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## Friends Foundation for the Aging Year-end Report & Reapplication Proposal Form

Date: [February 4, 2025](#)

Organization: [FSA](#)

TIN & Formal Organization Name: [222-436-186](#)

Contact name, phone, email: Jane Mack; 215-646-0720; [Mack@fsainfo.org](mailto:Mack@fsainfo.org)

Amount requested: [\\$25,000](#)

Project Title: [FSA Leadership Institute](#)

Questions:

1. What is the problem you identified? [This program was developed to provide leaders at all levels of senior living organizations ways of thinking and leading that emanate from or are congruent with Quaker values. Has it changed? No.](#)
2. What actions did you take to address the problem? [The FSA Leadership Institute was launched in 2013 and has been very successful. The program provides frameworks and tools that can be used in organizations that resonate with Quaker values.](#)
3. What did you learn? [In 2024, we chose to cover a few less topics/tools/frameworks and go deeper into the ones we did cover, allowing more time for small group discussion and practice. This was very well received and is our plan for 2025. Will you make any changes in the coming year? Our biggest change is that Marsha Coleman, who was one of the lead faculty, left FSA for a new opportunity. We are not filling her position at this time given the plans to merge with MHS. Nancy Aronson and Jane Mack, who were the other faculty, will be the instructors for 2025. We always have alumni come to talk about how they have applied their learnings, and may do that a bit more in 2025.](#)



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4. How have you engaged partners/collaborators in implementation or funding? Have you considered how to sustain the program? We have not engaged other partners or collaborators in implementation or funding. The Institute is supported by the grant from FFA, tuition, and FSA operating funds.
5. How do you know your actions had an impact? Feedback from participants and the organizations where they work is consistently positive, and mostly the same organizations send people year after year which tells us the program is valued and successful. Please describe those who participated, outputs, and outcomes. We had 13 participants in 2024, from 11 different organizations. Their roles were: CEO (2); Human Resources (2); Health Care (2); Resident Services (2); Facilities; Residency Planning; Social Work; Dining Services; Development & Community Relations; IT & Administration. This was also the first year we had participants from outside of the FSA membership. The CEO at Dunwoody Village was previously employed by an FSA organization and was part of the team that developed the Institute. The Director of HR at Dunwoody also worked at an FSA member organization earlier in his career. Both were familiar with the program and were thrilled to send two participants in 2024. They have already expressed interest in sending at least one person in 2025 and said the Institute was a “very valuable program.” Stories or photos are welcome. Photo of cohort is below.



6. Is there anything else you would like FFA to know about this project? *As FSA continues down the path of merging with MHS Association, there is a strong message from member organizations that they want this program to continue. Throughout merger discussions, the FSA Board has stressed the importance of continuing the Institute and other services from FSA that support member organizations in manifesting Quaker values in their organizations. Of note, we already have 10 organizations who have expressed interest in sending someone in 2025 and we have not even opened the application window yet!*
7. Feedback on your interaction with FFA would be helpful. Are there ways we can help beyond the grant? *Not at this time.*

Budget.

	<b>Budget</b>	<b>Actual</b>
Tuition	\$30,000	\$47,750
Grant	\$17,500	\$20,440
Tuition Assistance from FSA		\$5,250
<b>TOTAL INCOME</b>		<b>\$73,440</b>
Expenses	\$50,000	\$62,226
Tuition Assistance from FSA		\$5,250
Est. FSA staff time incl benefits	Not budgeted separately	\$26,159
<b>TOTAL EXPENSE</b>		<b>\$93,635</b>

Has 501c3 status changed? *No.*