

02-04

Andrus Family Fund

*July 1, 2002 to June 30, 2004
Bi-Annual Report and
Current Funding Guidelines*

1

Endings

For change to work, people need to end, acknowledge, and let go of the old way – not only old ways of behaving (and the hopes and fears that motivate behavior), but also old attitudes, self-images, assumptions, and beliefs. To let go of these things is to experience a loss and mourn its passing, even though the old way may have been bad, hurtful, unpleasant, or even destructive.

2

Neutral Zone

People not only have to let go of the old way to move toward a sustainable change; 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 are likely to feel lost and even discouraged about the very change that sounded so good only a little while earlier. At the same time, the neutral zone is a period where there is less holding people back so that they can work out innovative ways of doing things.

3

New Beginning

The final phase of Transition is the "new beginning," which is very different from the "start," which may occur the very day a change is announced. The "new beginning" occurs when people (having ended the old and traversed the neutral zone) are actually emotionally ready to do things a whole new way. Things can start on the day that you say that they will, but the "new beginning" will only happen when people are internally ready. And that takes time. So Transition always takes longer – sometimes much longer – than change.

Are we taking this out?

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

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 more than \$700 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 almost 400 extended family members in philanthropy and public service. AFPP is an emerging alliance of programs that promote and develop meaningful opportunities for the entire Andrus family for public service, volunteerism, education, and training in philanthropy and non-profit work.

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 four 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.

The Board is starting to see positive results as grantees and Board members learn together how to apply the Transition framework intentionally and consistently.

In the past two years, the Board has supported 43 organizations with which it has partnered to create and sustain change. This Report provides a brief overview of the work of AFF over the past two years and its present funding guidelines.

OUR APPROACH TO GRANTMAKING

APPLYING A TRANSITION FRAMEWORK TO SOCIAL CHANGE

We believe that one vital factor in creating successful change is recognizing and addressing the emotional and psychological effects of the change process. William Bridges, in his book, *Managing Transitions*, defines the emotional process that people experience when they come to terms with change as “Transition.”

Transition is fundamentally different from change. Where change is external and situational (e.g., marriage, leaving home, graduation, a new job), Transition is the internal process of how one responds to the change. There are three phases in Transition. 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. The neutral zone is an in-between time that is marked by considerable chaos, but it is also a place where great creativity is possible. And, third, if the first two are adequately attended to, there can be a new beginning where opportunities for growth and progress emerge.

In his 2000 article entitled, “AFF Grants Emphasize Transition,” William Bridges further explains the implications of using a Transition framework in grantmaking (a copy of this article can be found on our website at www.affund.org). The Transition framework is descriptive. It does not prescribe how to bring about or deal with a change, but describes what’s going on internally as you face the change. We believe that change efforts will have a better chance for success if framed with the Transition process in mind, and we look to partner with grantees who are willing to learn about and use their knowledge of this internal process to enhance their existing projects and create new ones.

AFF is exploring the power of intentionally and consistently paying attention to Transition as it applies to our two program areas:

1) youth’s passage from foster care towards independence; and

2) community reconciliation, which explores how communities can acknowledge the past and begin a new and healthier future.

AFF focuses its grantmaking in these program areas, while also seeking to educate others about the relationship between external change and internal Transition. To apply for funding for a project that falls within these areas, you must be willing to build into your project ways to intentionally and consistently help all stakeholders through the three-step Transition process that we believe may lead to sustained change. We ask that you address these issues in the Letter of Inquiry that is included in the online Application Form.

We ask that you apply only if you are willing to learn about Bridges’ Transition process and to work with us in finding ways to insure that the reactions of the people and communities to change that puts them into Transition does not undermine the changes that they seek. To receive support from AFF, an organization must be willing to integrate the Transition

approach at all levels of the program and among all stakeholders. This is a condition of working with us.

If you choose to apply to AFF for support, you can expect us to talk with you not only about the interventions you propose to develop, but about how these interventions will help people successfully get through the endings, neutral zones, and new beginnings that they will encounter as your actions take effect on their lives. We believe that the payoff will come from the way in which your efforts, and the efforts of the communities that you serve, will move beyond the resistance that so often undermines efforts at change. In the past four years, we have seen real change happen as a result of a thoughtful application of the Transition approach. We look forward to working with new grantees to create sustained change.

To learn more about the Transition framework and the ways that our grantees are working with it, please see our grantee lists and the “Andrus Archives” page on our website: www.affund.org.

FOSTER CARE TO INDEPENDENCE

Issues

For youth aged eighteen to twenty-one who leave the foster care system upon reaching the maximum age, independent living can be a daunting prospect. Many of these young adults 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 on their own. 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 transgender youth who may already feel a sense of isolation because of their sexual identity.

Program Strategies

AFF funds programs that contribute to the body of knowledge and experience about what is necessary to help youth successfully sustain an independent life after foster care by paying attention to Transition.

We believe that whether we are trying to improve systems or to position individuals to manage change successfully, it is imperative to pay attention to the emotional 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 is exploring whether attending to Transition more purposefully increases the chances that youth can successfully progress from foster care to independent living.

Our goal is to fund projects that intentionally and consistently attend to the Transitions at work in the lives of young people leaving the foster care system. Programs we have funded that have been most successful in working with the Transition framework have had strong direct service programs and have desired to strengthen their ability to prepare youth for independence by incorporating the lessons the Transition framework has to offer. Within this framework, AFF includes, but does not limit itself to, considering programs that support gay, lesbian, bi-sexual, transgender, intersex, and questioning youth, for whom leaving the foster care system may be particularly difficult due to a sense of isolation because of their sexual identity.

Grantee Examples

*Youth Advocacy Center,
New York, NY*

The Youth Advocacy Center's (YAC) mission is to teach young people in foster care to advocate for themselves and take control of their lives. AFF has supported YAC in its efforts to develop and test a chapter on Transition in their Getting Beyond the System (GBS) self-advocacy curriculum, which is grounded in the Socratic method. Our latest grant to YAC in 2004 allowed them to offer training and technical assistance to four AFF grantees on using the GBS model, and to help YAC publish, market, and sell the curriculum as a package to interested organizations nationally. YAC found that the Transitional concepts complement the Socratic method utilized in their GBS curriculum.

They noted that if Transition analysis was to be useful it had to be through helping students gain an understanding and experience with how others have handled it. This supports YAC's Socratic case method approach that focuses on self-authorship for understanding and learning. In addition, they found that Transition analysis leaves room for many acceptable patterns for moving through each zone, thus complementing their program's respect for individual understanding and application.

*Berkshire Farm Center
and Services for Youth,
Canaan, New York*

Berkshire Farm Center and Services for Youth, based in upstate New York and selected as one of AFF's first grantees, developed the Educational/Vocational Academy for young men who were aging out of foster care. The Academy's focus was, and is, to assist these young men through the Transition process that they would go through while preparing for independence. The nine young men at the Academy were selected to be part of the Andrus Enrichment Project, which utilized the Collaborative Change Approach to engage the project's three stakeholder groups--youth, Berkshire staff members, and AFF staff – in a collaborative process in which they articulated core values, defined goals, brainstormed and implemented action strategies, and reflected upon and adjusted their work as needed - all while paying attention to the Transitions of youth and staff along the way. (Please see page 19 for more information about the Collaborative Change Approach.)

Foster Care to Independence Grants FY '03 and FY '04

1

A Home Within, San Francisco, CA
www.ahomewithin.org

To fund one-year set-up support of five local chapters of the Children's Psychotherapy Project (CPP) and CPP's first national convention

Grant Amount: \$45,000

2

A Home Within, San Francisco, CA
www.ahomewithin.org

To create a new project to train and support mentors employed by large corporations to help young people who are leaving foster care to prepare for success in the world of work.

Grant Amount: \$150,000 (3 years)

3

Berkshire Farm Center and Services for Youth, Canaan, NY
www.berkshirefarm.org

To fund a "Transition Retreat" for Berkshire Farm staff and stakeholders that will launch the agency's plans to systematically bring Bridges' Transition framework to more programs and to eventually reach all youth and staff members at the agency. This grant will allow the agency to bring Bill Bridges to the retreat.

Grant Amount: \$15,000

4

Black Ensemble Theater, Chicago, IL
www.blackensembletheater.org

To provide continued support and strength to the Black Ensemble Theater's New Directions Project as they more deeply observe and assess the impact of the Transition framework on the youth that they serve.

Grant Amount: \$80,000 (3 years)

5

The Buckeye Ranch, Grove, OH
www.buckeyeranch.org

To provide continued support and strength to the Black Ensemble Theater's New Directions Project as they more deeply observe and assess the impact of the Transition framework on the youth that they serve.

\$150,000 (2 years)

6

Child Welfare League of America, Washington, DC
www.cwla.org

Lambda Legal Defense and Education Fund, Inc., New York, NY
www.lambdalegal.org

To pay attention to the Transitions that result from initiating a change that results in an increased capacity on the part of the child welfare system nationwide to deal equitably and constructively with young people, family members, and employees who are lesbian, gay, bisexual, transgender, or questioning (LGBTQ), with the ultimate goal of providing better preparation and support to both LGBTQ young people and their communities as they move from foster care to independence and from adolescence to healthy adulthood.

Child Welfare League of America
Grant Amount: \$280,000 (3 years)

Lambda Legal Defense and Education Fund, Inc.
Grant Amount: \$155,000 (3 years)

7

Children's Resource Network, Holland, MI
www.crn.nu

To support the development of a public-private partnership in Michigan state to implement a rigorous academic and on-site residential and off-site sailing program for youth preparing to leave Michigan's foster care system.

Grant Amount: \$200,000 (3 years)

8

**Edmund Muskie School of Public Service,
Portland, ME**www.muskie.usm.maine.edu

To develop and pilot an enhanced training curriculum for foster youth, mentors and staff that will incorporate Bridges' Transition Model and include interventions that mentors, staff and foster youth themselves can use to help foster youth navigate through the three stages of Transition.

Grant Amount: \$65,000

9

First Concern, Inc., Fords, NJ
www.firstconcern.org

To create, implement and integrate the Emancipation Conference model into First Concern's array of intervention strategies for aging-out foster youth.

Grant Amount: \$118,750

10

Good Shepherd Services
www.goodshepherds.org

To build on Good Shepherd's successful efforts during Phase I of the Andrus Enrichment Program by expanding this initiative into the Adolescent Unit of Good Shepherd's Foster Boarding Home Program.

Grant Amount: \$161,000 2 years

11

**Independent Living Resource Center,
New York, NY**www.hunter.cuny.edu/socwork/ilrc

To provide Transition training and technical assistance to the Andrus Family Fund's foster care to independence grantees

Grant Amount: \$5,000

12

**Independent Living Resource Center,
Hunter College, New York, NY**www.hunter.cuny.edu/socwork/ilrc

To create a portable digital lab that would enable the Independent Living Resource Center to incorporate a digital story component and guidebook into "Walking the Path – Managing Transitions," a curriculum used in an 8-week class for foster youth aging out of the child welfare system.

Grant Amount: \$178,000 2 years

13

Jane Goodall Institute, Silver Spring, MD
www.janegoodall.org

To expand the Roots & Shoots "Lessons for Hope" project by introducing it to 7 – 10 new sites.

Grant Amount: \$94,000 2 years

14

Larkin Street Youth Services, San Francisco, CA
www.larkinstreetyouth.org

To enable Larkin Street to sustain and enhance the Pathways to Independence Program by allowing it to: strengthen and expand critical services; offer specialized training for staff working with homeless youth who are aging out of the foster care system; and evaluate and disseminate knowledge about the practical application of Transition management theory.

Grant Amount: \$100,000 2 years

15

Oregon Social Learning Center, Eugene, OR
www.oslc.org

To fund the second and third years of the Young Women in Transition project – a program that supports young women as they prepare to leave the Oregon Social Learning Center's Treatment Foster Care program.

Grant Amount: \$147,500 2 years

16

Oregon Social Learning Center, Eugene, OR
www.oslc.org

To fund the Oregon Social Learning Center to lead an Andrus Family Fund grantee process to develop a shared-model evaluation process.

Grant Amount: \$19,500 2 years

17

**Professional Association of Treatment Homes,
St. Paul, MN**www.pathinc.org

To support the planning and implementation of PATH's Transitions for Lifelong Successes Program.

Grant Amount: \$120,000 2 years

18

Walden Family Services, San Diego, CA
www.waldenfamily.org

To fully integrate the Transition framework into Walden's agency philosophy, staff development, weekly home visits with the youth and families, youth training, and agency evaluation.

Grant Amount: \$280,000 **2 years**

19

Youth Advocacy Center, New York, NY
www.youthadvocacycenter.org

To (1) develop and offer training and technical assistance to up to four AFF grantees on using the Youth Advocacy Center's Getting Beyond the System self-advocacy curriculum, and (2) publish, market and sell the curriculum to interested organizations nationally.

Grant Amount: \$55,000

TOTAL FOSTER CARE TO INDEPENDENCE GRANTS

(awarded or paid out in FY '03 and FY'04):

\$2,523,250

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 conflict; and 3) conservation conflict.

Many communities are searching for a way forward that will bring real, just and sustainable change on these issues. We refer to that path forward very broadly as “community reconciliation,” a term admittedly subject to diverse interpretations. Nevertheless, it captures AFF’s belief that a process to address conflicts should seek to achieve more than to relieve tensions. It should also be a process that is aimed at promoting healing, constructing a shared vision of community that is founded on justice, and that respects and engages differences constructively.

The effectiveness of change itself, as well as the degree to which opportunities unleashed by change can be leveraged in a positive way, are directly related to how Transitions are understood and managed. AFF believes that carefully paying attention to and managing the Transition process can be a powerful aid to achieving change. Through this program, AFF explores the inherent connection between Bridges’ theory of Transition and community reconciliation. To this end, AFF funds community reconciliation projects within the United States that put Bridges’ Transition model to the test in addressing one of AFF’s three priority issues. Over the past two years, our grantees have incorporated Transition into their projects to more effectively help communities successfully navigate through the three phases of Transition. For example, the Collaborative Change Approach, a participatory, goal-setting and action planning process, has been and is currently being used by some of our grantees to bring community stakeholders together to collaboratively set goals, articulate and make the changes necessary to reach those goals, and pay attention to the Transitions that accompany these changes. (Please see page 19 for more information about the Collaborative Change Approach.)

Grantee Examples

Center for Teen Empowerment, Boston, MA

The Center for Teen Empowerment (TE) is a youth development/youth leadership organization that hires and trains youth ages 14-20, including high-risk youth, to work as organizers with their peers in their community or school. TE staff and youth seek to change individual and institutional behavior by changing attitudes and relationships. AFF funds TE’s Police/Youth Reconciliation Project, an 8-year joint effort between TE and the Boston Police Department that seeks to address deteriorating police/youth relations in the community. The Project has facilitated the ending stage by working to help these stakeholders to let go of long-time antagonistic beliefs and replace them with new ones that are based on communication and personal interactions. AFF is supporting TE’s development of a structure that sustains these shifts in attitude within institutions to help both parties emerge from the uncomfortable neutral zone and move toward a new beginning together.

Northwest Atlantic Marine Alliance, Saco, ME

The Northwest Atlantic Marine Alliance (NAMA) is a grassroots organization with a diverse membership, staff and board (including nationally recognized leaders in commercial and recreational fishing, marine science, conservation, and community organizers from Rhode Island to Canada), whose mission is to restore and enhance an enduring north-west Atlantic marine system that supports an abundance of marine life and human uses. AFF’s support has included the use of the Collaborative Change Approach, beginning with a NAMA visioning retreat in March 2004, during which NAMA’s staff and board clarified their organizational values, goals, and direction, and leading to NAMA’s current facilitation of a large-scale visioning process that includes the several varied stakeholders in the north-west Atlantic fishery. (Please see page 19 for more information on the Collaborative Change Approach.)

Community Reconciliation Grants FY '03 and FY '04

1

**Action Evaluation Research Institute,
Yellow Springs, OH**
www.ariagroup.org

To fund the Action Evaluation Research Institute, the nonprofit arm of the ARIA Group, to host an Action Evaluation Conference, Enhancing the Power of Action Evaluation, in which it will bring Action Evaluation practitioners, partners, sponsors and associates together to create a shared understanding of how the Action Evaluation methodology and technology can be further developed

Grant Amount: \$25,000

2

**Action Evaluation Research Institute,
Yellow Springs, OH**
www.ariagroup.org

To develop both a user-friendly integrated model of Transitions and Action Evaluation for use by grantees and a curriculum to train grantees in the model's use.

Grant Amount: \$85,000

3

**The Baptist Peace Fellowship of North America,
Warren, MI**
www.bpfna.org

To fund six months of planning that will allow the leaders of Detroit's interfaith community to engage in a reflective process, gather input from their congregants, create a vision for a more cohesive Detroit metropolitan faith-based community, and develop a two-year action agenda that will facilitate the community's movement toward this articulated goal.

Grant Amount: \$32,000

4

**The Center for Teen Empowerment,
Boston, MA**
www.blackensembletheater.org

To fund Teen Empowerment's continued efforts to implement the Teen Empowerment/Boston Police Department's Reconciliation Project.

Grant Amount: \$75,000

5

**Conflict Management Group,
Cambridge, MA**
www.cmgroup.org

To fund a planning project in Providence, Rhode Island to assess the potential value for a joint application of the Transition Framework, Action Evaluation, and Interest-Based Negotiation in a community reconciliation effort to bring about improved police-community relations.

Grant Amount: \$50,000

6

**Institute for Environmental Negotiation,
University of Virginia, Charlottesville, VA**
www.virginia.edu/ien/

To fund the convening, consensus-building, and facilitation of one urban and one rural community-based collaborative effort in communities that are seeking to resolve natural resource management issues.

Grant Amount: \$150,000 (2 years)

7

**International Center for Transitional Justice,
New York, NY**
www.ictj.org

To allow the International Center for Transitional Justice to provide substantive support to the Greensboro Truth and Community Reconciliation Project and to the upcoming Greensboro Truth Commission.

Grant Amount: \$53,250

8

**International Center for Transitional Justice,
New York, NY**
www.ictj.org

To allow the International Center for Transitional Justice to continue to provide substantive support to the Greensboro Truth and Community Reconciliation Project and to the upcoming Greensboro Truth Commission.

Grant Amount: \$55,000

9

Jane Goodall Institute, Silver Spring, MD
www.janegoodall.org

To underwrite the costs of the Third Annual meetings of Community Reconciliation and Foster Care to Independence grantees.

Grant Amount: \$57,000

10

Jane Goodall Institute, Silver Spring, MD
www.janegoodall.org

To fund the dissemination and publication of the results of the Jane Goodall Institute's Conservation and Community Conflict Study.

Grant Amount: \$6,000

11

Jane Goodall Institute, Silver Spring, MD
www.janegoodall.org

To underwrite the costs of the Fourth Annual meetings of Community Reconciliation and Foster Care to Independence grantees

Grant Amount: \$75,000

12

The Meridian Institute, Dillon, CO
www.merid.org

To incorporate the principles of the Transition framework into Meridian's existing approach to facilitating community-based watershed initiatives in four watershed communities in New Mexico.

Grant Amount: \$100,000 (3 years)

13

National Conference for Community and Justice, Detroit, MI
www.nccj-mi.org

To fund "Commitment to Inclusion and Justice: A Community Engagement Program to Reduce Racial Profiling in Detroit," a structured process designed to engage members of the Detroit community in: (1) understanding and acknowledging the discrimination and biases associated with racial profiling; and (2) identifying, creating and implementing new strategies for successful community reconciliation efforts and improved community-police relations

Grant Amount: \$165,000 (2 years)

14

The Northwest Atlantic Marine Alliance, Saco, ME
www.namanet.org

To engage NAMA stakeholders in a participatory planning process that would enable them to reach consensus on NAMA's organizational purpose and goals, and to systematically plan for a larger-scale intervention that would engage a number of deeply-rooted conflicts within the northwest Atlantic fishing community.

Grant Amount: \$50,000

15

The Northwest Atlantic Marine Alliance, Saco, ME
www.namanet.org

To plan the Northwest Atlantic Marine Alliance's facilitation of the design of a large-scale visioning process for the New England fishery.

Grant Amount: \$42,000

16

Search for Common Ground, Washington, DC
www.sfcg.org

To assist leaders in Cincinnati to resolve the standoff over economic issues (the boycott); help local media create space for common ground; engage the arts and youth communities; and strengthen the capacity of community organizations and the new Police Community Problem-Solving Center.

Grant Amount: \$50,000

17

Search for Common Ground, Washington, DC
www.sfcg.org

To establish a pilot peer-to-peer consultant network for Community Reconciliation grantees to learn from each other about how to use the Transition Framework to confront challenges in their community reconciliation work.

Grant Amount: \$50,000

18

University of North Carolina, Chapel Hill, NC
www.med.unc.edu

To gather baseline data from residents of Guilford County, North Carolina, before the Greensboro Truth and Reconciliation Commission begins taking public testimony in July 2004. Data from the proposed study will serve as a baseline to assess, in future research, whether attitudes on race, reconciliation, justice and social cohesion change over time as a result of the Greensboro Truth and Reconciliation Commission.

Grant Amount: \$97,388

19

Urban Justice Center, New York, NY
www.urbanjustice.org

To engage a wide-range of stakeholders in New York's Chinatown community in a process in which they create a collective vision and action plan that promote sustainable housing and economic development in Chinatown in the face of small business and residential displacement as a result of globalization and gentrification.

Grant Amount: \$55,000

20

Vanderbilt University, Nashville, TN
www.law.vanderbilt.edu

Cincinnati Collective Learning Center, Cincinnati, OH

To fund the Cincinnati Collective Learning Center's facilitation of a 6-month personal transformation and leadership development process in which Cincinnati youth will be taught how to plan, advocate and access resources to change their relationship with local adults and become prepared to lead an effort to bring together two fractured communities.

Grant Amount: \$50,000

21

Vanderbilt University, Nashville, TN
www.law.vanderbilt.edu

To fund: (1) the formal training of up to ten individuals to provide Transition training and Transition-related program development assistance to AFF grantees; and (2) a capacity-building program in which present and new AFF grantees would each receive supplemental support to engage one of these newly trained "Transition Consultants" to provide Transition training and Transition-related program development assistance to their staff.

Grant Amount: \$160,000

22

The Working Group, Oakland, CA
www.theworkinggroup.org

To complete the third installment of the PBS television series, "Not in Our Town: The Kalispell Story," and initiate a series of facilitated screenings in Kalispell, both of which will use the film and the Bridges' Transition framework to help this rapidly changing community through the Endings phase of the model.

Grant Amount: \$100,000 2 years

23

YorkCounts
York College of Pennsylvania, York, PA
www.yep.edu

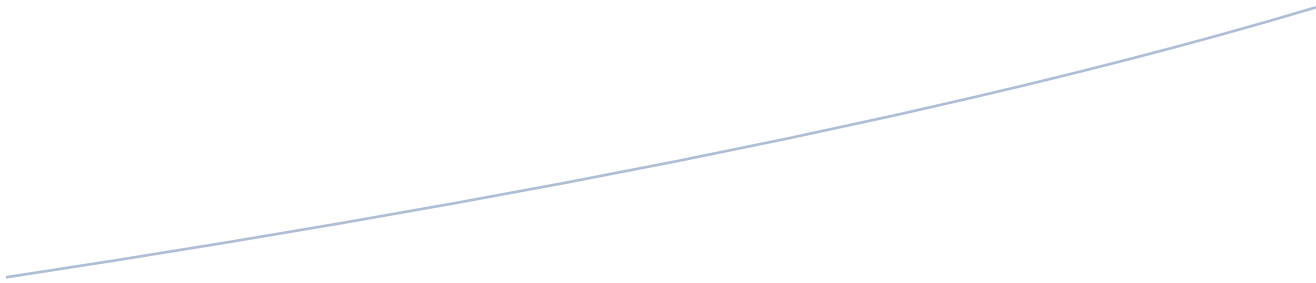
To develop a community action plan around issues of community development, education, and economic development. AFF support is sought to assure that the planning process: 1) keeps race-related issues central to deliberations and planning; 2) capitalizes on existing interest and momentum; and 3) builds local capacity to facilitate outreach to the broad community and support engagement in reflective practice

Grant Amount: \$35,000 1 year

TOTAL COMMUNITY RECONCILIATION GRANTS

(awarded or paid out in FY '03 and FY'04):

\$1,787,250



APPLYING FOR A GRANT

1

Before Applying

Applicants should carefully review materials describing our programs and mission. In particular, applicants should pay special attention to AFF's overarching grantmaking theme of the Transition approach. Posted on the AFF website (www.affund.org) in the "Andrus Archives" section are a number of resources that discuss grantees' work with the Transition Framework that we strongly encourage applicants to read.

Statement of Inclusion

Applicants should carefully review materials describing our programs and mission. In particular, applicants should pay special attention to AFF's overarching grantmaking theme of the Transition approach. Posted on the AFF website (www.affund.org) in the "Andrus Archives" section are a number of resources that discuss grantees' work with the Transition Framework that we strongly encourage applicants to read. tion defined by any of these criteria, in which case this policy shall be subject to appropriate adjustment in consultation with AFF.

Faith-Based Organizations

Faith-based organizations should carefully review the [Advisory to Faith-Based Organizations](#) on the "Applying for a Grant" page of the AFF website and be sure to fill out the appropriate section of the grant application

2

Proposal

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 found at www.affund.org. The letter should include: a succinct description of the application organization; a brief description of the project and how it accomplishes AFF's program strategies; information about the key participants, including staff members and beneficiaries; and a section on how you envision the Transition framework will be intentionally and consistently incorporated into your work.

We also ask you to consider whether applying for a special planning grant to utilize the Collaborative Change Approach would be appropriate for your proposed project. The Collaborative Change Approach is a process that has been designed to help grantees engage multiple stakeholders in the creation and implementation of lasting change. Through this approach, convening organizations help

members of a community (whether that community be a foster care agency or a geographic community of residents) articulate underlying core values, collaboratively set goals and define the change(s) they seek to achieve these goals, and develop a realistic and sustainable plan to achieve their defined change(s) – all while paying attention to Transition along the way. For more information on the Collaborative Change Approach, please click on the "Collaborative Change Approach" link in the "Applying for a Grant" section of our website. If you are interested in being considered under this approach, please indicate so in your proposal.

AFF makes its best effort to conduct a preliminary review of an applicant's letter of inquiry within forty-five days of its receipt. After this initial review, AFF will either decline funding the proposal or the applicant may be asked to submit a formal proposal. In some cases, AFF may ask to meet with the applicant organization to further discuss the applicant's plans.

3**Formal Proposal**

If a formal proposal is requested, AFF provides applicants with a detailed list of requirements including: description of the applicant organization, including its background, mission, and relevant experience in the area for which funds are sought; a statement of need for the proposed project; a complete description of the project, including your thoughts on how Bridges' Transition framework will enhance and be incorporated into your work; the plan of operation for carrying out the project; qualifications and experience of principal staff members involved; the amount of funds requested from AFF; the duration of the project; measuring success; an itemized project budget; plan for sustaining the project post-AFF; and a list of board members, advisors, and affiliates of the organization. Applicants are also required to attach copies of the organization's tax exemption notice and classification from the IRS, and most recent financial statements.

AFF notifies applicants of its decision on the formal proposal within ninety days of receipt of all materials.

4**Transition Coaching**

While the willingness to intentionally and consistently pay attention to Transition throughout your project is a condition to being considered for funding by us, we recognize the challenges inherent in taking advantage of this theory to enhance your practice. In order to help grantees face this challenge, each is assigned a Transition coach – an experienced consultant who has been trained extensively in managing Transition – who provides Transition training and Transition-related program development assistance to project staff, stakeholders and beneficiaries. This assistance is provided free of charge to all projects to whom a grant has been awarded.

Application Deadlines

Applications may be submitted at any time. Grants are awarded by the trustees, who meet four times a year (September, January, April and June).

5**Funding Restrictions**

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 its work in the United States.

BOARD OF TRUSTEES AND STAFF

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MISSION STATEMENT

The Andrus Family Fund embraces the following three challenges as we define our mission:

As leaders in a next generation fund... we challenge ourselves to respect the tradition and philanthropic values of our family as we explore new perspectives and innovative models for giving.

As individuals who have come of age in a world still unsafe for many... we challenge ourselves to collaborate with those working to create safer environments, whether physical, emotional, or psychological.

As board members of the Andrus Family Fund... we challenge ourselves to contribute to the body of knowledge and experience about what is necessary to create and sustain effective change. We will do this by focusing on Transition – that critical juncture in time and process – that, if properly attended to, affects positive change.

Andrus Family Fund

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