaccination to making deliberate efforts to thank their hardworking staffs.



“We were able to use each other as sounding boards because none of us knew from one day to the next what changes the pandemic would force on us,” says Dr. Barrett Hatches, CEO, Chicago Family Health Center. “The South Side of Chicago would not have come through Covid-19 as well without the cooperation of the five health centers in this Collaborative.”

His colleagues agree. “The Collaborative allowed us to work together to improve health and well-being on the South Side,” says Kenneth Burnett, CEO, Christian Community Health Center. “We worked together as a team to get people tested on the South Side,” says Margie Johnson, CEO, Beloved Community Family Wellness Center. Clarke says, “With the Collaborative, we were able to share resources, policies, and workflows, and that helped our patient populations greatly.” For example, Clarke notes, the Collaborative could share information on how to source a mobile testing unit. “We figured out what we were each doing and how to do it better,” she says.

At one site, recalls Dr. Lisa Green, CEO, Family Christian Health Center, a few of the Collaborative’s health centers coordinated Covid-19 testing for over 1,000 families in just three days. “We couldn’t reach 1,000 families by ourselves,” Green says. But the Collaborative did.

While the Collaborative preceded Covid-19, the pandemic cast a bright light on the urgent need for the leadership group and, in fact, for the health centers themselves. “It allowed us to see the importance of who we are and why we exist as community health centers,” Burnett says.

But over the past two years, the Collaborative hasn’t devoted all its energies to the pandemic. It also has focused on its patients’ pressing need for more and better specialty care. “We talked about our problems with recruiting specialty care providers and trying to get our patients to see them in a timely manner,” Johnson says. They realized there simply aren’t enough specialists who serve patients on the South Side. The health centers also

lacked a reliable way to track if and when specialists see their patients and, when they do, to access the results of those visits.

So, in 2020, the Collaborative began to identify its patient populations’ most-needed specialty care providers, such as cardiologists and endocrinologists. “We embarked on a strategy to figure out what specialty care providers our patients needed, how often they saw them, and how we referred them,” Hatches says. Based on that analysis, the Collaborative has been building a network of specialty care providers who can see health center patients as quickly as possible—and avoid months-long waits for appointments.

Moreover, the health centers will access and share the results of specialty care visits. The Collaborative has been developing a platform to connect the health centers’ various electronic medical record systems so they can all coordinate and track specialty care.

Throughout their collaboration, the CEOs have seen that when they come together, everyone benefits. “We’re competitors but we have to work collaboratively to effect change on the South Side because the need is greater than any of our health centers,” Burnett says. As Hatches puts it, “We compete yet we cooperate, because one thing we have in common is we want to do everything we can to serve the populations on the South Side of Chicago.”

Among the Collaborative’s many beneficiaries are the CEOs themselves. Rather than bearing leadership stresses on their own, they turn to one another for insight and support. “The Collaborative allowed us space to be vulnerable with one another and focus on the issues we all faced,” Green says. “Knowing we’re in the trenches together allowed us to work strategically in very challenging times,” Burnett says. “As CEOs,” Hatches says, “we learned about our vulnerability as humans and that we needed each other’s support during this tough time.” Thanks to the Collaborative, Johnson says, “I learned I wasn’t alone.”



2021 Grants and Awards Totals

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.

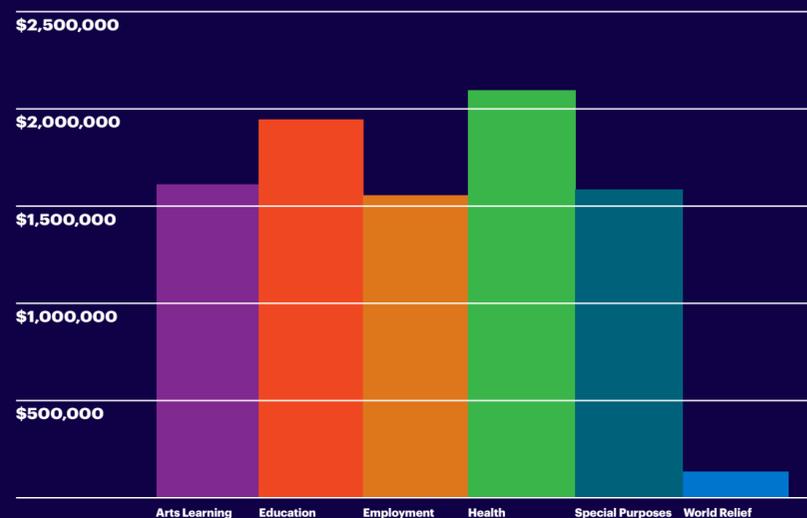
Grants are awarded in four major areas: **Arts Learning, Education, Employment, and Health.** Across all of our funding areas, our focus is on helping organizations:

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.

2021 Grants and Awards Totals



Arts Learning	\$ 1,550,000
Education	\$ 1,969,000
Employment	\$ 1,510,000
Health	\$ 2,044,500
Special Purposes	\$ 1,515,026
World Relief	\$ 200,000
Total	\$ 8,788,526

For FY2021, \$944,500 of the grant award total supported convenings and collaborations in the Employment, Health and Special Purposes Programs.

Please visit our website at www.fryfoundation.org to see our 2021 audited financials.

2021 Grantees



Arts Learning

Instruction
Albany Park Theater Project
Chicago, IL
Second payment of a two-year, \$70,000 grant for the Albany Park Theater Project's After-School Teen Ensemble Program \$35,000

Black Ensemble Theater
Chicago, IL
Second payment of a two-year, \$60,000 grant for Strengthening the School through Theater Arts \$30,000

Changing Worlds
Chicago, IL
First payment of a two-year, \$70,000 grant for support of In-School Arts Learning programs \$35,000

Chicago Center for Music Education
Chicago, IL
First payment of a two-year, \$80,000 grant for music programs in Chicago public schools \$40,000

Chicago Children's Choir
Chicago, IL
First payment of a two-year, \$130,000 grant for CCC's Neighborhood Choir Program and the DiMension ensemble \$65,000

Chicago Jazz Philharmonic
Chicago, IL
For Jazz Alive 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, Inc.
Chicago, IL
For support of Audience Matters and SEED: Student Ensembles with Excellence and Diversity \$30,000

Congo Square Theatre Company
Chicago, IL
For support of Congo Square Education + Outreach Programming \$20,000

Court Theatre Fund
Chicago, IL
For the Court Education Initiative \$50,000

Forward Momentum Chicago NFP
Chicago, IL
Second payment of a two-year, \$80,000 grant for dance education programs and to develop and pilot a new dance curriculum that integrates social & emotional learning \$40,000

Hyde Park Art Center
Chicago, IL
Second payment of a two-year, \$90,000 grant for the Pathways Program, a multi-year arts education program \$45,000

Intonation Music Workshop
Chicago, IL
Second payment of a two-year, \$60,000 grant for Intonation's in-school and after-school rock band program \$30,000

Jazz Institute of Chicago Inc.
Chicago, IL
For support of the Jazz Links Education Program in Chicago public schools \$35,000

The Jeffrey Ballet
Chicago, IL
For its school-based community engagement programs \$40,000

Lifeline Theatre
Chicago, IL
Second payment of a two-year, \$50,000 grant for arts residencies in Chicago public schools \$25,000

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

Merit School of Music
Chicago, IL
For support of Merit Music in Communities \$40,000

Muntu Dance Theatre
Chicago, IL
For support of Arts for Community Empowerment \$20,000

Musical Arts Institute
Chicago, IL
For support of After School Music Program \$20,000

Peoples Music School Inc.
Chicago, IL
First payment of a two-year, \$80,000 grant for three community-based ensemble programs \$40,000

Puerto Rican Arts Alliance
Chicago, IL
Second payment of a two-year, \$80,000 grant for The Latin Music Project \$40,000

Red Clay Dance Company Inc.
Chicago, IL
For the Dance Youth ensemble and school residencies \$25,000

Silk Road Rising
Chicago, IL
Second payment of a two-year, \$70,000 grant for EPIC (Empathic Playwriting Intensive Course) Art Education Program \$35,000

Snow City Arts Foundation
Chicago, IL
First payment of a two-year, \$100,000 grant for Snow City Arts Programming in Chicago Partner Hospitals \$50,000

TimeLine Theatre Company
Chicago, IL
Second payment of a two-year, \$60,000 grant for support of the Living History Program in Chicago public schools and TimeLine South \$30,000

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
Second payment of a two-year, \$60,000 grant for Drama in the Schools Residency program \$30,000

Young Chicago Authors
Chicago, IL
First payment of a two-year, \$70,000 grant for support of the Education Partnerships program \$35,000

Teacher Training Chicago Arts Partnerships in Education
Chicago, IL
First payment of a two-year, \$80,000 grant for support of the Collaboration Laboratory Project \$40,000

Chicago Shakespeare Theater
Chicago, IL
For the Team Shakespeare Bard Core Curriculum program and Chicago Shakespeare Slam Educator Professional Development \$50,000

Chicago Symphony Orchestra
Chicago, IL
For support of CSO-Connect \$50,000

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

Marwen Foundation
Chicago, IL
First payment of a two-year, \$100,000 grant for Studio Programs \$50,000

Museum of Contemporary Art
Chicago, IL
For the Teacher Institute \$40,000

National Museum of Mexican Art
Chicago, IL
Second payment of a two-year, \$70,000 grant for Nuestras Historias: Teaching the Story of America Through Art \$35,000

Ravinia Festival Association
Highland Park, IL
Second payment of a two-year, \$100,000 grant for support of the Music Discovery Program and Sistema Ravinia \$50,000

Steppenwolf Theater Co.
Chicago, IL
For the Steppenwolf for Young Adults teacher professional development programs \$25,000

Special Opportunities Enrich Chicago
Chicago, IL
First payment of a two-year, \$60,000 grant for support of increasing racial equity in the arts \$30,000

Ingenuity Incorporated Chicago
Chicago, IL
Second payment of a two-year, \$200,000 grant for Data and Professional Learning Initiatives \$100,000

Education

Principal Leadership & Development Academy for Urban School Leadership
Chicago, IL
Second payment of a two-year, \$200,000 grant for Building Principal and Instructional Leadership \$100,000

The Achievement Network, Ltd.
Chicago, IL
Second payment of a two-year, \$200,000 grant for ANet's Chicago school partnerships \$100,000

Chicago Public Education Fund
Chicago, IL
First payment of a two-year, \$250,000 grant for its professional learning supports for CPS principals \$125,000

National Equity Project
Oakland, CA
First payment of a two-year, \$200,000 grant for Chicago Leaders for Equity: Leading and Designing for Equity in Complex Systems \$100,000

National-Louis University
Chicago, IL
First payment of a two-year, \$180,000 grant for the National Louis University/Chicago Public Schools Coaching Program \$90,000

New Leaders
New York, NY
First payment of a two-year, \$240,000 grant for the Aspiring Principals and the Leadership Bridge Programs \$120,000

Schools That Can
Chicago, IL
For Equity by Design: PLC for Middle School and High School Chicago Leaders \$60,000

UIC College of Education Center for Urban Education Leadership
Chicago, IL
Second payment of a two-year, \$250,000 grant for the Center for Urban Education Leadership \$125,000

University of Chicago School of Social Service Administration
Chicago, IL
First payment of a two-year, \$260,000 grant for the Network for College Success for work with R&D Partner Schools and for the Freshman Success for Equity Collaborative \$130,000

Teacher Professional Development Leading Educators
Chicago, IL
First payment of a two-year, \$250,000 grant for Skyline Implementation Support to Chicago public schools \$125,000

New Teacher Center
Santa Cruz, CA
First payment of a two-year, \$160,000 grant for scaling school-based teacher leadership in Chicago public schools \$80,000

Teach Plus Incorporated
Chicago, IL
Second payment of a two-year, \$150,000 grant for the Chicago Change Agent program \$75,000

University of Chicago STEM Education
Chicago, IL
For Building Math Leadership Teams in Chicago Schools, Year 5 \$84,000

Academic Enrichment Chicago Horticultural Society
Glencoe, IL
For the Science First and College First programs \$30,000

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



2021 Grantees



Employment

High Jump
Chicago, IL
First payment of a two-year, \$90,000 grant for general operating support \$45,000

Link Unlimited
Chicago, IL
Second payment of a two-year, \$130,000 grant for Academic Enrichment Programming and to pilot the Junior Link Program \$65,000

The Posse Foundation
Chicago, IL
Second payment of a two-year, \$90,000 grant for support of Posse Chicago's Pre-Collegiate Training and Writing Program \$45,000

Saga Innovations
Newton, MA
Second payment of a two-year, \$80,000 grant for math tutoring in Chicago public schools \$40,000

Target Hope
Matteson, IL
Second payment of a two-year, \$100,000 grant for the Target HOPE Academic Achievement Initiative \$50,000

Special Opportunities Advance Illinois NFP
Chicago, IL
First payment of a two-year, \$100,000 grant for general operating support \$50,000

Chalkbeat, Inc.
New York, NY
Second payment of a two-year, \$80,000 grant for Chalkbeat Chicago \$40,000

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

Kids First Chicago
Chicago, IL
First payment of a two-year, \$200,000 grant for Chicago Connected and Parent-Informed Education Recovery Planning \$100,000

Surge Institute
Chicago, IL
First payment of a two-year, \$100,000 grant for the Chicago Surge Fellowship \$50,000

University of Chicago Consortium on School Research
Chicago, IL
First payment of a two-year, \$120,000 grant for the Consortium Investor Council \$60,000

Year Up Inc.
Chicago, IL
For support of Year Up Chicago \$50,000

Bridge Programs Center For Changing Lives
Chicago, IL
For Office Careers Training Program \$30,000

Chicago Citywide Literacy Coalition
Chicago, IL
Second payment of a two-year, \$175,000 grant for general operating support and South Side Career Pathways Collaborative \$80,000

Erie Neighborhood House
Chicago, IL
For support of the Pathways to Success Program \$35,000

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

Instituto del Progreso Latino
Chicago, IL
Second payment of a two-year, \$110,000 grant for support of Carreras en Salud program and to provide additional enhancements through the new LEARN initiative \$55,000

Chinese American Service League, Inc.
Chicago, IL
For support of the Culinary Training Program \$50,000

Greater West Town Community Development Project
Chicago, IL
First payment of a two-year, \$135,000 grant for the Occupational Skills Training Programs \$75,000

Inner-City Computer Stars Foundation
Chicago, IL
For support of Business, Leadership and Technology Training \$60,000

Jane Addams Resource Corporation
Chicago, IL
First payment of a two-year, \$130,000 grant for Careers in Manufacturing Programs \$65,000

National Able Network, Inc.
Chicago, IL
For support of the Chicago IT Career Lab and SNAP E&T Intermediary \$60,000

OAI, Inc.
Chicago, IL
For support of vocational training in environmental industries \$35,000

Revolution Workshop
Chicago, IL
For support of the Pre-Apprenticeship Construction Training Program \$30,000

Safer Foundation
Chicago, IL
Second payment of a two-year, \$80,000 grant for the Safer Demand Skills Collaborative \$40,000

North Lawndale Employment Network
Chicago, IL
Second payment of a two-year, \$80,000 grant for the U-Turn Permitted and Moving Forward programs \$40,000

Policy Advocacy Chicago Jobs Council
Chicago, IL
First payment of a two-year, \$150,000 grant for the Workforce Development Advocacy, Frontline Focus Training Institute, and Organizational Development \$75,000

Special Opportunities Chicagoland Workforce Funder Alliance
Chicago, IL
First payment of a two-year, \$200,000 grant for support of the Chicagoland Workforce Funder Alliance \$100,000

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
Second payment of a two-year, \$200,000 grant for the Rapid Employment and Development Initiative (READI) \$100,000

Loyola University of Chicago
Chicago, IL
For support of the Transforming Impossible into Possible (TIP) Institute: Strengthening Virtual Capacity for Community Engagement during the COVID-19 Pandemic \$50,000

Upwardly Global
Chicago, IL
Second payment of a two-year, \$70,000 grant for the Immigrant Professional Employment Program \$35,000

Health

Primary Health Care Access Community Health Network
Chicago, IL
Second payment of a two-year, \$130,000 grant for general operating support \$65,000

Asian Human Services Family Health Center, Inc.
Chicago, IL
Second payment of a two-year, \$90,000 grant for support of the Integrated Health Home \$45,000

Beloved Community Family Wellness Center
Chicago, IL
Second payment of a two-year, \$120,000 grant for general operating support \$60,000

Center on Halsted
Chicago, IL
For Center on Halsted LGBTQ+ Affirming Behavioral Health Support \$30,000

Chicago Children's Advocacy Center
Chicago, IL
Second payment of a two-year, \$80,000 grant for support of the Family Hope Center \$40,000

Chicago Children's Advocacy Center
Chicago, IL
First payment of a two-year, \$220,000 grant for the PATHH (Providing Access toward Hope and Healing) Collaboration \$110,000

Chicago Family Health Center
Chicago, IL
For support of the FQHC-Population Health Collaborative Specialty Care IT-Hub \$84,000

Chicago Family Health Center
Chicago, IL
For support of the Performance Improvement Initiative \$50,000

Children's Home & Aid Society of Illinois
Chicago, IL
Second payment of a two-year, \$90,000 grant for general operating support \$60,000

Christian Community Health Center
Chicago, IL
Second payment of a two-year, \$110,000 grant for the Care Coordination Alignment and Integration Initiative \$55,000

Community Counseling Centers of Chicago
Chicago, IL
First payment of a two-year, \$191,000 grant for support of the C4/County Care Behavioral Health-Primary Care Integration Learning Collaborative \$95,500

Community Health NFP
Chicago, IL
First payment of a two-year, \$80,000 grant for support of the Healthy Together Coordinated Care Program \$40,000

Erie Family Health Centers
Chicago, IL
First payment of a two-year, \$120,000 grant for Supporting Health Outside the Medical Visit in the Time of COVID-19 \$60,000

Esperanza Health Centers
Chicago, IL
First payment of a two-year, \$200,000 grant for support of the Chicago Safety Net Learning Collaborative \$100,000

Gads Hill Center
Chicago, IL
Second payment of a two-year, \$80,000 grant for general operating support \$40,000

Hamdard Center for Health & Human Services NFP
Chicago, IL
Second payment of a two-year, \$80,000 grant for general operating support \$40,000

Heartland Health Centers
Chicago, IL
For Improved Care Coordination Initiative—Year 2 \$70,000

Howard Brown Health Center
Chicago, IL
Second payment of a two-year, \$80,000 grant to support the patient-centered medical home (PCMH) model of primary care \$40,000

Infant Welfare Society of Chicago
Chicago, IL
First payment of a two-year, \$100,000 grant for support of Integration and Coordination of Primary and Specialized Care in a Medical Home Model \$50,000

2021 Grantees

Juvenile Protective Association
Chicago, IL
First payment of a two-year, \$90,000 grant for support of the Treatment & Counseling Program \$45,000

La Rabida Children's Hospital
Chicago, IL
Second payment of a two-year, \$90,000 grant for support of the Chicago Child Trauma Center \$45,000

Lawndale Christian Health Center
Chicago, IL
Second payment of a two-year, \$120,000 grant for general operating support \$60,000

Lutheran Social Services of Illinois
Chicago, IL
Second payment of a two-year, \$80,000 grant for Children's Mental Health Services \$40,000

Mobile CARE Foundation
Chicago, IL
Second payment of a two-year, \$120,000 grant for general operating support \$60,000

Near North Health Service Corporation
Chicago, IL
Second payment of a two-year, \$80,000 grant to support the Chronic Care Coordination program \$40,000

PCC Community Wellness Center
Oak Park, IL
Second payment of a two-year, \$120,000 grant for general operating support \$60,000

Sinai Health System
Chicago, IL
Second payment of a two-year, \$200,000 grant for general operating support \$100,000

St. Bernard Hospital
Chicago, IL
Second payment of a two-year, \$120,000 grant for the Dental Center and Oral Health Care program \$60,000

UIC College of Dentistry
Chicago, IL
First payment of a two-year, \$150,000 grant for the Care Coordination, Advocacy, Support, and Access (CASA) Program—An Integrated Home for Enhanced Oral Health for At-Risk Pediatric Populations \$75,000

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



Community Outreach/Prevention Enlace Chicago
Chicago, IL
Second payment of a two-year, \$90,000 grant for the Community Health Workers Initiative \$45,000

Test Positive Aware Network
Chicago, IL
Second payment of a two-year, \$80,000 grant for general operating support \$40,000

White Crane Wellness Center
Chicago, IL
First payment of a two-year, \$60,000 grant for support of the Holistic Health Outreach Initiative for At-risk, Low-income, Minority, Immigrant, and Refugee Older Adults \$30,000

Policy Advocacy Shriver Center on Poverty Law
Chicago, IL
Second payment of a two-year, \$230,000 grant for support of the Health Care Justice Program and activities related to the CEO transition \$110,000

Special Opportunities The Night Ministry
Chicago, IL
First payment of a two-year, \$70,000 grant for The Night Ministry's Outreach and Health Ministry Program \$35,000

University of Chicago
Chicago, IL
Second payment of a two-year, \$80,000 grant for the ECHO-Chicago Telehealth Program \$30,000

Program Special Purposes

Affinity Community Services
Chicago, IL
For general operating support to sustain advocacy efforts and justice reform on the South Side of Chicago \$8,000

Assata's Daughters
Chicago, IL
For general operating support to sustain direct-service and advocacy efforts on the South Side of Chicago \$8,000

Black Youth Project 100 NFP
Chicago, IL
For general operating support to sustain advocacy efforts in Englewood \$5,000

Brave Space Alliance
Chicago, IL
For general operating support to sustain direct service and advocacy efforts on the South Side of Chicago \$8,000

Chicago Community Bond Fund
Chicago, IL
For general operating support to sustain justice reform and advocacy efforts in Chicago \$5,000

Chicago Freedom School
Chicago, IL
For general operating support to sustain direct-service and advocacy efforts \$7,000

Chicago Torture Justice Center
Chicago, IL
For general operating support to sustain direct service support on the South Side of Chicago and activism efforts throughout the nation \$10,000

Community Restorative Justice Hubs
Chicago, IL
First payment of a two-year, \$450,000 grant for support of Community Restorative Justice Hubs Infrastructure for Community Healing, Decarceration and Investment \$225,000

Equity and Transformation
Chicago, IL
For general operating support to sustain direct-service and advocacy efforts on the West Side of Chicago \$10,000

Greater Chicago Food Depository
Chicago, IL
For Community Partner Equity Investments \$100,000

Inner-City Muslim Action Network
Chicago, IL
For general operating support to sustain programming on the South Side of Chicago \$8,000

Institute for Nonviolence Chicago
Chicago, IL
For general operations and capacity building support \$150,000

The #LetUsBreathe Collective
Chicago, IL
For general operating support to sustain direct-service and advocacy efforts on the South Side of Chicago \$8,000

Mothers Against Senseless Killings Foundation
Chicago, IL
For general operating support to sustain community building efforts in Englewood \$5,000

Resident Association of Greater Englewood
Chicago, IL
For general operating support to sustain advocacy efforts on the South Side of Chicago \$5,000

Role Model Movement Inc. NFP
Chicago, IL
For general operating support to sustain programming on the South Side of Chicago \$5,000

Taproot Foundation
Chicago, IL
Second payment of a two-year, \$80,000 grant for pro-bono consulting support for Fry Foundation grantees \$40,000

Urban Juncture Foundation
Chicago, IL
For general operating support to sustain activism efforts throughout the Chicago area \$5,000

West Side Justice Center Inc.
Chicago, IL
For general operating support to sustain direct-service and advocacy efforts on the West Side of Chicago \$10,000

Window to the World Communications Inc.
Chicago, IL
First payment of a two-year, \$100,000 grant for WTTW News \$50,000

Other Grants
Grants made to 140 organizations upon the recommendation of the board of directors, the Fry family, and employee matching gifts program totaling \$686,835.

Membership and Program Discretionary

Asian Americans Advancing Justice-Chicago
Chicago, IL
For Bystander Training \$8,000

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

Chicago Council on Global Affairs
Chicago, IL
For the President's Circle membership \$1,000

Chicagoland Workforce Funder Alliance
Chicago, IL
For consultants for the Governor's Commission on Workforce Equity & Access \$10,000

Chinese American Service League, Inc.
Chicago, IL
For services in response to the pandemic and hate crimes against Asian Americans, in honor of Bernie Wong \$10,000

Chinese for Affirmative Action
San Francisco, CA
For Stop AAPI Hate \$10,000

City Club of Chicago
Chicago, IL
Membership grant \$250

Civic Consulting Alliance
Chicago, IL
To support the Civic Consulting Alliance to serve as fiscal agent for the CPS Skyline Networked Learning Community Planning Process \$10,000

Council on Foundations, Inc.
Arlington, VA
Membership grant \$10,000

Forefront
Chicago, IL
Membership grant \$21,891

Grantmakers Concerned with Immigrants and Refugees
Petaluma, CA
Membership grant \$3,750

Grantmakers for Education
Portland, OR
Membership grant \$2,700

Grantmakers in the Arts
Bronx, NY
Membership grant \$1,100

The Hana Center
Chicago, IL
For services in response to the pandemic and hate crimes against Asian Americans \$4,000

Heartland Alliance for Human Needs & Human Rights
Chicago, IL
To support policy advocacy work related to the American Jobs Plan and American Families Plan \$10,000

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

Ingenuity Incorporated Chicago
Chicago, IL
In support of the arts education initiative in response to COVID-19, ArtsEd Response Collective (ARC) \$8,000

In-tonation Music Workshop
Chicago, IL
For Leadership Transition planning expenses \$5,000

Peoples Music School Inc.
Chicago, IL
For the Rita Simo Memorial Tribute \$5,000

Pui Tak Center
Chicago, IL
For services in response to the pandemic and hate crimes against Asian Americans \$10,000

Teach Plus Incorporated
Chicago, IL
For support of Teach to Change Now, an Anti-racist ToolKit by Teachers for Teachers \$10,000

World Relief

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

Doctors Without Borders USA Inc.
New York, NY
Second payment of a two-year, \$100,000 grant for the Emergency Relief Fund \$50,000

International Rescue Committee
New York, NY
Second payment of a two-year, \$100,000 grant for its Emergency & Humanitarian Action Unit and Country Emergency Teams \$50,000

Oxfam-America, Inc.
Boston, MA
Second payment of a two-year, \$100,000 grant for the Global Emergency and Preparedness Fund \$50,000

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 the **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

We are committed to increasing the academic achievement of students in historically disinvested Chicago public schools and to help principals and teachers reduce persistent racial opportunity gaps. We support this goal through work that strengthens the preparation and development of principals to lead high-performing schools, the development of teacher leaders to support teacher professional learning in schools, and programs that provide rigorous academic enrichment opportunities for students.

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 and in historically disinvested schools with high percentages of students of color. 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 bridge 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.

Application Procedures

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. The Fry Foundation accepts letters of inquiry and proposals by mail or through our online system. The online system can be accessed at www.fryfoundation.org.

Letters of Inquiry Procedures

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. While a letter of inquiry is not required prior to submission of a proposal, it will 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. Typically, a letter of two to three pages is sufficient to help us understand your program.

Unlike formal proposals, there are no deadlines for submitting letters of inquiry. Please allow our program officers 30 days to respond to your request. If you do not receive a response within that time, please contact the Foundation at 312.580.0310 to confirm that your letter was received by us.

Proposal Procedures

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

1. 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.

2. Brief history of the organization

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

3. 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

4. Demographics of population served by the project to be funded

5. Organization's most recent audited financial report

6. 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.

7. List of current and projected organization funders

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

8. Project 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.

9. List of current and projected project funders

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

10. 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 consultants' résumés and a list of clients.

11. Organization's employment hiring policy

12. List of board members and their affiliations

13. 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.

14. 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.

If you do not receive an acknowledgement of receipt of your proposal within one week, please contact the Foundation at 312.580.0310 to confirm your proposal was received by us.

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 system, 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

Although the Board of Directors considers requests for grants on a quarterly basis, as outlined, organizations can submit a full proposal or letter of inquiry at any time. Our program officers welcome the opportunity to answer questions or provide additional guidance through phone calls or e-mails.

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

