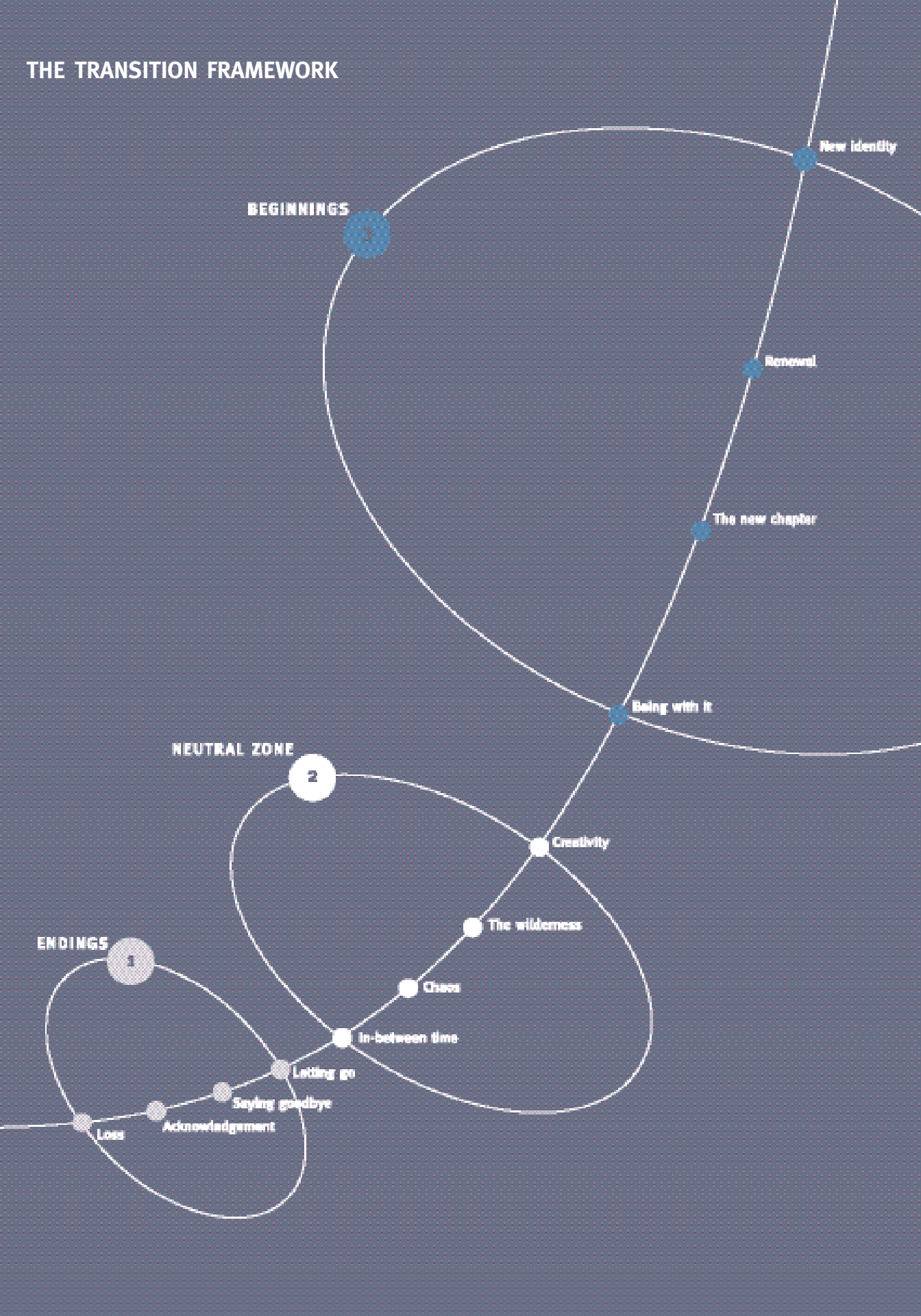


00-02

Andrus Family Fund

*July 1, 2000 to June 30, 2002
Report and Guidelines*

THE TRANSITION FRAMEWORK



1

Endings

For change to work people need to end, acknowledge and let go of the old way - not only in terms of behavior, but also in terms of attitudes, self-image, assumptions, beliefs, and the hopes and fears that motivate behavior. To let go of those things is to experience a loss and one must mourn its passing, even though the old way may have been bad, hurtful, unpleasant, or even destructive.

2

Neutral Zones

People not only have to let go of the old way to embrace the new one; they also have to get through an uncomfortable in-between time, when the old way is gone, but the new way doesn't yet wholly work or feel comfortable. This "neutral zone," or in-between time, is a very confusing and chaotic time; but it is also a very creative one.

Everything is in flux, so it is a time when people can work out innovative ways of doing things; there is less holding people back than at other times. At the same time, people are likely to feel lost and even discouraged about the very change that sounded so good only a little while earlier.

3

Beginnings

The final phase of transition is the "new beginning" not the "start," which may occur the very day a change is announced, but the "beginning," which occurs when people (having ended the old and traversed the neutral zone) are actually emotionally ready to do things a whole new way. Like a birth - the archetype of all new beginnings - this third phase of transition happens on its own schedule. Things can start on the day that you say that they will, but the beginning will happen when people are inwardly ready. And that will take a while, so transition always takes longer - sometimes much longer - than change does.

AFF adopted William Bridges' transition framework to evaluate if change efforts have a better chance for success if attention is paid to his 3 phases of transition. For more information on Bridges' work, please visit: www.wmbridges.com.

HISTORY OF THE ANDRUS FAMILY FUND

The Andrus Family has a strong tradition of public service and philanthropic activity. Its most prominent endeavor is the Surdna Foundation, established by family patriarch, John Emory Andrus, in 1917. Currently, the Foundation has assets of over \$600 million and is among the dozen largest family foundations in the country.

In January 2000, the Board of Directors of the Surdna Foundation launched the Andrus Family Philanthropy Program (AFPP) to engage the more than 350 extended family members in philanthropy and public service. AFPP is an emerging alliance of programs that promote and develop meaningful opportunities for service, voluntarism, education and training in philanthropy and non-profit work for the entire Andrus family.

As part of AFPP, the Andrus Family Fund (AFF) was established to give fifth generation family members, between the ages of twenty-five and forty-five, an opportunity to learn about and participate in organized philanthropy. While AFF is legally a fund of the Surdna Foundation, AFF defines and manages its own grantmaking program and process. Through AFF, a new generation of Andrus family philanthropists is identifying and implementing its own philanthropic vision.

In its first two years, the AFF Board has accomplished a number of goals. It has: selected two program areas that represent its passions, and through which it believes it can make

a positive impact on the lives of individuals and communities; through its grantmaking, engaged in a real learning process; and awarded grants that make a difference.

To date, the Board has awarded a total of 39 grants to organizations with which it has partnered to create and sustain effective social change. This Report provides a brief overview of the work of AFF over the past two years and its present guidelines.

OUR APPROACH TO GRANTMAKING

APPLYING A TRANSITION FRAMEWORK TO SOCIAL CHANGE

We believe that one vital factor in creating successful social change is recognizing and addressing the emotional and psychological effects of the change process. We call this psychological process people experience when they come to terms with new situations “transition.”

We learn from William Bridges, an organizational change expert, that transition is fundamentally different from change. Where change is external and situational (e.g. marriage, a new job), transition is the internal process of how one responds to the change. There are three phases in the transition framework. First, there is an ending, where one acknowledges the

losses that result from letting go of the familiar. Second, there is a neutral zone, where the old situation no longer exists, but the new is not yet comfortable. And third, if the first two are adequately attended to, there can be a new beginning.

We believe that change efforts will have a better chance for success if framed with the transition process in mind. AFF is exploring the power of the transition model as it applies broadly to the area of social change, and as it applies, specifically, to our two chosen program areas:

- 1) the transition from foster care to independence; and
- 2) community reconciliation, which explores how communities can acknowledge past wrongs and begin a healing process.

AFF focuses its grant-making around these program areas, while also seeking to educate others about the relationship between external change and internal transitions.

AFF’s grantees not only have projects that fall within the areas within which we make our grants, but they have also been willing to build into their projects ways to help their clients and others affected by their projects through the transitions that their actions will inevitably cause.

To learn more about the transition framework, please visit our website, www.affund.org (click on the “Applying a Transition Framework” button.)

TRANSITION FROM FOSTER CARE TO INDEPENDENCE

Issues

For youth aged eighteen to twenty-one who leave the foster care system once reaching the maximum age, independent living can be a daunting prospect. Many of these young adults now face life on their own without basic survival tools. Not only do they lack family support to ease the transition, but many also leave the system with few resources, no home, and insufficient preparation to successfully manage living independently. A U.S. Department of Health and Human Services Report reviewed the effectiveness of Independent Living Programs between 1987 and 1996 and found that within two to four years of leaving the foster care system, only 50% of youth completed high school; fewer than half had jobs; 60% of the young women had given birth; and 25% had been homeless for at least one night. Successful transition out of foster care is especially difficult for gay, lesbian, bi-sexual, and transgendered youth who may already feel a sense of isolation because of their sexual identity.

Program Strategies

AFF funds inquiry and programs that contribute to the body of knowledge and experience about what is necessary to create and sustain a successful move from foster care to independence. We believe that, whether we are trying to change systems or to position individuals to manage change successfully, it is imperative to pay attention to the psychological processes that enable people to move from the old to the new. Within foster care and, in particular, at the end of foster care, AFF will explore whether using the transition framework increases the chances that youth can successfully move

out of foster care into independent living. We believe that while paying attention to the transition framework, it is important to attend to youth leaving foster care by supporting programs that maximize foster youth's potential by going beyond job placement to career track planning, and from high school equivalency diploma (GED) preparation to achieving post-secondary education goals. We will also consider funding programs that provide a caring mentor who can help guide them through the three stages of transition. Within this framework, AFF will include programs that support gay, lesbian, bisexual, and transgendered youth.

Transition From Foster Care to Independence Grantees

00-02

1

Berkshire Farm Center and Services for Youth

13640 Route 22
Canaan, NY 12029-9711
www.berkshirefarm.org

Purpose of Grant

To fund the planning stage of a potential collaboration between the Andrus Family Fund and Berkshire Farm Center and Services for Youth, using the “action evaluation process” to develop a shared agenda about how to effect change for foster youth transitioning to independence.

Grant Amount: \$33,000 6 months

2

Berkshire Farm Center and Services for Youth

13640 Route 22
Canaan, NY 12029-9711
www.berkshirefarm.org

Purpose of Grant

To underwrite the Andrus Enrichment Program, which will provide young men participating in Berkshire’s Educational/Vocational Academy for Preparation to Adult Living, access to various enrichment activities, including mentoring, development of career skills, preparation and support for post-secondary education, and internships as they go through the process of transitioning from foster care to independence.

Grant Amount: \$300,000
2 years: \$150,000; \$150,000

3

Black Ensemble Theater

4520 North Beacon Street
Chicago, IL 60640
www.blackensembletheater.org

Purpose of Grant

To support, strengthen, and document the results of the Black Ensemble Theater’s New Directions Project, a ten-year old theater arts program designed to assist young people as they age out of the foster care system and transition into adult life.

Grant Amount: \$50,000
2 years: \$25,000; \$25,000

4

Community College Foundation

14156 Magnolia Boulevard, #101
Sherman Oaks, CA 91423
www.communitycollege.org

Purpose of Grant

To support the rollout of a pilot Campus Peer Mentoring project designed to complement the Community College Foundation’s college-based independent living skills classes. The Campus Peer Mentoring project will provide academic tutoring, mentoring and psychological support to foster youth, 16 to 21 years of age, as they transition from the foster care system to the higher education community.

Grant Amount: \$110,000 1 year

5

Community Health and Counseling Services

42 Cedar Street
Bangor, ME 04401
www.experienceatsea.org

Purpose of Grant

To help fund general operating expenses and support program evaluation for the Experience at Sea program – a residential transition program for youth aging out of the foster care system in Maine.

Grant Amount: \$90,000
2 years: \$50,000; \$40,000

6

The Door

121 Avenue of the Americas
New York, NY 10013
www.door.org

Purpose of Grant

To underwrite a holistic counseling and support program for young people aging out of the foster care system that combines expressive therapies (e.g., art, music, drama) with mentoring.

Grant Amount: \$150,000
2 years: \$ 90,000; \$60,000

7

Double Discovery Center

Columbia University
2920 Broadway
New York, NY 10027
www.columbia.edu/cu/college/ddc

Purpose of Grant

To fund the expansion of the Double Discovery Center’s education program to provide educational opportunities and services to New York City foster youth in grades 7 through 12, and who have dropped out of high school.

Grant Amount: \$145,000
2 years: \$ 70,000; \$75,000

8

First Concern, Inc.

720 King Georges Post Road
Fords, NJ 08863
www.firstconcern.org

Purpose of Grant

To provide support to First Concern's Independent Living Program by introducing the transition framework into its work.

Grant Amount: \$42,500
2 years: \$27,500; \$15,000

9

First Concern, Inc.

720 King Georges Post Road
Fords, NJ 08863
www.firstconcern.org

Purpose of Grant

To fund the production of a moral and character development video by First Concern youth.

Grant Amount: \$10,000 1 year

10

Good Shepherd Services

305 Seventh Avenue
New York, NY 10001
www.goodshepherds.org

Purpose of Grant

To develop and implement the Andrus Enrichment Program for the young women in Good Shepherd's two long-term residences and Supervised Independent Living Program, which will both provide increased resources to facilitate the transition to independent living and simultaneously educate all key stakeholders about William Bridges' transition framework.

Grant Amount: \$180,000
2 years: \$113,000; \$67,000

11

Good Shepherd Services

305 Seventh Avenue
New York, NY 10001
www.goodshepherds.org

Purpose of Grant

To underwrite the cost of the meeting of Foster Care to Independence grantees on May 18-19, 2002. The seminar brought current and prospective grantees together to share their experiences and lessons from their work with the transitions framework.

Grant Amount: \$25,000 1 year

12

Green Chimneys Children's Services

456 West 145th Street
Suite 1
New York, NY 10031
www.greenchimneys.org

Purpose of Grant

To further develop the Triangle Tribe Mentoring Program, a one-on-one mentoring model that matches GLBTQ youth in foster care with GLBT and affirming adults from the community.

Grant Amount: \$75,000 1 year

13

Jane Goodall Institute

P.O. Box 14890
Silver Spring, MD 20911
www.janegoodall.org

Purpose of Grant

To develop and implement the Jane Goodall Institute's Roots & Shoots program in three organizations that are working with youth who are making the transition from foster care to independence.

Grant Amount: \$75,000 1 year

14

Juvenile Law Center

1315 Walnut Street, 4th Floor
Philadelphia, PA 19107
www.jlc.org

Purpose of Grant

To support two JLC publications, one for distribution in Pennsylvania and one for national distribution, that will assist judges, law guardians and child welfare agency attorneys to ensure that youth transitioning out of foster care receive appropriate services to prepare them for independence.

Grant Amount: \$55,000 1 year

15

Lawyers for Children

110 Lafayette Street, 8th Floor
New York, NY 10013
www.lawyersforchildren.org

Purpose of Grant

To support the cost of translating into Spanish and printing in English and Spanish the first 15,000 copies of a newly created rights manual and resource guide for gay, lesbian, bisexual and transgender youth in foster care ("GLBT Foster Care Handbook").

Grant Amount: \$16,000 1 year

16

Orangewood's Children Foundation

12822 Garden Grove Blvd., Suite A
Garden Grove, CA 92843
www.orangewoodfoundation.org

Purpose of Grant

To fund the development of a Transitions to Success program that will use William Bridges' Transitions theory to help Orangewood's current and former foster youth successfully identify and manage the transitions they experience both in care and as they exit out of its system.

Grant Amount: \$65,000 1 year

17

Oregon Social Learning Center

160 E. 4th Avenue
Eugene, OR 97401
www.oslc.org

Purpose of Grant

To fund the Young Women in Transition project – a program that supports young women transitioning out of OSLC's Treatment Foster Care program.

Grant Amount: \$83,000 1 year

18

Public/Private Ventures

2000 Market Street
Suite 600
Philadelphia, PA 19103
www.ppv.org

Purpose of Grant

To underwrite the cost of the first annual William Bridges Seminar on Transitions for new Andrus Family Fund (AFF) grantees. The seminar will be led by William Bridges and assist new grantees in understanding and applying the framework of transitions to program design and implementation.

Grant Amount: \$25,000 1 year

19

Public/Private Ventures

2000 Market Street
Suite 600
Philadelphia, PA 9103
www.ppv.org

Purpose of Grant

To fund a year-long Andrus Family Fund Fellowship, based at Public/Private Ventures, to explore the use of mentoring to aid the transition of institutionalized and disadvantaged youth.

Grant Amount: \$100,000 1 year

20

Urban Justice Center

666 Broadway, 10th Floor
New York, NY 10012
www.urbanjustice.org

Purpose of Grant

To establish the Urban Justice Center's LGBT Independence Project, a program designed to assist lesbian, gay, bisexual and transgendered (LGBT) young people as they age out of the New York City foster care system and transition into adult life.

Grant Amount: \$140,000
2 years: \$ 70,000; \$70,000

21

Youth Advocacy Center

281 Sixth Avenue
New York, NY 10014
www.youthadvocacycenter.org

Purpose of Grant

To integrate the transitions theory into the Youth Advocacy Center's self-advocacy curriculum for young people in foster care, test the transition curriculum with 60 teens, and publish an article about teaching transition theory to young people in foster care.

Grant Amount: \$130,000
2 years: \$ 65,000; \$65,000

22

Youth Law Center/Faith Communities for Families and Children

417 Montgomery Street
Suite 900
San Francisco, CA 94104
www.youthlawcenter.com

Purpose of Grant

To fund the Transitions to Independence portion of the Youth Law Center's project on Faith Communities for Families and Children (FCFC).

Grant Amount: \$185,000
2 years: \$ 90,000; \$95,000

COMMUNITY RECONCILIATION

Issues

We live in a world that continues to experience profound divisions, injustice and violence. These problems are of particular concern to AFF as they arise in the context of

- 1) identity-based conflict;
- 2) police-community relations; and
- 3) conflicts over conservation measures.

Many communities are searching for a way forward that will bring real, just and sustainable change on these issues. We refer to that forward-path very broadly as “community reconciliation.” A term admittedly subject to diverse interpretations, it nevertheless captures AFF’s belief that a process to address divisions, injustice or violence should seek to achieve more than a mere absence of open conflict or a burying of tensions. Rather, it should be a process aimed at constructing a shared vision of community that is founded on justice and that respects difference.

Program Strategies

The effectiveness of the change itself, as well as the degree to which opportunities unleashed by change can be exploited in a positive way, are directly related to how transitions are understood and managed. AFF believes that the transition model can be a powerful aid to achieving social change.

Through this program, we will explore the inherent connection between the transitions model and community reconciliation. AFF will fund community reconciliation projects within the United States that put the transition model to the test in addressing one of AFF’s three priority issues. Presently, AFF does not fund international projects. However, it will consider supporting international research that will inform our domestic work.

Community Reconciliation Grantees 00-02

1

Action Evaluation Research Institute

1050 President Street
Yellow Springs, OH 45387
www.ariagroup.org

Purpose of Grant

To fund the Action Evaluation Research Institute to: guide a final educational process with community representatives in Cincinnati; analyze and document the collaborative process to date, and the application of Bridges' transitions framework to it; facilitate thoughtful and accurate coverage of the collaborative process by the media; and adapt the lessons learned from the Cincinnati Collaborative process to similar instances of conflict in other jurisdictions.

Grant Amount: \$88,000 1 year

2

Beloved Community Center of Greensboro/Greensboro Justice Fund

417 Arlington Street
Greensboro, NC 27406
www.gjf.org

Purpose of Grant

To support the planning phase of a reconciliation process that would attempt to address the conflict in Greensboro surrounding the 1979 killing of five labor and civil rights demonstrators by Ku Klux Klansmen and American Nazi Party members.

Grant Amount: \$20,000 1 year

3

Beloved Community Center of Greensboro/Greensboro Justice Fund

417 Arlington Street
Greensboro, NC 27406
www.gjf.org

Purpose of Grant

To support the establishment of a Truth and Reconciliation Commission (TRC) that will attempt to address the conflict in Greensboro surrounding the 1979 killing of five labor and civil rights demonstrators by Ku Klux Klansmen and American Nazi Party members, and to work with community residents and stakeholders to implement the TRC's recommendations.

Grant Amount: \$330,000
3 years: \$125,000; \$125,000; \$85,000

4

CDR Associates

100 Arapahoe Avenue
Suite 12
Boulder, CO 80302
www.mediate.org

Purpose of Grant

To fund a process for developing a set of principles to guide disputes between Native Americans and the National Park Service regarding access to parklands for religious and cultural practices.

Grant Amount: \$82,000 1 year

5

The Center for Teen Empowerment

48 Rutland Street
Boston, MA 02118
www.teenempowerment.org

Purpose of Grant

To fund the Teen Empowerment/Boston Police Department's Reconciliation Project – a program focused on improving police and youth relations in the South End/Lower Roxbury section of Boston.

Grant Amount: \$100,000 1 year

6

The City University of New York – Dispute Resolution Consortium

John Jay College of Criminal Justice
899 Tenth Avenue, Suite 520
New York, NY 10019
www.johnjay.jjay.cuny.edu/dispute

Purpose of Grant

To fund the Making Talk Work: Cops and Kids Transition Dialogue Program – a pilot project which seeks to build upon the existing Cops and Kids Program to improve relations between police and young people by: providing them with valuable conflict resolution skills; offering an opportunity to engage in an expressive, open discussion with each other within a supportive, respectful setting; and aiding participants in developing and presenting to community members ways to resolve issues of community concern.

Grant Amount: \$82,000 1 year

7

Community Conferencing Center

Johns Hopkins University
624 N. Broadway, 8th Floor
Baltimore, MD 21205

Purpose of Grant

To fund the first two years of a three-year project to provide a series of community conferences to address the seriously eroded relationships between residents and police in the Greenmount West neighborhood in Baltimore.

Grant Amount: \$115,000
2 years: \$ 60,000; \$55,000

8

Gay, Lesbian and Straight Education Network (GLSEN)

121 West 27th Street
Suite 804
New York, NY 10001
www.glsen.org

Purpose of Grant

To underwrite GLSEN's Accountability Program, a new program aimed at community reconciliation on the issue of anti-gay hate violence.

Grant Amount: \$75,000 1 year

9

Good Shepherd Services

305 Seventh Avenue
New York, NY 10001
www.goodshepherds.org

Purpose of Grant

To underwrite the cost of a meeting of grantees brought current and prospective grantees together to share their experiences and lessons from their work with the transitions framework.

Grant Amount: \$13,500 1 year

10

International Center for Transitional Justice

20 Exchange Place
33rd Floor
New York, NY 10005
www.ictj.org

Purpose of Grant

To fund a year long Andrus Family Fund Fellowship, based at the International Center for Transitional Justice, to develop ideas for how various international models of transitional and restorative justice could address domestic hate crime, conservation and police/community issues.

Grant Amount: \$100,000 1 year

11

International Center for Transitional Justice (ICTJ)

20 Exchange Place
33rd Floor
New York, NY 10005
www.ictj.org

Purpose of Grant

To provide support to ICTJ's theoretical and practical work in the field of transitional justice and reconciliation.

Grant Amount: \$100,000 1 year

12

Jane Goodall Institute

P.O. Box 14890
Silver Spring, MD 20911
www.janegoodall.org

Purpose of Grant

To distill lessons from African environmental conservation programs that can form a framework for addressing conservation conflicts in the United States.

Grant Amount: \$100,000 1 year

13

Lawyers Committee for Human Rights

333 7th Avenue
New York, NY 10001
www.lchr.org

Purpose of Grant

To support the first phase in a process to improve police and community relations in New York City.

Grant Amount: \$56,000 1 year

14

National Organization for Victim Assistance/Center for Restorative Justice & Peacemaking

School of Social Work, University of Minnesota
233 Peters Hall
1404 Gortner Avenue
St. Paul, MN 55108
www.try-nova.org

Purpose of Grant

To promote community reconciliation by identifying, examining and developing new responses to hate crimes/hate incidents that are based on facilitated dialogue and other restorative justice principles.

Grant Amount: \$110,000
2 years: \$ 55,000; \$55,000

15

New Prospect Development Corporation

1823 Elm Street
Cincinnati, OH 45210

Purpose of Grant

To fund the planning and design phase of a year-long project to create a collaborative process for addressing and easing tensions between the Cincinnati police and communities of color.

Grant Amount: **\$100,000**
2 years: \$ 50,000; \$50,000

16

New Prospect Development Corporation

1823 Elm Street
Cincinnati, OH 45210

Purpose of Grant

To help support the implementation of the Community Partnering Plan, a project included in the Collaborative Agreement that is designed to prepare the community for community problem oriented policing (CPOP), a central feature of the Agreement.

Grant Amount: **\$75,000** 1 year

17

Vera Institute of Justice

233 Broadway, 12th Floor
New York, NY 10279
www.vera.org

Purpose of Grant

To fund: (1) the publication and distribution of 10,000 educational booklets containing the entire text of the Collaborative Agreement and a summary of it to Cincinnati community members; and (2) the design of a media strategy to help ensure thorough and accurate coverage of the Cincinnati collaborative process.

Grant Amount: **\$30,000** 1 year

**GRANTS AWARDED
FY '00-'01 AND FY '01-'02**

Transition from Foster Care to Independence:
\$2,104,500

Community Reconciliation:
\$1,660,500

Total Grants:
\$3,765,000

Though awarded in FY '00-'01 and FY '01-'02, some grants will be paid out in subsequent fiscal years.

Grants paid out:
Fiscal Year '00-'01 **\$1,000,000**
Fiscal Year '01-'02 **\$2,000,000**

Grants to be paid:
Fiscal Year '02-'03 **\$ 680,000**
Fiscal Year '03-'04 **\$ 85,000**

APPLYING FOR A GRANT

1	2	3	4
Before Applying	Proposal	Formal Proposal	Application Deadlines
<p>Because AFF is a relatively new grantmaking organization, applicants should carefully review materials describing our program and mission before applying for a grant. In particular, applicants should pay special attention to AFF's overarching grantmaking theme of the transition framework.</p>	<p>The first step in applying for a grant is to submit an online AFF Application, which includes a two or three-page letter of inquiry explaining the project for which funds are sought. The application can be filled out and submitted directly to us online at www.affund.org. The letter should include the following: a brief description of the project and how it accomplishes AFF's program strategies; information about the key participants, including staff members and beneficiaries; a paragraph on how you envision the transition framework might be incorporated into your work; and a succinct description of the applicant organization.</p>	<p>If a formal proposal is requested, AFF provides applicants with a detailed list of requirements. The following list is intended to give applicants an overview of what will be expected at that stage: a complete description of the project, including your thoughts on how Bridges' transition framework might be incorporated into your work; a statement of the plan of operation for carrying out the project; qualifications and experience of principal staff members involved; description of the applicant organization, including its background, mission, and relevant experience in the area for which funds are sought; a list of board members, advisors and affiliates of the organization; an itemized budget for the project; the amount of funds requested from AFF; the duration of the project; and copies of the organization's tax exemption classification, and the most recent financial statement.</p> <p>AFF notifies applicants of its decision on the formal proposal within ninety days of receipt of all materials.</p>	<p>Applications may be submitted at any time. Grants are awarded by the trustees, who meet four times a year.</p> <p>Funding Restrictions</p> <p>AFF does not fund endowments, capital improvements, fundraising events/sponsorships, scholarships, or loans. Nor does AFF make grants to individuals. Presently, AFF does not fund international projects. However, it will consider supporting international research that will inform our work in the United States.</p>

Statement of Inclusion

All applicants are required to join AFF in agreeing not to discriminate in any way including but not limited to, access to program participation or employment against any person or group on the basis of race, color, religion, national origin, ethnicity, gender, age, disability or sexual orientation, unless a program is designed for a specific population defined by any of these criteria, in which case this policy shall be subject to appropriate adjustment in consultation with AFF.

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