



**ROOTED IN VALUES.  
DRIVEN BY EXCELLENCE.**

## **MEMO**

Date: February 27, 2023  
To: Friends Foundation for the Aging  
From: Friends Services Alliance  
Subject: Grant applications for 2023 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 2023.

### **FSA Leadership Institute**

FFA has provided funding for this program since its inception. The ninth cohort finished the program in November 2022. We are in the process of accepting applications for the next class at this time.

#### **One sentence summary of the project and amount requested.**

We are requesting a grant of \$30,000 for the 2023 FSA Leadership Institute, our program to support the development of leaders who think and lead in ways that are congruent with Quaker values.

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

No. There is an ongoing need for leaders, both now and future who embrace leadership practices that emanate from, or are consistent with, Quaker values.

#### **Have your solution or goals changed?**

No. Our results have shown us that the FSA Leadership Institute is effective in supporting its objectives. We evaluate the curriculum each year, and may make changes in specific

content, but overall there have been no major changes. For example, in 2022, we spent additional time on collaborative decision-making as requested by the cohort.

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

We believe it will. 86 individuals have gone through the Institute since its inception and almost half remain in FSA organizations. Many who have left are still working in senior living and, we assume, are incorporating their learnings from the Institute in their work. We have been contacted by a few for consulting work.

**Are there changes in the 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.

**Projected budget with projected income:**

Historically, the cost of the program runs between \$56,000 - \$64,000 depending on the number of participants involved. 2022 expenses were \$48,918.49. This does not include the approximately \$35,000 in time and materials contributed by FSA. The tuition per participant is \$3,750, which covers their room and board and a small contribution to other expenses. We budgeted \$30,000 in income from tuition based on 8-9 participants net some tuition assistance award(s).

We were able to reduce the cost a bit in 2022 by moving to a different location, and also found their prices to be a bit lower as they were still rebounding from the pandemic. We will continue at that location in 2023 but the prices have increase as expected.

## **FSA Internship Program**

**There is \$2,971 remaining from the grant received in 2021 for the 2022 program. We are requesting permission to apply these funds to the 2023 program.**

**We are not requesting additional funds at this time. FFA and FSA share the costs of the internship equally. If fifty percent of the final costs exceeds the remaining grant funds, we will reach out to the Executive of FFA to discuss.**