

# PROGRAM INTERESTS AND GRANTMAKING STRATEGY 2005–2009



EDWARD W. HAZEN FOUNDATION

## MISSION

In 1925, Edward Warriner Hazen established a foundation to "promote the public welfare either by supporting existing agencies or through independent activities to be exclusively religious, charitable, scientific, literary or educational in character." Despite enormous changes in the social, political and economic landscape, Edward hazen's legacy lives on through his foundation's longstanding support for the education and development of young people. Today, the Foundation carries out this legacy through its focus on assisting children and youth, particularly minorities and those disadvantaged by poverty, to achieve their full potential as individuals and as active participants in a democratic society.

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FOUNDATION**

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2005–2009**

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## GUIDING PRINCIPLES

The Foundation's funding priorities for the period 2005–2009 focus on public school reform and youth leadership development. Implementation of these priorities is guided by a set of values and assumptions that recognize:

- The inherent worth of all young people regardless of their race, ethnicity, gender, sexual orientation, disability, immigrant status, religion, economic or social background;
- A high quality education as a basic civil right for all students;
- The need for equitable and effective means for educating all children to achieve at high levels, and be properly prepared to enter adulthood with the knowledge, skills and experience needed to lead engaged and productive lives.
- The value of public schools as the most viable venues for equitable education, and as a democratizing force in our society;
- The need to build public and political will for sustained investment in the education and development of young people, particularly youth of color and low-income youth.
- Transformation of the lives and future of low-income youth and youth of color requires their active engagement in strengthening the schools, communities and society where they grow and develop.

## PROGRAM INTERESTS & PRIORITIES

Since 1988, in an effort to foster effective schools for all students, Hazen's grantmaking in the area of public school reform has focused on **Education Organizing** as a way to build the collective capacity and power of parents and residents in low-income and minority communities to demand and achieve quality education for their children. Similarly, since 1994, seeking to contribute to the development of young people as leaders for social change, the Foundation has focused its youth development funding on **Youth Organizing** to contribute to the development of young people as leaders for social change so that they can help create policies, social systems, and public institutions that are supportive, responsible, and accountable to youth and their communities.

A recent strategic assessment of the Foundation's grantmaking during 1999–2003 found that *Education Organizing and Youth Organizing* are viable strategies for involving parents, students and communities in education reform, and for developing young people's leadership and engaging them in social change efforts. Based on these findings and other information gathered from conversations with grantees, as well as from youth development and education reform thinkers, the Hazen Foundation will make available approximately **\$7.5 million dollars in grants during 2005–2009** to sustain its commitment to Education Organizing and Youth Organizing, build on previous accomplishments, and move these two fields forward.

## GRANTMAKING GUIDELINES

**B**eginning in 2005, the Foundation's grantmaking will shift from support for emergent education and youth organizing, to concentrate on increasing the effectiveness of existing organizing efforts. Though we have awarded grants to unsolicited proposals in the past, given our new strategy, we will no longer accept unsolicited proposals or letters of inquiry. Instead, the Foundation will periodically issue Requests for Proposals and Calls for Letters of Inquiry. Information on these solicitations will also be available on the Foundation's website at [www.hazenfoundation.org](http://www.hazenfoundation.org).

# PUBLIC EDUCATION GRANTMAKING PROGRAM

In the United States today public education is under intense scrutiny, both from reformers seeking to improve the quality of education provided by the system and from individuals and institutions raising fundamental questions as to the value of education as a public good. Efforts to stratify the public education system through creation of specialized programs and schools that purport to increase parental choice and student outcomes, or through privatization mechanisms such as vouchers and for-profit management of public schools, treat education not as a social good but as a commodity to be traded in the marketplace. As decades of failed education reform have shown, concentrating solely on improving classroom, school and district practice, without building the requisite political will for change, has undermined the success of even the best education reform initiatives. It seems clear that sustained, effective school reform requires external demand and the political will for change. Furthermore, quality education that results in equitable outcomes for lower income students of color will occur only when parents, students and community members are actively engaged in holding school administrators, educators, education officials and policy makers accountable and in working with them to reform local schools and school systems. Guided by these beliefs, the goal of the Foundation's public education program is:

**To foster effective schools for all children, and full partnership for parents and communities in school reform.**

During the period 2005–2009, in an effort to build an organized, broad-based and powerful grassroots constituency capable of transforming low performing schools and school systems serving low income children and youth of color into places of learning and respect, Hazen will:

- Build the individual and collective capacity of education organizing groups to affect and sustain change in education policy and institutional practices that directly impact quality of education in low performing schools and school districts in targeted sites,
- Create linkages and promote greater collaboration between education organizing groups and their allies to foster development of a national movement and collective agenda for constituency-driven school reform rooted in the values of equity and accountability,



- Build the credibility and legitimacy of *Education Organizing* within philanthropy and the field of education as an essential strategy for education reform.

## What Will Hazen Support?

**H**azen's funding of the past 10 years has helped to develop the field of Education Organizing from a few dozen disparate groups organizing low-income parents to demand improvements in low performing schools to well over a hundred community organizations working with parents, students, community members, teachers, teacher unions, school administrators, public officials and other key players to get at the heart of education reform: quality teaching and learning that results in equitable student outcomes. While we recognize that there is no single solution to the problems confronting the public schools and that education organizing alone cannot increase student achievement, we know that the engagement of organized parents, students and community organizations in the work of education reform is helping to change the conditions under which students of color from low income backgrounds are expected to learn. Their efforts are proving effective in addressing some of the critical issues that typically plague schools serving students of color from low income communities: overcrowded classrooms, few qualified teachers, low expectations and watered down curricula, inadequate learning materials, and deteriorated facilities. Equally important is the role that organized parents, students and community residents play in holding schools and school systems accountable for quality education and equitable learning outcomes, as well as maintaining community ownership of these public institutions.

During 2005–2009, the Foundation will allocate approximately \$5 million in public education grants using an integrated strategy that includes:

1. **Targeted, Sustained, Funding in Four Sites:** Over the next five years, Hazen will use its financial resources primarily to support existing education organizing groups in four sites: **Los Angeles, Miami-Dade County, the Delta Region of Mississippi, and New York City.** The Foundation will work with education organizing groups that have the capacity or potential to undertake longer-term organizing campaigns focused on quality of education issues at the district and system's levels from a perspective of racial and social justice. The aim is to leverage our knowledge, experience

and resources to bring about concrete improvement in the quality of education and student outcomes in low performing schools and school districts in these four sites. In each of these sites we envision making grants for one to five year periods in support of:

- **Existing education organizing groups** that have substantial work under way that is focused on teaching and learning, or are poised to move their work in this direction;
  - **Coalitions or partnerships led by Hazen grantees** that seek higher-level systemic impact;
  - **On a limited basis, promising new or emerging education organizing initiatives**, particularly efforts that engage new constituencies;
  - **A limited number of technical assistance and capacity building initiatives** focused on strengthening the work of education organizing groups.
2. **Alliances & Movement Building:** We will continue to create opportunities for education organizing practitioners to come together to delve into the content of education practice and reform, to build their power and legitimacy as actors in education policy development, and to work more closely with each other locally and nationally to define a shared vision of quality education and a collective agenda for constituency-driven school reform. To this end, during 2005–2009, the Foundation will:
- **Support national training opportunities for education organizers and leaders** such as the “Organizing for Educational Excellence” Training Institute, and work with other funders to adapt or develop similar local and regional efforts;
  - **Help create strong networks of education organizers and leaders locally and nationally** to facilitate relationship building and ongoing communications, as well as to identify common goals, strategize and work together to achieve those goals;
  - **Help link, build and strengthen relationships between practitioners and leading school reform thinkers for mutual learning and support** as well as to increase the effectiveness of education organizing

groups to impact policy issues that enhance equity and student achievement at the local and system's levels;

- **Encourage education organizing groups to develop relationships with potential allies** by supporting meetings, convenings or other venues for building trust, articulating shared values and developing a common understanding of the issues that require change.

**3. Leveraging Support for the Field:** Hazen will work to develop a strong base of funding for education organizing locally and nationally, as a way to enable the organizations engaged in this work to achieve and sustain long-term educational change. Over the next five years, the Foundation will:

- **Help to create collaborative funding opportunities and/or vehicles for strategic, joint, funding of education organizing at the national level** in collaboration with interested funders;
- **Conduct outreach to local and regional funders active around education reform** to increase their understanding of and support for education organizing;
- **Continue to assist funders that support education organizing to identify ways to make longer-term, substantial funding commitments to education organizing initiatives and groups** that are showing results, and assist with efforts to generate resources to sustain the work over time.

**4. Documentation & Dissemination:** Hazen will continue to pursue opportunities to inform the field about best practices and successes in order to foster the development of a shared vision of education organizing among practitioners and researchers, to continually improve the practice of education organizing, and to shape the public understanding of education organizing as a strategy for school improvement and reform. The Foundation will also promote and support grantees' efforts to document their work and to define benchmarks of success that go beyond tactical wins and include educational outcomes.

## Eligible Organizations

Over the next five years, the Foundation envisions providing sustained funding and working collaboratively with a core group of grantees in Los Angeles Unified School District, Miami/Dade County, New York City and the Delta Region of Mississippi to bring about concrete improvement in the quality of education and student outcomes in low performing schools and school districts in these four sites. To achieve this, during 2005 Hazen staff will conduct meetings with existing education organizing groups, funders and allies in each site to identify an initial cohort of potential grantees to be recommended for funding to the Foundation Board of Trustees; additional groups will be added to the cohort in subsequent years. Organizations to be considered for funding will be groups that:

- Demonstrate a high level of effectiveness in their education organizing;
- Have a clearly articulated vision, strategy and action plan for their work;
- Are committed to the values of public schools as the most viable venues for equitable education, and as a democratizing force in our society;
- Seek to build public and political will for sustained investment in the education and development of young people, particularly youth of color and low-income youth; and,
- Express a willingness to work with other local community organizations and the Foundation in achieving common goals.

It is expected that the Foundation will also support a limited number of new and emerging education organizing initiatives in each targeted site—particularly sites where there may be fewer established education organizing efforts.

# YOUTH DEVELOPMENT GRANTS

**Y**outh development experts, public officials and policy makers know that investing in young people yields generous results for society as a whole. Yet, while the advent of positive youth development has helped spur private and public investment in the development of young people and recognition of youth as assets to their communities, there has not been adequate investment in, and recognition of the leadership of youth of color in low-income urban and rural communities. Attending only to the personal development needs of young people can not ensure their healthy development if the communities, public institutions, policies and practices that shape their lives are not supportive of that development. We believe that, in order to allow young people of color from lower income backgrounds to develop as healthy, productive, and engaged members of society, youth development initiatives must also focus on changing public policies, systems and institutions affecting their development. Furthermore, for these changes to be most relevant and effective for young people, the youth themselves need to be at the forefront of these initiatives. Guided by these beliefs, the focus of Hazen's youth development funding during 2005–2009 will be on **Youth Organizing**. Our grantmaking of the past ten years shows that youth organizing offers middle and high school-age youth in low income communities analytical frameworks, social vehicles and opportunities to become involved in community life, and to develop and use their voice, talents, and power creatively to change public institutions, policies, and social conditions affecting their lives.

By focusing on *Youth Organizing* as a strategy for youth development and social change, the Foundation seeks to achieve the following goal:

**To contribute to the development of young people as leaders for social change so that they can help create policies, social systems, and public institutions that are supportive, responsible, and accountable to youth and their communities.**

In pursuit of this goal, during 2005–2009, the Foundation will work to:

- Build stronger, more sustainable, youth organizing groups capable of increasing and supporting the effective engagement of middle and high school youth—youth of color and low income youth in particular—in organizing efforts focused on issues of concern to young people and their communities;

- Create stronger linkages amongst youth organizers, youth leaders, and youth organizing groups, locally, regionally, and nationally, to promote joint reflection and strategizing around key issues that results in greater collaboration and coalition-building;
- Increase the financial resources available to youth organizing groups—particularly from local and regional sources—to expand the scope, scale and impact of their work, and to sustain the field of youth organizing over the long-term;
- Raise the visibility and legitimacy of *Youth Organizing* as a viable, necessary, and complementary strategy for youth development and social change.

## What will Hazen Support?

In the past five years, Hazen’s funding contributed significantly to the development and expansion of the youth organizing field through its focus on increasing the number of community organizations involved in the work, supporting different youth organizing models and approaches, as well as connecting youth organizers and young leaders to one another. As a result, there are now clusters of young leaders and organizers who are engaged in school and community decision-making throughout the country. Equally important, Hazen-supported youth organizing groups have won numerous victories around education reform, community improvements, safety, recreation, jobs, transportation, anti-racism and other issues.

During 2005–2009, Hazen will allocate approximately \$2.5 million in youth development grants using a multi-pronged strategy that includes:

1. **Focused, Sustained, Funding for a Core Cohort of Youth Organizing Groups:** During 2005–2009, while maintaining a national program, Hazen will fund primarily existing youth organizing groups around the country that are poised to increase the number and leadership capacity of the young people involved in their work, as well as expand the scope, scale and impact of their organizing on concrete issues that affect young people’s development, in particular youth of color and lower income youth and their communities in order to enable existing youth organizing groups to expand their membership base, increase the number and strengthen the capacity of their core youth leaders and organizers, and attract the necessary resources

needed to deepen and scale up their work in order to affect larger scale policy and community change. Specifically, Hazen will support:

- Existing youth organizing groups that are conducting or are ready to undertake promising organizing campaigns around key issues affecting low income youth and communities of color (i.e., public education, juvenile justice, community and youth public investments, environmental justice, etc.) and that have a viable plan for involving more young people in their work and enhancing their leadership capacity;
- A few capacity building initiatives that are focused on helping youth organizing groups strengthen their practice and increase the scale and impact of their organizing work.

2. **Fostering Peer-to-Peer Learning, Networks and Coalitions:** In partnership with other funders and youth organizing intermediaries Hazen will continue to create and/or expand opportunities for peer-to-peer learning and creation of formal networks and coalitions as a way to foster greater communications and collaboration among youth organizing groups and to raise the visibility and sense of movement of the young people involved in their work. To this end the Foundation will:

- Support on a limited basis the efforts of youth organizing intermediaries to provide networking and training opportunities for youth leaders and organizers in the same region;
- Develop and implement in partnership with other funders, youth organizing practitioners and/or intermediaries regular national convenings for youth leaders from across the country and from different organizing disciplines;
- Promote and support the creation of new networks and/or coalitions of youth organizing groups to pursue joint organizing campaigns.

3. **Collaboration and Partnering with Funders:** During the period 2005–2009, and in partnership with the other funders, Hazen will work to help develop stable local, regional and national funding structures to help expand, strengthen and sustain youth organizing over the long term. During this period the Foundation will work to:

- Create or support opportunities to bring youth organizing practitioners and funders together locally, regionally and nationally to strategize on how to strengthen, sustain, and move the field forward;
  - Help create a sustainable funding pool for youth organizing in the South in collaboration with local, regional and national funders working in this region.
4. **Documentation & Dissemination of Best Practices, Successes & Models:** During the next five years Hazen will continue to support documentation and dissemination of information about the maturing field of youth organizing through papers, articles, case studies and reports about successful youth organizing approaches, models, and campaigns. Similarly, Foundation staff will continue to participate actively in local, regional and national meetings, briefings and conferences of funders, in particular youth development funders and community foundations and be a resource to others (e.g. academics, youth development experts, etc) who want to learn more about the practice and promise of youth organizing.

## Eligible Organizations

Over the period 2005–2009, it is expected that Hazen will fund primarily existing youth organizing groups that:

- Are poised to expand the scope, scale and impact of their organizing on concrete issues that affect young people’s development, in particular youth of color and lower income youth and their communities;
- Have a well-developed strategy for building a larger, stronger, leadership and membership base and an action plan for increasing the leadership capacity of young people involved in the work as well;
- Whose work can serve to inform that of other organizations in the field as well as to demonstrate the effectiveness of youth organizing as a strategy for youth leadership development and social change.

Further, the Foundation will seek to fund groups that are located primarily in parts of the country where there are clusters of youth organizing groups, youth organizing intermediaries and a current or potential base of funders to support the work.



## STATEMENT ON DIVERSITY

The Edward W. Hazen Foundation seeks to further its program objectives by supporting efforts of community-based, and other non-profit agencies, that view people from diverse backgrounds as partners and not just as clients or program recipients. The Foundation favors proposals from organizations which demonstrate a commitment to diversifying their boards and staff. In those cases where the demographics of the community served by the organization limit such diversity, the Foundation encourages its grantees to collaborate with agencies or groups that work with people from other racial, ethnic and cultural backgrounds.



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