

**Setting high standards, ensuring that all children have access to exceptional teachers, utilizing innovative teacher recruitment strategies, and restructuring struggling schools, are vital to creating a world-class education system. Chicago Public Schools has stepped up its efforts to attract, support, and retain higher-caliber teachers in the system's most disadvantaged schools. As a result, there is promising new evidence that Chicago's public school system is...**

## **Closing In On the Mark 4**



**The Joyce Foundation** supports efforts to protect the natural environment of the Great Lakes, to reduce poverty and violence in the region, and to ensure that its people have access to good schools, decent jobs, and a diverse and thriving culture. We are especially interested in improving public policies, because public systems such as education and welfare directly affect the lives of so many people, and because public policies help shape private sector decisions about jobs, the environment, and the health of our communities. To ensure that public policies truly reflect public rather than private interests, we support efforts to reform the system of financing election campaigns.

# InThisIssue

## Education

### **Closing in on the Mark 4**

Chicago Public School leaders make positive strides to attract, hire, and retain higher-caliber teachers.

## Environment

### **Ten Years in the Making 8**

Great Lakes governors work together to protect the largest freshwater supply on earth.

## Employment

### **Demanding a Skilled-Labor Supply 11**

Trained workers needed for well-paying, middle-skill level positions.

### **Progress Notes 15**

PolicyArchive Launch; Midwest Democracy Update

### **Grants Approved 19**

Grants approved at the July 17, 2008 meeting of the Joyce Foundation Board of Directors.

### **About the Foundation 23**

*Work In Progress* is published three times a year following each Board meeting.

For information on programs of the Joyce Foundation, please visit our Web site, [www.joycefdn.org](http://www.joycefdn.org), or call our offices to request a copy of our annual report at 312.782.2464

**Led by Chief Executive Officer Arne Duncan, Chicago Public Schools (CPS) has implemented several aggressive strategies to bolster the quality of the teaching force throughout Chicago.**

Testifying before the U.S. House Education and Labor Committee earlier this year, Duncan said, “Tapping the potential of underprivileged, inner-city children represents the greatest educational challenge facing our country.” He added that in Chicago, “Virtually every important indicator of progress is moving in the right direction: test scores, attendance, and graduation rates.”

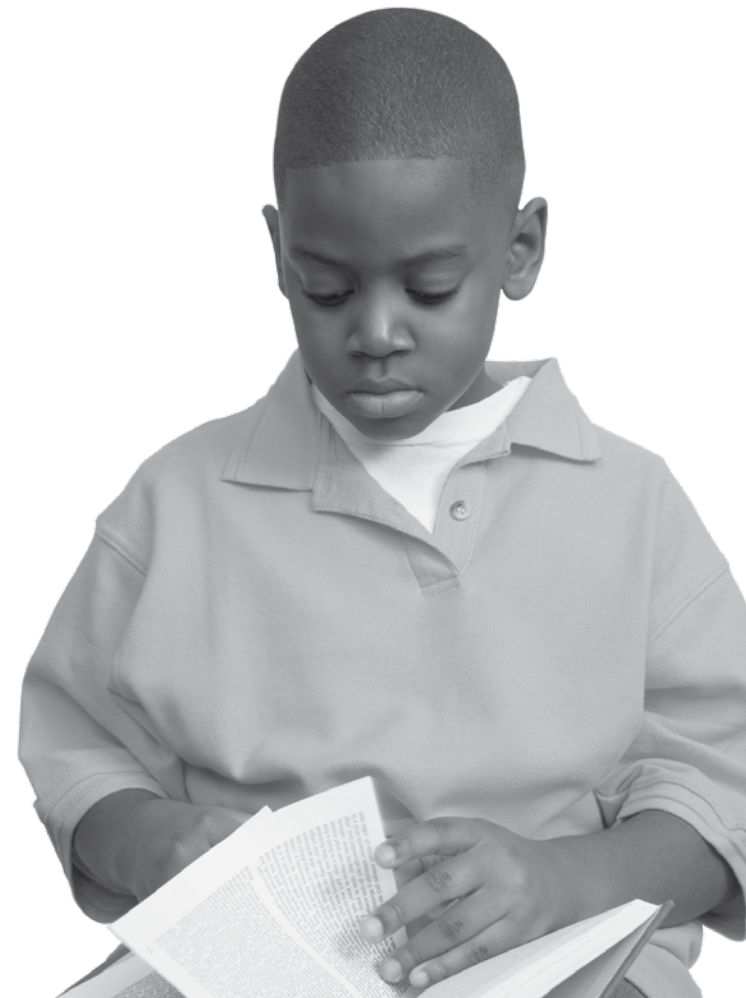
A recent independent study by the Illinois Education Research Council (IERC) confirms that the gap in teacher qualifications at high- and low-poverty schools in Illinois has narrowed since the beginning of this decade. IERC researchers examined teacher academic capital: the mean ACT composite score of teachers at the school, the mean ACT English score, the percentage of teachers at a school who failed the basic-skills entrance test on the first attempt, the percentage of teachers who had provisional or emergency certification, and the competitiveness ranking of the teacher-preparation programs attended by a school’s teachers. IERC looked separately at teacher experience to better analyze these two distinct components of teacher quality and their independent effects on student achievement.

Major findings of the study conclude that: 1) While schools with high-need populations still have lower levels of teacher academic capital on average than other schools in the state, Chicago has made improvements in hiring teachers with stronger academic

backgrounds. Overall state gains can largely be attributed to improvements that have occurred in Chicago, 2) The improvements in Chicago’s teacher academic capital are largely the result of hiring less experienced teachers with stronger academic backgrounds, and, 3) On average, schools that show gains in their teacher academic capital also show gains in student achievement.

“All students deserve access to good teachers,” says John Luczak, education program manager at the Joyce Foundation. “We are long-time supporters of CPS’ efforts to improve teacher quality, and it’s exciting to see those efforts starting to pay off, especially in Chicago’s most challenging schools.”

The findings of the study are largely due to innovative CPS policies to improve teacher recruitment and better support beginning teachers. To improve its teacher candidate pool, CPS has recruited at top universities and considered candidates from



alternative sources like Teach for America, which focuses on hiring new liberal arts graduates for a two-year commitment to teaching in poorer schools. In addition, CPS supports the Chicago Teaching Fellows, a highly-selective alternate certification program that identifies successful professionals and recent college graduates to bring their knowledge, experience, and records of achievement to the classrooms. Chicago Teaching Fellows provides a pathway for outstanding individuals who are interested in becoming teachers in Chicago Public Schools. They are creating a movement of passionate, goal-oriented individuals who share a commitment to improving not only the educational opportunities for Chicago school children, but also their life chances.

In the last few years, CPS has intensified induction (support for new teachers) in its lowest performing schools by pairing them with seasoned mentors and coaches as a way to reduce teacher turnover while accelerating professional growth. On average, teachers with fewer than three to five years of experience are less effective than their more veteran colleagues, but high-quality induction programs can overcome this disadvantage. In 2008, approximately 300 teachers worked intensely with coaches from the Chicago New Teacher Center, (with plans to expand the two-year program to another 30 schools by the end of the year). The Center offers a specialized mentoring program to help new teachers build connections with disadvantaged students. Teachers in high-need areas often face challenges in understanding and accommodating students' diverse learning needs, which are often shaped by poverty and racial issues. Among the program's components are a summer institute, year-round classroom coaching, and 24-hour online support. "While we celebrate the progress that has been made on the front end with teacher recruitment and hiring, our goal is to support and develop good teachers so they will stay," says the program's director, Lisa Vahey.

In addition to these improvements, CPS has also worked with the teachers' unions to introduce a pay-for-performance program to reward teacher excellence by giving bonuses to teachers who improve

student academic outcomes. CPS will expand its performance-based pay for teachers from 10 to 20 high-need schools this fall. Finally, CPS is one of the few districts in the country that has shut down underperforming schools, using a methodology known as a "turnaround" strategy. This approach calls on Chicago's most talented educators to put their skills and experience to use for students who need great teachers most. In the turnaround model, the school has a new team; every position in the school is opened up to be newly staffed with teachers specifically selected to work as a team to meet the turnaround challenge. The turnaround model has gained national attention and support as a potential approach to improve performance rapidly in underperforming schools in high-poverty neighborhoods.

During the last decade, CPS has dramatically improved the quality of its teaching force. Specific successes include attracting more than 10 resumes for every teacher opening (whereas previously there were maybe two or three)—and lowering the percentage of teachers leaving CPS in three years from 36 percent in 2003 to 15 percent in 2007. At the same time, student test scores have risen each of the past seven years in CPS. In 2001, less than 40 percent of its students met state standards while almost two-thirds do today.

**Chicago Public Schools**  
[www.cps.k12.il.us](http://www.cps.k12.il.us)



**A clean and vibrant Great Lakes basin is vital to our region's ecosystem and economy. A monumental collaboration of Great Lakes governors is designed to preserve and protect this precious resource, the largest freshwater area on Earth.**

On October 3, 2008, President Bush signed the Great Lakes Compact, a comprehensive plan to preserve and protect the future of the Great Lakes. The U.S. House of Representatives voted to approve the Compact on September 23, 2008, while the U.S. Senate had already unanimously approved it.

In order for the Compact to reach the U.S. Congress, it first had to be approved by each of the eight Great Lakes state legislatures. The state legislatures completed their work when the State of Michigan adopted the agreement in July 2008. Both Ontario

and Quebec are enacting regulations to meet their commitments under the agreement.

But, why was the Compact necessary? What is the story behind such a significant agreement? Closer examination reveals a ten year commitment to protect the future of this region of the country.

In May 1998, the Ontario Ministry of Natural Resources granted a permit to a private firm to ship multiple tankers filled with Lake Superior water to ports located in Asia. Both sides of the international border were outraged at such a possibility, and the permit was ultimately relinquished.

But, it raised the question: how could U.S. and Canadian citizens prevent such threatening activity in the future? It was clear the Great Lakes were vulnerable and someone needed to take responsibility for protecting the resource. The Great Lakes Governors and Canadian Premiers decided to come together and hammer out an agreement to preserve and manage the regional water system. After much negotiation, the Governors and Premiers unanimously endorsed the Great Lakes—St. Lawrence River Basin Sustainable Water Resources Agreement and its identical U.S. counterpart, the legally binding Compact.

“Once and for all, this agreement will protect the Great Lakes from long distance diversions and will put long-term legal protections in place at the local, state, and federal levels,” states David Naftzger, executive director of the Council of Great Lakes Governors. “In addition, the Compact provides a framework for sustainable, water conservation policies across the Great Lakes Basin.”

The Compact is the result of many years of negotiations by a host of citizens, public policy organizations, businesses, agriculture interests, and legislators – all of whom recognized that current laws did not provide enough protection for the Great Lakes. The Compact not only provides protection from future water diversions, but also provides communities with a blueprint

# Demanding a Skilled Labor Supply

to manage and preserve the lakes and their surrounding tributaries.

“It’s the first act of its kind to treat the entire Great Lakes region as a single, ecological system,” says Andy Buchsbaum, regional executive director of the National Wildlife Foundation. “Through this regional approach, all stakeholders have worked together to develop a set of common goals to preserve the ecosystems and economies of all communities within the basin. Not only does the agreement establish the same rational protections for each state, it allows for flexibility to manage state-wide water use.”

In addition, the Compact ensures a level of financial security for communities and businesses that rely on the Great Lakes for their livelihood. Whether it is for pleasure or profit, a clean, vibrant Great Lakes water system is vital to the Midwestern economy.

“We were engaged early in the Compact process to ensure sustainable access for all those who use the Great Lakes,” says George Kuper, president and chief executive officer of the Council of Great Lakes Industries. “The Compact provides rules for all those who use the water now and in the future – offering a critical factor in stability in support of investment in the region.”

While there is much to celebrate now that the President has signed the agreement into law, there is still more work to be done.

“It has been an incredible journey to reach this point, but we have additional milestones ahead,” Naftzger continues. “Implementing the Compact in each state will be the next hurdle for our coalition. In addition, we need to develop regional goals and objectives for water conservation and efficiency. And, we need to continue our efforts to engage all stakeholder groups and keep the public involved as we move forward.”

**Council of Great Lakes Governors**  
[www.cglg.org](http://www.cglg.org)



Employment

**As the mortgage crisis and other factors continue to hammer the nation’s economy, employment and training should be an integral part of the strategy to help families stay on track. Yet a segment of the labor market that offers solid opportunity and livable wages continues to be overlooked.**

Scores of employers have vacant middle-skill jobs—those that require more than a high-school education, but less than a four-year degree—and are scrambling to find qualified workers to fill them. Many of these jobs are ones communities depend on such as fire-

fighters, nurses, electricians, and truck drivers. But many people assume a four-year degree is the only path to a good job, so not enough consideration is given to preparing workers for middle-skill positions that can be acquired through training.

“In truth, communities throughout Illinois rely on middle-skill jobs,” says Andy Van Kleunen, executive director of The Workforce Alliance (TWA). “Middle-skill workers are the police officers and fire fighters who keep us safe. They are the nurses, therapists, and medical technicians who keep us healthy. They are the air traffic controllers, electricians, and mechanics who keep our infrastructure up and running. These are local, hands-on jobs that are unlikely to be outsourced to other countries.”

TWA is a national coalition of community-based organizations, community colleges, unions, business leaders, and local officials advocating for public policies that invest in upgrading the skills of America’s workers, so they can better support their families and help American business compete in today’s economy.

In 2007, TWA launched Skills2Compete, a campaign which calls on federal and state policymakers to embrace a new vision for economic and education policy. The vision is that every U.S. worker should have access to the equivalent of at least two years of education or training past high school—leading to a vocational credential, industry certification, or the completion of two years of college.

A recent grant from the Joyce Foundation helps to support this effort, which is especially important in the Midwest where 50 percent of the jobs require more than a high school diploma but less than a four-year degree. There is an inaccurate impression that the vast majority of middle class jobs have been offshored and replaced with either low-wage service jobs or very high-skilled, knowledge-based jobs. In reality, many skilled jobs are going unfilled because of a limited supply of trained workers.

“Workforce development issues—including middle-skill job training—are not necessarily on the political

radar right now,” says Van Kleunen. “Some policy-makers think of employment tracks as either Wal-Mart (low skill) or Wall Street (high skill), but research shows there are many good opportunities in between.”

Skills2Compete seeks to change this misperception. Two-hundred fifty diverse organizations—including many employers—have endorsed the effort and its goals, and positive media coverage is starting to boost the issue’s visibility. Marc Schulman, president of The Eli’s Cheesecake Company in Chicago, expressed his views: “Our company continues to need mid-level, hands-on skill sets from our workers, but we face a challenge to fill these positions. As we compete in this global economy, we need to be more productive and innovative. This is a concern for not only our company but for our state’s economy.”

Public perception is another obstacle to attracting a skilled workforce for middle-skill job opportunities. For example, there is a critical shortage within the industrial distribution sector, largely due to the public’s view that manufacturing is a dying industry. Yet the industrial distribution industry has an estimated 240,000 jobs available each year. To compound this issue, the majority of workers in this sector are over 40 years old. Phyllis Russell, executive director of the Power Transmission Distributors Association Foundation (PTDAF) says, “We need to provide training for young workers to enter this industry, otherwise this sector will be hit hard as Baby Boomers start retiring.” In response, PTDAF has begun developing industry-specific curriculum materials to assist community colleges with developing training courses that meet the needs of local employers.

“We work with an advisory committee made up of local employers,” says Jerry Weber, president of Kankakee Community College. “This allows us to provide adult learners with cutting-edge skills to fill jobs available right here in their own communities.”

The lack of middle-skill job training has broader implications on the U.S. economy. Harry Holzer, professor of public policy at Georgetown University

says, “Failure to invest in needed training creates substantial costs—direct and indirect—for employees and employers across the nation.” He states that post secondary training, “helps people move out of poverty and into better jobs,” and that, “good jobs have been proven to serve as some measure of prevention against various social issues.”

Research shows that poor potential earnings tend to drive many workers, especially low-income minority men, out of the labor market altogether. Young men with low earnings and employment are much more likely than others to engage in crime and more likely to father children outside of marriage. Crime in particular imposes enormous cost on the United States—as much as \$1-2 trillion per year—by some estimates. For employers, the cost of an unskilled labor force also means less productivity—hard-to-fill job vacancies often force employers to spend more money on recruitment, or to even lower their hiring standards.

Overall, the United States is falling behind in training and educating its workers. Other countries are catching up and surpassing U.S. efforts because they have invested heavily in raising the skills of their own populations. Luckily for Americans, there are many diverse pathways to economic success. Middle-skill jobs make up 40-50 percent of the labor market, and the demand for workers to fill these jobs will likely remain robust. Skills2Compete brings needed attention to this issue. If successful, it could help move more low-wage workers into middle-skill jobs and fill gaps in the labor market.

**Skills2Compete**  
[www.skills2compete.org](http://www.skills2compete.org)

## PolicyArchive

### Bringing the World's Policy Research Online

It is easy to obtain the local weather forecast or get the score of last night's game on the Internet. But trying to find policy or research documents is another matter. Most policy websites focus on a single issue, or have a substantial registration fee, and research documents do not surface easily in a general Google or Yahoo! search.

Yet being able to locate and obtain sound research is critical to developing public policy. Since American philanthropic foundations spend more than \$1.5 billion a year to support research, it is in their interest to make sure it is accessible.

Launched by the Center for Governmental Studies (CGS) in June 2008, PolicyArchive ([www.policyarchive.org](http://www.policyarchive.org)) is the nation's first comprehensive, searchable, open access, online archive of public policy research. It includes contributions by a wide range of nonprofit, educational, governmental, private, and international think tanks and research organizations. Its myriad of topics includes

everything from Business to Energy to Human Rights.

“The goal of PolicyArchive is to give policy-makers immediate access to the research they need, while providing a central place for research organizations to distribute and archive their content,” explains Maggie Stamelman, PolicyArchive's content manager.

PolicyArchive simplifies the complex research landscape by providing a universal, easy-to-use, free, and open digital archive of foundation-funded and other public policy research. The archive provides public interest organizations a low-cost electronic system for distributing, publicizing, and archiving their research. It allows research users, policy makers, the media, and the public to quickly access the depth and breadth of research in various subject matters. It also provides a direct line of communication between research providers and end-users, thus increasing public awareness of an organization's work and adding

significant value to their research investment.

PolicyArchive collects and disseminates summaries and full texts, videos, reports, briefs, and multimedia material of think tank, university, government, and foundation-funded material. It offers a subject index, an internal search engine, useful abstracts, e-mail notifications of newly added research, and will soon expand to offer information on researchers and funders, and even user-generated publication reviews.

“PolicyArchive builds an online bridge between the worlds of public policy research and legislative implementation,” says Tracy Westen, chief executive officer of CGS. “PolicyArchive puts high quality, current research instantly at policymakers’ finger tips.”

Foundations in particular will be able to disseminate and publicize their own work and that of their grantees through a single, respected and effective new channel. Foundations will also use PolicyArchive to assess research needs, identify organizations in specific fields, and publicize their policy interests.

A unique feature is the ability to create a special

home page or portal onto PolicyArchive, called a Special Collections page, which focuses on selected work from that funder’s portfolio. In that way, a foundation can highlight its own projects for certain audiences while still maintaining direct links to PolicyArchive’s vast store of content.

Over time, CGS hopes that elected officials at federal, state, and local levels will use PolicyArchive to improve legislative measures. Public interest organizations may use it to publicize research, disseminate it to target audiences, and archive it after distribution. Researchers and academics will be able to use the site to locate, read and download public interest research not centrally indexed or easily available online. Finally, CGS hopes that news media will see it as an excellent resource for credible policy research by institutions with a range of perspectives.

The archive currently contains more than 13,000 policy documents, including open Congressional Research Service reports and policy research materials submitted by several other foundations. Eventually,

PolicyArchive aims to become the largest online repository of public policy research in the world.

“By the end of 2008, we anticipate PolicyArchive will house up to 20,000 documents,” says Stamelman. “Interest is really growing in this project. Hundreds of new individuals have signed up to receive our e-mail newsletters and the project has generated interest from policymakers and researchers globally – from South America to Europe to New Zealand.”

Eventually, PolicyArchive’s goal is to indefinitely preserve the life of public policy research, substantially increase its impact, and provide society at large with long-term access.

The PolicyArchive project is a partnership of the CGS and the Indiana University-Purdue University Indianapolis University Library. The project is supported by a number of U.S. foundations, including the California HealthCare Foundation, California Endowment, William and Flora Hewlett Foundation, Joyce Foundation, John D. and Catherine T. MacArthur Foundation,

Markle Foundation and Charles H. Revson Foundation.

To learn more about PolicyArchive, contact Romulo Rivera, PolicyArchive manager, at (310) 470-6590 ext. 123 or [rrivera@cgs.org](mailto:rrivera@cgs.org). For research uploads, contact Maggie Stamelman, Policy Archive content manager, at (310) 470-6590 ext. 120, or by e-mail at [mstamelman@cgs.org](mailto:mstamelman@cgs.org).

**PolicyArchive**  
[www.policyarchive.org](http://www.policyarchive.org)

## Money and Politics

### Midwest Democracy Update

In July 2008, the Brennan Center for Justice at New York University School of Law, George Mason University, and the Joyce Foundation released A Citizen's Guide to Redistricting, authored by Brennan Center counsel Justin Levitt. The Citizen's Guide is a comprehensive look at the rules for drawing district lines, including a description of how redistricting works today, how it could work in the future, and why redistricting reform matters. It presents easy-to-follow graphics as well as in-depth, state-by-state analysis of different redistricting processes.

In most states, legislative district lines are drawn by the legislators themselves. Done poorly, it can unfairly favor incumbents, dilute minority votes, and split communities apart. Redistricting determines which communities are represented and how vigorously, which in turn helps determine which laws are passed by the legislature.

The release of the Citizen's Guide is the first phase of a comprehensive public education campaign in partnership with the Midwest Democracy Network

(MDN). "Redistricting often happens outside the public eye," says Cindi Canary, executive director of the Illinois Campaign for Political Reform and MDN spokesperson. "A Citizen's Guide is meant to be an 'owners' manual for voters, who should have more control over the process."

Catherine Turcer, director of Ohio Citizen Action's Money in Politics Project says, "This guide will be a key part of our educational effort as we push for more accountability from our elected officials. Voters should choose their representatives, rather than their representatives choosing them. Redistricting generally occurs only every ten years and with little public participation. It's time that we focus attention on the process."

The Brennan Center is a leader in the fight for just and equitable redistricting procedures across the country. It currently counsels advocates on how best to maximize their goals of diversity, accountability, and fairness through redistricting reform.

**Midwest Democracy Network,**  
[www.midwestdemocracynetwork.org](http://www.midwestdemocracynetwork.org)

*The following grants were approved at the July 17, 2008 meeting of the Board of Directors:*

## Education

### **Children's Home & Aid Society of Illinois** *Chicago, IL \$30,000*

To inform policy makers and other stakeholders in downstate Illinois about critical issues confronting early childhood education. (1 yr.)

### **Consortium for Educational Change** *Lombard, IL \$275,000*

To fund a Great Lakes Compact for Comprehensive Union Leadership, as well as to fund an initial planning year to begin exploring the creation of a network of high school charter schools across Illinois. (2 yrs.)

### **Education Sector Inc.** *Washington, DC \$329,980*

To promote improvement in teacher policies at the federal and local levels. (1 yr.)

### **Illinois Network of Child Care Resource and Referral Agencies** *Bloomington, IL \$95,700*

To support activities aimed at establishing a statewide early childhood credentialing system. (1 yr.)

### **National-Louis University** *Wheeling, IL \$75,000*

For its McCormick Tribune Center for Early Childhood Leadership to engage in advocacy aimed at promoting high standards in early childhood program administration. (1 yr.)

### **The Public Agenda Foundation** *New York, NY \$215,000*

To collect and analyze data on the career expectations and attitudes of teachers under 30, including their views on teachers unions, alternate forms of compensation, pensions, hiring practices, and teacher evaluation and tenure reforms. (15 mos.)

### **Stanford University** *Stanford, CA \$399,413*

To help the Milwaukee Public Schools better support the recruitment, development, and retention of strong school leaders. (2 yrs.)

### **Target Area Development Corporation** *Chicago, IL \$100,000*

To carry out a grassroots education and organizing initiative to develop several hundred informed parents, students, and community organizers who are well-positioned to participate in progressive dialogues about education challenges in Illinois. (1 yr.)

### **Trustees of the University of Pennsylvania** *Philadelphia, PA \$300,000*

For its Consortium for Policy Research in Education to analyze the most effective set of

teacher and principal quality policies in three Midwestern states. (2 yrs.)

### **The University of Chicago Consortium on Chicago School Research** *Chicago, IL \$400,000*

To study the implementation of a new teacher evaluation system being piloted in the Chicago Public Schools. (2 yrs.)

### **Wisconsin Council on Children and Families Inc.** *Madison, WI \$75,000*

To conduct advocacy aimed at advancing public policies and increasing public investments in high-quality early education. (1 yr.)

**Total Education: \$2,295,093**

## Employment

### **Center for Economic Progress** *Chicago, IL \$100,000*

For research and advocacy efforts to improve tax policies and access to work-related benefits for low-income workers. (1 yr.)

### **Center on Budget and Policy Priorities** *Washington, DC \$200,000*

For its national budget and policy analysis and for technical assistance to state-level advocates in the Midwest. (1 yr.)

### **Michigan League for Human Services** *Lansing, MI \$200,000*

For ongoing policy analysis and advocacy on workforce and education policies in Michigan. (2 yrs.)

### **Minnesota State Colleges and Universities** *St. Paul, MN \$500,000*

For the FastTRAC Initiative, which is designed to help low-skilled adults obtain the postsecondary occupational credentials needed for most good paying jobs. (1 yr.)

### **National Center on Education and the Economy** *Washington, DC \$200,000*

To establish and manage a Senior Congressional Staff Network for Workforce Development and Economic Security. (18 mos.)

### **National Employment Law Project, Inc.** *New York, NY \$700,000*

For technical assistance and policy analysis on Midwest-focused, state-level unemployment insurance reform; implementation of the Trade Adjustment Assistance program; and advocacy for federal policies that support economic security for working families. (2 yrs.)

#### **National Governors Association Center for Best Practices**

*Washington, DC \$75,000*

To support the participation of a team of Wisconsin policy makers and researchers in the Accelerating State Adoption of Sector Strategies project. (1 yr.)

#### **Ohio Board of Regents**

*Columbus, OH \$500,000*

To provide technical assistance and develop a sustainability plan for statewide implementation of a career pathways system. (1 yr.)

#### **The Workforce Alliance**

*Washington, DC \$1,000,000*

For its ongoing advocacy, policy analysis, and organizing around state and federal workforce issues. (2 yrs.)

**Total Employment: \$3,475,000**

## Environment

#### **Alliance for the Great Lakes**

*Chicago, IL \$175,000*

For its work to build a constituency for the Great Lakes, to promote and measure urban habitat restoration, and to advance federal restoration priorities. (1 yr.)

#### **Clean Wisconsin Inc.**

*Madison, WI \$350,000*

To continue its work to promote global warming policies in Wisconsin and through the Midwestern Governors Association. (2 yrs.)

#### **Energy Center of Wisconsin Inc.**

*Madison, WI \$600,000*

To support the Midwest Efficiency Cities project, which is pioneering new approaches to design and implement energy efficiency programs. (2 yrs.)

#### **Great Lakes United**

*Buffalo, NY \$75,000*

For continued coordination of Canadian Great Lakes restoration strategies and communications and to serve as a bridge between U.S. and Canadian restoration efforts. (1 yr.)

#### **Michigan Environmental Council**

*Lansing, MI \$60,000*

To support efforts to adopt and implement the Great Lakes Compact and to take advantage of opportunities to improve water management and water protection at the state and local levels. (1 yr.)

#### **Michigan League of Conservation Voters Education Fund**

*Ann Arbor, MI \$75,000*

For the production of environmental briefing books in Michigan, Illinois, and Wisconsin. (1 yr.)

#### **Michigan United Conservation Clubs**

*Lansing, MI \$60,000*

To support efforts to establish a set of restoration goals for Michigan's Great Lakes modeled on the national Great Lakes restoration priorities. (1 yr.)

#### **National Audubon Society**

*Washington, DC \$101,916*

For a project to promote the Great Lakes Compact and Great Lakes restoration strategies in Ohio and to participate in local restoration efforts through targeted efforts in the Maumee River watershed. (1 yr.)

#### **National Wildlife Federation**

*Reston, VA \$200,000*

For continued coordination of the Healing our Waters Campaign and to begin an effort to develop strategies for managing Great Lakes ecosystems as they respond to global warming. (1 yr.)

#### **Rockefeller Family Fund**

*New York, NY \$100,000*

To support the steering committee of the Renewable Energy Alignment Mapping Project. (2 yrs.)

#### **State Environmental Leadership Program**

*Madison, WI \$205,000*

To implement a multistate Global Warming Campaign. (1 yr.)

#### **The Regents of the University of Michigan**

*Ann Arbor, MI \$50,000*

For continued support of the Environment Report's coverage in the region. (1 yr.)

#### **Valerie Denney Communications**

*Chicago, IL \$60,000*

To continue to provide media coverage for the campaign for Great Lakes restoration. (1 yr.)

#### **Wisconsin Wetlands Association**

*Madison, WI \$100,000*

To advance stronger wetland policies in Wisconsin and the region and to share lessons with partners throughout the Great Lakes. (1 yr.)

**Total Environment: \$2,211,916**

## Gun Violence

#### **Harborview Medical Center**

*Seattle, WA \$100,000*

To partner with the City of Seattle on the Washington Coalition to Prevent Gun Violence, a new statewide coalition focused on gun violence prevention policies and strategies. (1 yr.)

#### **Illinois Council Against Handgun Violence**

*Chicago, IL \$100,000*

To hire an executive director, recruit member organizations, develop and implement policy, advocacy, and communications plans, and manage the day-to-day operations of a new Chicago based initiative, For Kids' Sake: Safer Homes, Schools, and Communities. (1 yr.)

#### **Legal Community Against Violence**

*San Francisco, CA \$100,000*

To increase staff capacity that would enable LCAV to respond to requests for technical assistance and policy analysis from mayors, state legislators, and county executives as well as key state based gun violence prevention groups. (1 yr.)

#### **The University of Chicago**

*Chicago, IL \$100,000*

To support hiring an executive director and research associate for the Crime Lab, a new center that will work with City of Chicago agencies and community organizations to develop and evaluate a series of promising interventions to reduce youth gun violence. (1 yr.)

#### **United Against Illegal Guns Support Fund**

*New York, NY \$175,000*

To support the state legislators' and county executives' coalition and growth. (1 yr.)

#### **WAVE Educational Fund**

*Milwaukee, WI \$50,000*

To plan a statewide public education campaign focused on specific gun policy reform goals. (6 mos.)

**Total Gun Violence: \$625,000**

## Money and Politics

#### **The Campaign Legal Center**

*Washington, DC \$150,000*

To support The Campaign Legal Center's monitoring and participation in administrative and legal proceedings related to the interpretation and enforcement of federal campaign finance and communications laws. (1 yr.)

#### **Common Cause Education Fund**

*Washington, DC \$250,000*

To support the Midwest Democracy Initiative, an effort to rebuild the infrastructure of the organization's state chapters in Michigan, Minnesota, Ohio, and Illinois, and increase their capacity to contribute more fully to the political reform movement within the region. (2 yrs.)

#### **Illinois Campaign for Political Reform**

*Chicago, IL \$251,200*

To support the Midwest Democracy Network, including supervision of staff, whose responsibilities would include project coordination, fund-raising, communications, and capacity-building activities. (2 yrs.)

#### **Minnesota Council of Nonprofits Inc.**

*St. Paul, MN \$100,000*

To support an initiative entitled Strengthening Democracy: Minnesota Reforms and Civic Engagement. (2 yrs.)

#### **Wisconsin Democracy Campaign Education Project Inc.**

*Madison, WI \$465,000*

To promote a comprehensive political reform agenda through policy research, development, and advocacy; public education and media outreach; and organizing and coalition-building. (2 yrs.)

**Total Money & Politics: \$1,216,200**

## Culture

#### **Arts & Business Council of Chicago**

*Chicago, IL \$100,000*

To continue support of IMPACT (Increasing Multi-cultural Perspectives in the Arts, Culture and Theater), an initiative designed to increase minority participation on Chicago's major cultural boards. (1 yr.)

#### **Cambodian Association of Illinois**

*Chicago, IL \$100,000*

To continue support of capacity building initiatives, which include staffing, programming, and marketing. (2 yrs.)

#### **Chicago Historical Society**

*Chicago, IL \$50,000*

To support Abraham Lincoln and Benito Juarez, a new interpretative exhibition designed to expand and diversify museum attendance. (1 yr.)

**Chicago Sinfonietta Inc.***Chicago, IL \$150,000*

For continued support to deepen audience and board diversity as well as the implementation of actions in its updated strategic plan. (2 yrs.)

**Congo Square Theatre Company***Chicago, IL \$100,000*

To support staff salaries. (2 yrs.)

**Court Theatre***Chicago, IL \$50,000*

For continued salary support for African American director Ron OJ Parson as a resident artist. (1 yr.)

**Gillourey Institute***Chicago, IL \$100,000*

For staff salaries and to update its strategic plan. (2 yrs.)

**Luna Negra Dance Theater***Chicago, IL \$100,000*

To support staff salaries. (2 yrs.)

**National Museum of Mexican Art***Chicago, IL \$150,000*

For continued support of capacity-building strategies to expand programs, build audience, and increase earned revenue opportunities. (2 yrs.)

**Steppenwolf Theater Co.***Chicago, IL \$125,000*

For continued support of its minority fellowship program to train young African Americans in theater management. (2 yrs.)

**Total Culture: \$1,025,000**

## Special Opportunities

**The Chicago Community Trust***Chicago, IL \$200,000*

To support the 2016 Olympics Fund for Chicago Neighborhoods. (1 yr.)

**Congressional Research Service***Washington, DC \$112,000*

To organize a January 2009 conference, entitled "Legislative Issues & Procedures," for the newly elected members of the 111th Congress. (1 yr.)

**Illinois Coalition for Immigrant and Refugee Rights***Chicago, IL \$150,000*

To support the "We Want to Learn English Initiative"—a collaborative effort with state government agencies, local governments, educational and training institutions, and community-based service organizations—to develop a statewide policy and strategy for increasing the English language skills of Illinois' growing immigrant community. (2 yrs.)

**Total Special Opportunities:  
\$462,000****TOTAL GRANT AMOUNT:  
\$11,310,209**

The Joyce Foundation is pleased to welcome Angela Rudolph as its new education program officer. A former elementary school teacher, Ms. Rudolph previously served as assistant to Chicago Mayor Richard M. Daley. In that role she was responsible for performing analytical research on ex-offender and gun control policy issues and spearheading outreach to community-based groups and individuals to encourage involvement in the policy process. Ms. Rudolph has also served as program director for the Justice and Violence Initiative at Chicago Metropolitan 2020, as education director for the Chicago Urban League, and as a policy associate for the Kids Public Education and Policy Project at the Ounce of Prevention Fund. She holds a M.A. in educational policy studies from the University of Illinois, and a B.A. in history from Union College.

**Next Proposal Deadline:****December 9, 2008 for the April 2009 board meeting****April 13, 2009 for the July 2009 board meeting****Board of Directors**

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**Work in Progress**

**Editorial Staff: Charles Boesel,**  
**Kimberly McMorris, Jessica Illingworth**

**The Joyce Foundation**

70 West Madison Street, Suite 2750  
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