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## **MEMO**

Date: March 4, 2022  
To: Friends Foundation for the Aging  
From: Friends Services Alliance  
Subject: Grant applications for 2022 programs

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Friends Foundation for the Aging (FFA) has been a strong partner with Friends Services Alliance (FSA) in its various leadership initiatives. The financial support received through grants has allowed FSA to develop and deliver the highly successful Leadership Institute and Internship Program. Both of these programs support the development of leaders within FSA member organizations and the aging services field. The purpose of this correspondence is to request grants for these programs for 2022.

### **FSA Leadership Institute**

FFA has provided funding for this program since its inception. The eighth cohort finished the program in November 2021. We were not able to run the program in 2020 due to the COVID-19 pandemic, and the funds granted to FSA in late 2019 were used for the 2021 program. We are in the process of accepting applications for the next class at this time.

#### **Has the problem changed?**

The purpose of the Institute is to provide leaders with ways of thinking and leading that emanate from, or are consistent with, Quaker values. This need continues. While the number of Quakers working and living in FSA member organizations is diminishing, FSA believes the values and practices that underpin our approach to leadership and organizational life connect with good human values, and organizations with a values-based culture can result in more satisfied service recipients and staff.

## **Have your solutions or goals changed:**

No, although we have refined the language a bit. Going back to the grant application written in 2012 to support the first class of the Leadership Institute, the objectives were listed as:

- Increase self-awareness in participants to support understanding their own leadership capacity and behaviors
- Encourage and support continuing revelation about participant's leadership stance
- Provide tools of engagement for meeting/process design and group interactions that create conditions for collaboration and building community
- Hone skills of listening, asking questions, and reflection
- Builds relationships that nourish the collaborative culture of FSA

We now define our goals in terms of participant outcomes (text is from Leadership Institute materials):

### Purpose

This program is designed to promote leadership practices that will resonate in organizations that embrace Quaker values—*Presence, Connection, Listening*—and where leaders actively and intentionally live these values to shape and nourish the culture of their organizations.

*In short, the experience is designed to give you ways of thinking and practicing—frameworks and tools—that are congruent with Quaker values.*

We do our work together in the Institute in the spirit of *continuous revelation*. This supports the assumption that we are always learning, we can hold our opinions lightly, and we can change our minds.

### Participant Outcomes

- *Reflection:* Increase self-awareness by using reflection to continually evolve a leadership stance and by identifying strengths to leverage and learning edges to explore and develop.
- *Foundations of Trust and Relationship Building:* Hone skills of listening and asking questions in ways that build trust, enhance coaching and building the capacity of others, and contribute to a respectful, generative environment.
- *Building Community and Engaging Stakeholders:* Experience and utilize tools for participatory meeting design, group facilitation, and shared decision making and understand how to use them to create the conditions for collaboration.

**Will your efforts/actions to impact the problem change? Describe.**

We continue to refine the curriculum of the program on an ongoing basis, but the essential structure of the program remains the same. For example, in the last few years we have added a section on “engagement” and examining what that means in the context of organizational life. Many participants coming into the program have heard about “Quaker process” and we realized it was broader than just the actual manner of decision-making. We now talk about the importance of the distinction of providing input versus being part of the decision, and various aspects of an intentional process for gaining input from stakeholders in advance of major decisions.

**Are there changes in funding or program implementation partners?**

No.

**How will you know if your actions are having an impact?**

We continue to receive positive feedback about the program, from both participants and their sponsoring organizations. Several FSA member organizations send an employee to the program every year, and a number of graduates are strong advocates for the program at their organizations. We hear informal stories from CEOs/Executive Directors of the change they see in employees going through the program, both in how the person is approaching their work, and in how the employee sees themselves and their leadership differently.

**How will you sustain the program after the grant period?**

We would not be able to continue the program annually in its current format if we did not receive funding. Financial information is included in the response to the next question.

**Program budget and grant amount requested:**

Historically, the cost of the program runs between \$56,000 - \$64,000 depending on the number of participants involved. 2021 expenses were \$50,455 due to a smaller cohort. The tuition per participant is \$3,750, which covers their room and board and a small contribution to other expenses. FSA donates over \$34,000 in staff time and general materials to the program that is not accounted for in the c noted above.

**We are requesting a grant of \$30,000 toward the costs of the program for 2022.**

## **FSA Internship Program**

FFA has provided funding for the Internship Program since the pilot run in 2010. FFA and FSA equally share the cost of intern stipends and travel expenses. This summer was the twelfth summer that FSA coordinated internships for college students at member organizations. Even those interns working remotely with

organizations to gain exposure to the possibilities of working in senior living reported positive experiences.

**Has the identified problem changed?**

The goal of the internship is to introduce young adults to the possibilities of working in senior living. This goal has not changed, but the need for professionals in the industry has increased, so it is all the more important for opportunities like this to be available.

**Have your solution or goals changed?**

No. We continue to strive to open the minds of interns to the possibilities of senior living as a career path, and providing an experience of working in a values-based organization that works to help seniors live lives of purpose and meaning.

**Will your efforts/actions to impact the problem change? Describe.**

We hope to expand out internship to include more schools. This work has been limited by the capacity of FSA's staff to devote to the effort.

**Are there changes in funding or program implementation partners?**

We continue to work with Penn State University to recruit interns and have expanded our contacts at the school to broaden the field of potential applicants.

**How will you know if your actions have had an impact?**

The true measure is to see if students take jobs in senior living following graduation. We receive positive feedback from students and hosting organizations but it is challenging to collect data on former interns following their graduation. Data is reported in the grant report.

I do want share one story – a Hospitality Management student from Penn State, T.A, planned to work in the hotel industry after graduation when he interviewed for various internships in various industries in 2014.. He did an internship through FSA at Kendal at Hanover, based in the Dietary Department. He stayed in touch with the Dietary Director, who a few years later became the corporate Director of Food Service and Procurement for the Kendal Corporation. Shortly after this move, T.A., who had since graduated, was hired to be a Dining Room Coordinator at Collington, a Kendal affiliate. He has been there for several years, and been promoted to a manager's position. Late in 2021, he was promoted to Dietary Director at Barclay Friends, another Kendal affiliate.

**How will you sustain the program after the grant period?**

FSA currently supports half of the expense of the program, therefore we would have to limit the number of internship experiences to limit the costs.

**Program budget and grant request**

Costs for the program vary depending on the number of interns, location of the host sites, and if the programs are done remotely. They have varied from \$4,500 to over \$11,000 per year. The expense is split evenly between FFA and FSA.

In 2021, four of seven internships were done remotely, therefore eliminating travel costs. Total cost for the year was \$6,482 that was split evenly between FFA and FSA. There was a \$3,798 balance remaining from previous grants; when subtracting \$3,241 (50% of 2021 costs) there remains a balance of \$557.

In the past few years we have requested grants of \$5,000 and if the full amount was not used in one year, it was carried forward to the next. **We again, request a grant of \$5,000 for support of the 2022 Internship Program.**

## **Summary of Grant Requests**

\$30,000 FSA Leadership Institute

\$ 5,000 Internship Program

\$35,000 TOTAL

Thank you for your consideration of these requests.