



CONCINNITY

AFPP LAUNCHES FAMILY WEBSITE

The Andrus Family Philanthropy Program (AFPP) has launched a pilot of its website, www.andrusfamilysite.org. The site will be chock full of features designed to facilitate the sharing of information among family members about the family's philanthropies, and individual family members' public service work. Featured on the site will be:

- A description and news updates of the Andrus family philanthropies
- A password protected contact list of Andrus family members
- A family tree
- Family news and announcements
- Family photos
- A password protected message Board
- A "Doers' Hall of Fame," which will highlight the public service work of family members in their home communities
- Online issues of Concinnity, the family newsletter
- A calendar of upcoming events

Please feel free to visit the site, surf around a bit, and let us know what you think. And remember, this site will only be as good as you make it!! So be sure to send us news, pictures and new ideas that you'd like to share with the rest of your family!!

(This site was developed and supported by private contributions.)

Two Boards, Two Generations



Caitlin B. Hawkins



John Hawkins

The first joint meeting between the Surdna and Andrus Family Fund (AFF) Boards took place the afternoon of November 11, 2001, in New York. As many of you know, the fifth generation of the Andrus family is represented on the AFF Board and the third and fourth generations are represented on the Surdna Board. We've asked Caitlin Boger-Hawkins, an AFF Board member, and her father, John Hawkins, a Surdna Board member, to provide their thoughts on the joint meeting.

John Hawkins, Fourth Generation

Surdna Board

Our joint meeting gave me a sense of pride in our fifth generation. I know I speak for other members of the Surdna Board in saying that we were impressed by the level of competency and dedication that came across during the meeting with the AFF Board and Staff. Every one of the AFF Board members participated in the explanation of their work. Their presence and the intensity of their feelings about their grantmaking were wonderful physical reminders to all of us of what a tremendous privilege it is to be able to carry on our family's philanthropic tradi-

tion. I was also, once again, reminded how lucky they are to have Steve Kelban as an Executive Director, ably assisted first by Masiel, and now by Sabena and Ingrid – this is a great staff for the AFF!

Two of the projects AFF funded and discussed with us have gained national prominence in the months since the November meeting. The reconciliation efforts between the community and the police in Cincinnati over racial profiling, that AFF helped to start, has recently reached the settlement stage. Peter Benedict II, who reported on this effort at the joint meeting, played a direct role as the spokesman for a group of stakeholders.

continued on page 4

New Andrus Family Website!

by Libby Andrus & Edie Thorpe

From the Surdna and FIC Chairs



Libby Andrus



Edie Thorpe

The Surdna board began the Andrus Family Philanthropy Program in January 2000. As we approach the program's third anniversary, Surdna directors feel pride and satisfaction with the Program's accomplishments. It has far surpassed our expectations, and we look forward, with great anticipation, to work yet to be undertaken.

More family members than ever are engaged in both board and related educational work in our various philanthropies, and we are having more conversations with those not yet involved. The five Andrus philanthropies are stronger as a result of the infusion of new board members; and the additional educational and training efforts of AFPP are bringing new family members into this work in new and different ways. A number of people are taking some of their skills and training, honed by their participation in AFPP, into their home communities, thereby contributing to the

public service arena in even more effective ways.

Surdna, the Andrus Family Fund, and the Helen Benedict Foundation continue to do solid, meaningful grantmaking in their chosen program areas. Surdna has had another good year of grantmaking while facing the increasing challenges for philanthropy and the non-profit sector in difficult economic times. Our staff and board have been active in a variety of ways including participation in conferences, community discussions, site visits, policy conversations and convocations of experts for deeper dialogue on issues important to the field. Surdna is also pleased to announce the election of a new board member. Pamela Brill joined the board in November ('02). She brings skills, experience and enthusiasm to our group and will be a great asset to the foundation. Welcome Pam!

The work in foster care by the AFF was highlighted by the

Chronicle of Philanthropy in February; and the Fund's timely grantmaking in community reconciliation efforts in Cincinnati have helped lead to a groundbreaking agreement among the City, police department and community groups.

The Helen Benedict Foundation has been engaged in a number of intergenerational efforts to enhance the quality of life for the elderly in Westchester County. Through the Westchester Community Foundation, HBF has awarded grants to train intergenerational teams of elders and youth to carry out the work of local nonprofits. In addition, HBF has made a grant to Fordham University to support its Andrus Scholarship Program, competitive internships awarded to graduate students ('Andrus Scholars') interested in working in facilities for the elderly.

Our program has attracted the attention of other families and family foundations across the

country. We were invited to participate in the Council on Foundations annual conference for family foundations in February, describing some of the innovative ways we are engaging our extended family. Presentations have also been made at regional associations of grantmakers (statewide philanthropic networks), and we are exploring the possibilities of more such regional collaborations.

Most of all, we are excited about the connections being made among our family members, including cross-generational ones, to promote this ongoing work. We have much to learn from each other – from elders to young children – and look forward to more creative learning and linking opportunities.

Libby Andrus
Chairperson, Surdna Foundation

Edith Thorpe
Chairperson, Family Involvement Committee

A Renewed Commitment

by Steven Kelban

Executive Director AFPP & AFF

As I write to you this fall, I am mindful of all that has happened in this last year. We have each had to come to terms with September 11. For me, and I know for many of you, this has meant both a renewed appreciation of the importance of family and others close in, and, at the same time, a renewed commitment to social change efforts. With this in mind, we continued to reach out to the extended Andrus family; added a number of cousins to the Surdna and AFF Boards; and are experimenting with new AFPP programs and services.

One such experiment is a regional "Conversations and Connections" program, which we hope will provide cousins with the opportunity to learn about and talk with staff from the family's philanthropic program areas. Our first scheduled meeting will be held in Boston on December 7, 2002. Cole and Alice Andrus have volunteered to host a small family gathering where local cousins can get together and talk with Ellen Rudolf, the Program Officer of the Arts Program at the Surdna Foundation. We will hold these regional meetings throughout the

year featuring many of the family's philanthropy programs. You will be notified if there is a meeting being held in your area.

With private support, AFPP has created a pilot website (www.andrusfamilysite.org) for family use. (Please see front page.) With this site you will be able to post messages for the family, look up contact information, check the calendar of family events, post family news and pictures and much more. We hope this becomes a useful tool to keep you informed of the family's philanthropic work and in touch with your cousins. However, the site will only be what we make of it. We need your submissions of news, photographs and posted messages to make this website come alive.

In September, Cameron Griffith stepped down as Chairperson of AFF, and passed the torch to Peter Benedict II, the Fund's newly elected Chair. To provide leadership experience to more cousins, AFF's by-laws do not allow a Board member to serve as Chair for more than two consecutive one-year terms. Through perseverance, sensitivity, a keen ability

to listen to each of his fellow Board members, and amazing flawless time-management skills, Cameron helped define the Chair's role. I want to thank him for our partnership over his term. I look forward to AFF's continued efforts to find new methods to leverage social change under Peter's leadership.

This past September, the AFF Board also welcomed its two newest members: Carra Cote and Mark Bradley. Carra and Mark bring a wealth of experience and skills to the Board, not the least of which is their participation in the Board's BET process. Welcome!!

This is my first opportunity to introduce you to the newest member of our staff. In January of 2002, Sabena Leake became AFPP's and AFF's new Associate Program Officer. She has quickly become indispensable. Competent, sensitive and strong, she has made a deep and favorable impression on all the family members she has met. Sabena comes to us directly from her three-year tenure as Program Associate at the New York State Interest on Lawyer Account Fund.



Steven Kelban

Earlier in her career she was an Adjunct Professor of Legal Research, Writing and Reasoning at New York Law School, and Director of Community Education and Outreach at Bedford Stuyvesant Community Legal Services Corporation. She is a graduate of Wesleyan University and Brooklyn Law School.

I am also pleased to announce that Ingrid Williams, our part time Administrative Assistant since AFPP's inception, just received her B.A. from the City University of New York, Baruch College and joined us full-time in September. If you've had the good fortune of speaking with Ingrid, you know what a wonderfully professional and welcoming climate she fosters and how lucky we are to have here as a colleague. I eagerly look forward to the challenges and possibilities of the upcoming year. I wish you all a wonderful holiday season.

Unclaimed Treasure

by Julia Meek

Philanthropy is defined by the American Heritage Dictionary in these terms: "1. The effort or inclination to increase the well-being of humankind, as by charitable aid or donations. 2. Love of humankind in general. 3. An activity or institution intended to promote human welfare." I would like to approach this very grand concept from a more grass roots perspective. I believe that life is lived in the details, and that the larger commitment to humanity begins with small gestures, learned and then practiced. Not all philanthropists have corporate offices and significant budgets. One of the largest and perhaps under applauded group of philanthropists, are mothers. The lives of two sisters, Deborah Andrus Pakradooni Miller and Mary Frances Andrus McGee, reflect not only their financial contributions, but, more importantly, the very personal gift of their example to the next generation of philanthropists.

Deborah Andrus was born at home in what is now the office building of the Julia Dyckman Andrus Memorial (also known as the Andrus Childrens' Home). It is appropriate that a life devoted to children should begin here. Growing up, Debbie attended the local public school in Yonkers until sixth grade when she became a day student at The Masters School. From prep school, she went to Smith College where she studied art and architecture. She was in Philadelphia one weekend attending a debutante party when she met Aram Pakradooni, who was a student at Amherst. Two years later she left Smith to marry him. Debbie raised six children, and today has thirteen grand children and six great grand-children.

In 1951, their third child, Deborah, was taken from them by Sudden Infant Death Syndrome. The little girl was barely nine weeks old. Recently, Debbie donated a room to the Bethesda Memorial Hospital in Boynton Beach, Florida. (Bethesda is the name of a healing river near Jerusalem). When the new emergency wing is completed, a plaque on the wall will read "The Andrus Family Pediatric Emergency Waiting Room." It will be a room for children, separating them from the general ER population. Children have different needs for being comfortable

in a hospital setting and Debbie knows that every child is precious.

I asked Debbie's son, Mike, what she had given him that he most cherished. He in turn asked me how long I had to listen. That was one of the most important qualities his mother possessed: the ability to listen. All the children came to her with their problems. He shared with me that when you needed to confide a bad grade, a traffic ticket, or seek advice on relationships, Mom was the one. "They made a good team," Mike told me. "Years later I figured out how she worked it. You'd go to her with some problem, she'd listen and then encourage you to discuss it with Dad. When you finally got to him, he'd pretend he knew nothing about the problem you were broaching, but Mom had already done the groundwork." To orchestrate communication through constructive discussion is a characteristic many world leaders should emulate.

I talked to Debbie's youngest daughter, Vicki Riley, who lives in a small town in New Hampshire with her husband and two children and asked her what special gift her mother had given her "That's easy," she said. "I have Mom's positive outlook on life. Mom always pointed out what was good. I just went for a long walk with my youngest and we kept stopping so I could show her how wonderful the world was. It made me think of Mom." When I spoke with Debbie, who was also in New Hampshire, I casually asked her if she was enjoying good weather. "It's lovely here," she said. "The sun coming through the shaggy tree trunks creates long shadows." I suspect that everywhere Debbie looks she sees beauty.

The importance of education has been a life-long priority with Debbie. She has chosen to contribute to Nichols College in Wooster, Massachusetts and Heidelberg College in Ohio. She believes that these smaller schools are in more need of financial aid than some of the better-known institutions.

Mary Frances, Andrus, or Sis, Debbie's sister, was also born at home in Yonkers. "My father always said we were born at home and not in the hospital so we wouldn't be left. Of course, if we'd been at the hospital he would've had more choices and might have picked a better one." Like her sister, Debbie, Sis attended the local public school until she went to boarding school at

Emma Willard. "I liked it there," she told me. "You had to dress for dinner every night and read the paper so you could make interesting conversation. It's a lost art." From boarding school Sis went to Sweetbriar where she lasted one year in the Southern tradition. "I thought I'd learned everything I needed to know at Emma Willard," she explained, "and I didn't have a horse." Transferring to Kathryn Gibbs, Sis lived at the Barbizon, a hotel for women in New York City. Katie Gibbs was a perfect fit. "We took field trips," Sis told me. "We went out to Long Island to see how Delman shoes were made. We toured a railroad apartment with the people living in it. One trip was to Tarrytown to see cars being assembled. It wasn't just typing and shorthand; they even taught us about birth control. I remember that because one girl fainted." After Katie Gibbs, Sis worked in a dress shop until a college friend introduced her to her brother, Edward McGee, whom she subsequently married.

Sis and Eddie had two children, Mary and Peter. In asking them what their mother's special gift to them has been, they were eager to talk. "Mother is the kind of person who makes more than the best of the hand dealt her," Mary told me. "And she still beats me at gin rummy! When I had to play in piano recitals, mother always told me I'd done a wonderful job. She never mentioned the errors. That's not who she is." Mary described a typical family dinner during which she would get into a verbal battle with her father and leave the table in tears. "I didn't realize it then, but nothing made Dad happier than a debate. He loved to argue. Mom was smart, though. When Dad finished with me he'd turn to her and ask what she thought. She always agreed with him. Mom was a peace keeper and she was good at it."

Both Peter and Mary appreciated the way they were permitted to find their own paths. "Independence was encouraged," Peter told me. "We were allowed experiences well beyond our years." He described a lesson in restraint. "I wanted to do something or have something and it was suggested that I'd best not go there. So I'd do it anyway and learn that it wasn't what I really wanted. But I was allowed to learn and not just told how to behave." As Mary

put it, "I was never a bad girl, but I always knew right from wrong."

When I asked Sis if the loss of sight in one eye had changed her life, she replied emphatically, "Not at all!" Sis refuses to complain and still does the crossword puzzle in the newspaper every day. Her father, Ham Andrus, had been completely blind at the end of his life and today she makes regular contributions to Guiding Eyes, an organization that trains seeing-eye dogs.

Lastly, Sis has a wonderful sense of humor, which is a gift we can all appreciate. A short time ago Mary and her husband, John, visited Sis in Connecticut. John recently had a haircut and it was particularly short. They were talking about John's upcoming knee surgery when Sis asked: "Since when did they start shaving your head to operate on your knee?"

Sis and Debbie have endowed their children with great wealth by demonstrating throughout their lives how to give of themselves. In a world where there seemingly are more warriors than peacekeepers, the affection their children hold for these two mothers and the wisdom these sisters have given their families, proves it is possible to orchestrate the "betterment of mankind" through good example. While I was talking to Sis about an unmarried relative, she laughed out loud and corrected me. "He isn't single," she said. "He's just unclaimed treasure." Now I would like to claim and applaud these mothers for very their personal philanthropic contributions.

Debbie and Sis are two of the three daughters of Mary and Hamlin Andrus. Their older sister, Julia (Judy) Andrus Moon Aubry was featured in the Doers column of the first edition of "Concinnity," published in the fall of 2000.

Julia Meek is a 4th generation family member who resides in Chery Chase Maryland.

Calling All Doers!

There are a lot of Andrus "Doers" out there whom we would love to hear about for our next issue. Please contact the AFPP office with suggestions at: info@affund.org



Julia Meek

Heeding the Call...

by **Julia Helen Voorhees**

Last year I participated as a pioneering member of the Andrus Youth Service Program (AYSP). Through this program I was able to learn a lot about the process that board members go through to make a grant. I had an opportunity that most people my age would never experience. I first heard about the AYSF from a letter sent out to family members my age. I had no clue what the process to get the grant was going to be, but it was a much harder task than I expected.

I chose to participate in the AYSF because I thought it would be a fun experience and I would learn something that would help me in the future. I didn't realize I would have to put as much work as I did into the program to get the end result: a \$500 grant to a non-profit organization of my choice. Some of the challenges I faced were finding a topic that I found interesting, and then finding a non-profit organization that supported what I found to be important. The other problem was getting in to make a site visit.

The topic I chose was AIDS research. I was able to find a non-

profit for this topic easily because my mother's friend was the President of the board of a non-profit organization. She helped me to make my first contact by giving me his phone number and email address. I was nervous at first to call someone I had never met, but he was really nice about it. I was able to set up a site visit through our conversations.

When I made plans for the site visit, I thought it was just going to be a quick tour with some packets just thrown at me as I left. To my surprise it was the total opposite. I was able to sit down for about two hours with the CEO, the head researcher and the president of the board. The three of them told me all about how Community Research Initiative of New England (CRINE) began. I was taken on a tour of the entire establishment and I also viewed a video about how CRINE got started. This video had just been made and had not even gone through final editing. The board had not even had the opportunity to view the video.

I knew as soon as I had gotten back from CRINE that I wanted to give my grant to them. I want-

ed to give money to an organization that could help millions of people in the present and future, and I knew this fact even before my site visit. I thought that this was fulfilled by CRINE. I had a passion for what their research was striving to cure. I have always been interested in medicine, especially the clinical testing of drugs for diseases currently without a cure.

If I were to sum up my experience I would have to say that I loved it. I learned a lot about myself because I was able to discover something I was passionate about. AYSF taught me a new way to help other people. With the grant, CRINE will be able to help many people now and in the future. They will use it for aiding their research on new AIDS drugs that are not yet approved by the FDA. CRINE does the pre-approval testing, starting from stage one and going all the way through stage four. People with AIDS risk what is left of their lives to take a drug that could help cure them or could kill them. I found this fact amazing. If this grant could help keep people alive I thought that CRINE deserved the grant.



Julia Helen Voorhees

In the last issue of *Concinnity*, John E. Andrus, III provided an endearing profile of his grandfather, John Emory Andrus, and his philanthropic pursuits. In chronicling the Andrus philanthropies, John Andrus highlighted the importance of family members' dedication to taking on leadership roles in the philanthropies, where they face the challenge of giving money away intelligently, so that it makes a difference.

In doing so, John Andrus made a special call to the younger generation of family members to prepare themselves to step into these leadership roles as well. The Andrus Youth Service Program (AYSP) attempts to do just that – to introduce Andrus youth (ages 13 to 15) to the family traditions of philanthropy and public service. Your cousin, Julia Helen Voorhees, describes her experience as a pioneering member of the program.

continued from cover

A recent issue of "The Chronicle of Philanthropy" (May 2, 2002) ran a major article entitled "Fostering Smooth Transitions" on efforts to help young adults leaving foster care. AFF, along with the Jim Casey Youth Opportunities Initiative (established by the Annie E. Casey Foundation) was featured. AFF's 2-year, \$300,000 grant (\$150,000 each year) to help expand the programs of the Berkshire Farm Center and Services for Youth was cited in the article.

We have a lot to be proud of in the work of the AFF and I think we'd all say that the learning has gone in both directions!

Caitlin Boger-Hawkins, Fifth Generation, and Family Fund Board:

As AFF Board and Staff members planned the agenda in the weeks leading up to the meeting, it became clear that to make the most of the afternoon we would need to manage our time carefully—we had a lot of ground to cover in only a few short hours. As a Board, we had two primary goals for the meeting: first, that each AFF Board Member would take responsibility for presenting

part of the agenda (just as we make a conscious effort to do in our own Board meetings) and second, that the afternoon would be not just a presentation of our experiences to the Surdna Board, but also a two-way discussion that would engage members of both Boards.

After a lunch and a welcome from the meeting's co-leaders (Surdna Chair, Libby Andrus and AFF Chair, Cameron Griffith), the meeting opened with a brief overview—presented by Ann Williams and Caitlin Boger-Hawkins – of the history of AFF, beginning with our initial Princeton, NJ retreat in Spring 2000 and leading up to the present. This description was followed by an explanation of the theory of transition—given by Peter Benedict II and Ken Downes—that has become a central component of AFF's grant-making philosophy. After discussion of our transition framework, Shari Wilson, Mary Lowman and Peter Benedict provided an overview of our grants to date, highlighting examples from both our program areas (Foster Care to Independence and Community Reconciliation). Finally, Ken and Caitlin led a discussion of our approach to evaluation, followed by a presentation from Ann, Kelly

Nowlin, and Peter Voorhees on some of the other projects the Board has become involved with—for example, the Board Exploration Triads (BETs) and the Andrus Family Youth Service Program (AYSP). The meeting ended with a discussion—led by Cameron and Mary Lowman—of AFF's future.



Who is he?

Can you identify this cousin? Contact info@affund.org

Happening at...

An update on the work of the
Andrus Family Philanthropies

edited by Ann Williams

AFF Board Member

Here's an update on work done by the five Andrus family philanthropies during the past year.

Andrus on Hudson

by Fred Moon

Andrus On Hudson (AOH) is the name we will use for the Home known previously as the John E. Andrus Memorial (JEAM). As many of you know, it was founded in 1953 by Helen Benedict as a memorial to her father. Over the years since then, it has operated as a Retirement Community, accepting those who can live independently, and then providing whatever level of care, including nursing care, to residents over the course of their lives. It has a wonderful history of service to the people of Westchester County and next year we will celebrate our 50th Anniversary.

Five years ago, the JEAM board elected to joint venture with a New York based provider of housing and health services to the elderly, Beth Abraham Health Services. (Please see related article on the Helen Andrus Benedict Foundation). The reconfigured board of the joint venture planned to expand the delivery of services to the elderly to include a brand new skilled nursing facility, new independent living units, and a complete renovation of the existing building. Construction costs of approximately \$100 million would have been funded through a bond offering. Regrettably, one year ago the Village of Hastings declined to give us the necessary approval to proceed with this ambitious plan. During the last year, representatives of the Andrus family and the Beth Abraham board decided the joint venture no longer made sense, and this past July, a decision was made to sever the agreement. So the 200,000 square foot Home and its 26 acre campus in Hastings is now back in Andrus family control.

Over the summer we have worked to return all operating functions back to the Hastings site (over the past five years, many departments had been consolidated with Beth Abraham operating units). And at the September meeting, the board decided to reopen the Home to new admissions (during the planning over the last 5 years, admissions were curtailed to reduce the resident population on site to

enable the extensive construction and renovation to proceed with minimal difficulty for those living at the Home).

As a free standing institution, the Home has had a difficult time over recent decades keeping its census high and its finances in balance. As the board reviews its options for future operations, we will take note of what has not worked in the past and endeavor to strike out in some new directions to insure financial viability. We have a sound administrative

team in place and are optimistic about our ability to reinvigorate the Home. Although no firm decisions have been made, likely new directions will include:

- 1 direct admissions of residents at the assisted living and skilled nursing levels
- 2 medical and social programs at AOH which will benefit both in-house residents AND those living in their own homes in Westchester.
- 3 use of some facilities not required for #1 and #2 above to house work of the Helen Andrus Benedict Foundation, its grantees, and those aligned with the HBF granting programs.

We have learned a lot in the last three years about elder care through the HBF granting programs. We hope to be able to integrate this knowledge with the direct service programs at AOH. So, in a number of years, there may well be a new mix of residential and community programs

serving the social and medical needs of residents at the Home and those in surrounding neighborhoods. And there may be other groups housed there as we seek to fully utilize the buildings and grounds to their highest and best charitable and financial use. We do not yet have a web site for AOH, but will shortly. And we encourage any family members to visit the home or to write (fmooon@surdna.org) to let us know of your interest in getting more regular reports.

ready today to play constructive leadership roles in their neighborhoods and institutions. Young people become conscious of their own potential as civic actors through their connections to community-based organizations that catalyze collective efforts to improve neighborhoods, institutions and lives. Because this work inevitably requires resources, connections and colleagues, Surdna has a chance to play supportive roles as a partner in youth-directed community change.



Surdna: The Effective Citizenry Program

By Robert Sherman
Program Officer

Foundations are awakening to the untapped potential of serious, policy-focused community change efforts led by teenagers and young adults. The Effective Citizenry program at Surdna supports nonprofits that help young people work to achieve concrete community change on serious public problems consistent with their interests, group identities and intentions. Its funding brings together teenagers and young adults, frequently with adults as allies, to tackle thorny public problems. Rather than seeing young people as collections of adolescent problems needing to be fixed so that they can contribute tomorrow, Effective Citizenry sees young people as

Who are they?

Can you identify these cousins? Contact info@affund.org

- Effective Citizenry's funding is organized around two core guidelines: young people (teenagers and young adults) taking direct action to address serious social problems; and building the infrastructure to make this activism as effective as possible.
- The two sides of our grantmaking are mutually reinforcing, hopefully leading to better outcomes for young people and for communities and to build a more solid field of practice. Within these guidelines, certain hallmark characteristics are invariably found. Grantees: focus on a specific, persistent social problem which affects many in the community and not just individuals;

- bring together like-intentioned youth who want to compel substantial change on that community problem; involve young people through an organization. Isolated, individual efforts or volunteering don't fit here;
- use Study and analysis of the problem and then propose and work toward remedies. Efforts always seek to influence key players, (frequently government, corporations) and change conditions and/or policies.
- Young people themselves lead these collective enterprises through formal governance roles. Adult allies, and staff of organizations, provide access, guidance and partnership.

Here are a few examples of changes that are being brought about by grantees of Effective Citizenry:

- In Philadelphia, two nonprofit programs are organizing hundreds of high school students to directly improve their schools, and then, over time, focus on district wide school reform. Students have: studied school buildings and recommended needed renovations; investigated sexual harassment policies; explored and proposed curriculum changes and enhancements; demanded (and won) more money for textbooks, and reduced costs for using public transportation. This past year, students joined efforts to bring more state money to urban schools, finally addressing unfair funding an formula that discriminates against the larger, urban districts. Outside San Francisco, a persistent, small group of teenagers have brought public focus to a polluting computer parts plant, compelling state authorities to finally regulate and exercise oversight authority. Teenagers brought attention to this public health crisis, when adult community residents had failed to do so. In Chicago, young people recruited by three different community development agencies are tackling the devastating issue of youth drug use head on, mounting a public media campaign as well as bringing the attention of government leaders to the paucity of public resources available to address the problem.

It has been my great pleasure to develop the Effective Citizenry Program over the past seven years at Surdna. I believe and hope that our work addresses important national issues in useful, field-building ways.

Helen Andrus Benedict Foundation

By Fred Moon

As many of you know, the Helen Andrus Benedict Foundation (HABF) was formed four years ago in conjunction with a joint venture between the John E. Andrus Memorial (JEAM - the retirement home) and a New York based operator of nursing homes and senior housing facilities, Beth Abraham Health Services. The Andrus family members on the JEAM board wanted to bring in experienced management to run the daily operations of the Home, but elected to keep the endowment and land assets under family control. Since JEAM would be engaged in bond financing to develop the project (requiring the pledging of corporate assets), we created HABF to hold the endowment dollars. And since the new operating entity of the Home would largely serve a private pay market, we wanted the HABF as a grant making foundation to maintain our historical mission of providing charitable support to the elderly of Yonkers and Westchester County.

Over the past three years, the HABF has made grants totaling \$3,336,837. At this moment, the board consists of five Andrus family members: Peter Benedict, Sam Thorpe, Fred Moon, Kate Downes, and Josie Lowman. All five of these individuals also sit on the JEAM board and although the institutions are separate, the close coordination of HABF activities with those of JEAM is essential (see related story on JEAM and Andrus on Hudson).

HABF is committed to engaging older people as active participants in the life of their communities. Grants are targeted primarily to Westchester County with special attention to the city of Yonkers. In addition to grants to local nonprofit organizations, the Foundation makes "field-building" grants to nationally recognized organizations to advance policy and practice in line with our areas of interest.

We have two focus areas in our work: the first is *Creating Elder-Friendly Communities*, and the second is *Older People in Action for the Community*. Both areas view the elderly as assets to the community and recognize that many communities do not make it easy for elders to lead active independent lives.

The goal of HABF's first focus area is to create neighborhoods and communities in which people can grow old and maintain the maximum possible levels of independence. Attention is paid to community infrastructure from the perspective of the elderly. We have funded community and neighborhood livability assessments and groups that address transportation and housing needs. We will work with those who are willing to create local businesses that will meet the needs of elders in the community and provide trainings for community service workers of all kinds.

The goal of HABF's second focus area is to mobilize older people to volunteer and work to enhance the quality of life for people of all ages in the community. Here the emphasis is on projects that work directly with elders in Westchester. We have funded groups which have used elders to improve the academic performance of youth in schools, a group that has trained elders to act as consultants to each other on the vital issue of Medicare, and a group which has both taught art to elders and taught elders to teach each other.

Recently, HABF has been engaged in funding intergenerational efforts to enhance the quality of life for the elderly in Westchester County. There are two grants in this area that might be of special interest to you. One is a grant to the Westchester Community Foundation to award competitive re-grants to nonprofits of all kinds in Westchester County who are willing to train intergenerational teams of elders and youth to carry out the work of the nonprofit. Interestingly, one award went to the Andrus Children's Home, which in turn reached out to the elder community at JEAM to do art projects. The second is a grant to Fordham University, which will support competitive internships to graduate students wanting to work in facilities for the elderly. The students are known as "Andrus Scholars," and they comprise a bright, energetic group which carries our family name out into the field.

Over time, it is the hope of the HABF board that some members of the Andrus family may be drawn to the vision of our work with elder friendly communities and programs, and find collaborative ways with us to do that work in your own communities. If you are interested in receiving regular updates, please let us know (fmooon@surdna.org).

Andrus Family Fund

Since its inception, the Andrus Family Fund has believed that the concept of transition can play an important role in bringing about social change. Transition, in the model set forth by William Bridges, differs fundamentally from change. While change is external (for example, the move from living in foster care to living independently), transition is internal, and describes the psychological process an individual must go through in accepting change.

According to the transition model, attempts to create change will be more successful when the transition process is properly acknowledged and addressed. Within the foster care program, AFF has maintained that Bridges' transition framework could be a useful tool for grantees aiming to help young people move successfully from foster care to independence. Along the same vein, AFF also posits that the power of the transition model extends to change at the community level: seen through the lens of transition, communities can more successfully enter into new beginnings and collaboration by fully exploring and letting go of past wrongs. Over the past several months, AFF brought the grantees from each of its two program areas together to begin to look at the ways in which transitions has made, or can make, a difference in the lives of individuals and communities facing change. Both meetings exceeded AFF Board and staff expectations, and provided the Board and staff with "data" which they will use to continue their efforts to effectuate social change on the individual and community levels.

Foster Care to Independence *Tending to Transition in the Lives of Developing Youth*

by Caitlin Boger-Hawkins
AFF Board Member

On May 17 and 18, AFF brought its current and prospective foster care grantees together in New York to discuss the ways in which they view transitions, and the challenges and rewards experienced to date in their use of the transitions model.

Attendees at the May meeting represented a wide diversity of foster care programs. A number are residential in nature, aiming to provide young men and women aging out of the foster care system with the skills needed to live

independently. Others are day programs focusing on expressive therapies such as art, music and theater to assist young people going through the transition from foster care to independence. Some programs place an emphasis on community service/involvement while others focus on higher education. All, however, share a common goal of making their programs more effective by incorporating the transition theory into their work.

The meeting's format—with time devoted to one-one-one interviews between grantees, facilitated group dialogues around the concept of transitions, and small group discussions of how Bridges' transition framework might be most effectively used with foster youth—invited grantees to share their thoughts on best practices and biggest challenges within the field, while also encouraging them to think collectively about images of success—what it looks like and how it can be attained. As a result, attendees came away from the meeting with not only an enhanced understanding of the possible applications of the transitions model to foster care work, but also with increased knowledge of other foster care programs, new professional relationships, and a network for resource sharing and support that had not existed previously. As one attendee wrote in reflection, “the process...served as a catalyst to energize every professional attendee: to increase their search for better ideas along an entire range of foster care issues; to develop rather than be forced into collaborations; and to begin a new movement to achieve systemic change.”

Community Reconciliation

Transition as a Tool for Community Healing

by Jennifer Kasoff
AFF Consultant

The passion in the room was overwhelming—passion for the work, ideas, experiences, and, most importantly, the future of community reconciliation across the U.S. and around the world.

This was the mood at the August 26-27 retreat for the Andrus Family Fund's community reconciliation grantees in Canaan, New York. The goal of the meeting: to discuss the use of the William Bridges transitions model, to create a network of resources from shared experiences, and to learn from each other's work.

Grantees fell into three issue categories: conservation conflict, identity-based conflict, and police and

community conflict. The work of the day and a half meeting was done in these small groups and by the group as a whole. Community reconciliation organizations from across the country attended, in addition to AFF staff, moderator Lisa Margarell of the International Center for Transitional Justice, and AFF



AFF Board

board member Kelly Nowlin. The 20-plus attendees also included a representative of a York, Pennsylvania collaboration that is not a grantee, but working on identity-based conflict in the York community.

Grantees learned about each other's work through brief presentations, sharing their common issues and challenges. Several organizations at later stages of the transition process presented their work in greater detail. The grantees were particularly taken with the success of the ARIA Group in Cincinnati. The work of the Beloved Community Center and the Greensboro Justice Fund in Greensboro, North Carolina also struck a deep chord of empathy with all in attendance.

A highlight of the retreat was a presentation by Graeme Simpson, Director of the Centre for the Study of Violence and Reconciliation in South Africa. He spoke about the Truth and Reconciliation Commission in South Africa and shared lessons—good and bad—from his organization's work.

Common themes emerged from all of these conversations. First, defining community without stereotypes or exclusion is a challenge. Second, determining what community reconciliation is and how best to achieve it is at the core of each grantee's work. Finally, measuring success along the way and at the end of the transition process is difficult. Discussions about defining some of these loaded terms—conflict, reconciliation, community, and success—were among the most

passionate and fascinating moments of the meeting.

The heart of this retreat, of course, was the people and their projects. All attendees agreed they left richer for the experience of sharing in the challenging and important work of community reconciliation.

Julia Dyckman Andrus Memorial: The Diamond Jubilee

Celebrating The End of One Extraordinary Era – and the Start of Another

This year, the Julia Dyckman Andrus Memorial (JDAM) begins celebrating 75 years of exemplary service to vulnerable children and families. We have grown from an orphanage to a multi-faceted agency making a huge difference in lives throughout Westchester County and beyond. A gala celebration dinner for all Andrus family and friends is planned for May 9, 2003, with the rest of the weekend devoted to other JDAM activities. We hope that many Andrus family members "save the date" and join us.

As we mark this important chapter in the life of JDAM, we prepare for the future. Our long-time President /CEO, Dr. Gary Carman, will retire next June after 27 years at our helm. “He's done an extraordinary job,” said his appointed successor Nancy Woodruff Ment, current JDAM Executive Vice President. “His energy and devotion to the cause that John E. Andrus articulated has put JDAM on the map – and not just locally.”

During Dr. Carman's tenure, he spearheaded the Residential Diagnostic Center; he was a major

catalyst for upgrades at the Orchard School, which was awarded a Blue Ribbon School by the U.S. Department of Education three times – an unprecedented feat; and he inspired us to open offices in the heart of Yonkers and Mt. Vernon, to help further JDAM's work in the community. These three accomplishments exemplify the best that can be offered and have earned Andrus a national reputation for quality service.

The JDAM Board chose Nancy Ment to be the next President/CEO because of her unparalleled understanding of the issues we face. Since joining the Andrus Children's Center in 1987, Mrs. Ment has been a vital partner in its growth. Her most recent responsibility has been to oversee Andrus' merger with the Center for Preventive Psychiatry (CPP), which was announced last year. She hopes to ensure that the staffs of the two organizations are completely integrated.

At the core of CPP's activities are services responsive to trauma and crisis, particularly when they affect children and their families. Toward that end, the Center offers programs for children who may have experienced combinations of abuse, neglect, abandonment, homelessness and loss or a lengthy family illness. Operating three clinics and six therapeutic nurseries, its programs range from traditional psychotherapeutic interventions to innovative program models of reaching children and families at home and in their communities.

The partnership between these two parent and child-focused organizations is particularly relevant now. The needs of the Westchester community are greater than ever in the wake of the trauma from September 11th and the economic downturn. Mrs. Ment looks forward to guaranteeing that Andrus will be an indispensable resource to vulnerable children and their families. “Nancy has the vision, the skills and the focus to deal with our specific challenges,” said Larry Griffith, JDAM Board Chair. “The Board is confident that her blend of experience and expertise will keep us moving in the direction Gary Carman has set.”

“We have a marvelous capacity to grow as an organization, not just in size, but in range of programs,” Mrs. Ment said. “We now also have considerable influence within New York State – and even at the national level. I hope to use that trust to better support children and families who need help.”

More Than Meets the Eye

by **Edie Thorpe**

One of the goals of the Andrus Family Philanthropy Program is to train and educate family members for philanthropic and public service work in their home communities. Well, some of your cousins are ahead of the curve! They're already actively engaged in family foundations in Florida, Minnesota and Arizona.

Because of a strong belief in the role and value of independent schools, your fourth generation Andrus cousin Peter Benedict established the **Benedict Foundation for Independent Schools** in 1983. Its six-person board includes Peter and Nancy Benedict and son Peter II.

For over 20 years, the Benedict Foundation has funded a broad array of projects including faculty enrichment programs, scholarship aid, technological acquisition, faculty salaries and building programs for well-established schools that are members of the National

Association of Independent Schools (NAIS). In 2001, the NAIS Council for the Advancement and Support of Education presented the Benedict Foundation with its John R. Chandler Award, acknowledging the Foundation's steadfast support of independent schools and affiliated organizations, all of which have provided generations of students with high quality educational opportunities. Kudos to the Benedict Foundation!

James Ruggles Thorpe (1903-1978), a member of our third generation, also felt strongly about the value of a good education, giving a large portion of his estate to both Carleton College (Minnesota) and Princeton University. The balance of his estate went to enhance the endowment of the James R. Thorpe Foundation, which he had established in 1974. Andrus cousins Mary Boos, Sam Cote, Libby Andrus, and Sam, Edie & Tim Thorpe currently sit on its board.

While some of the Foundation's largest annual grants have furthered Uncle Jim's educational focus, the board has expanded its role in the Minneapolis area in the small and mid-sized arts community, as well as the social services area (housing, mental health, employment, counseling) – most with a youth-serving focus. The James R. Thorpe Foundation enjoys a solid reputation in Minnesota, in part because of the meaningful engagement of its board in all aspects of the Foundation's work.

The educational thread continues in the work of the Cote Foundation, established by Brownie and Judy (Julia Andrus Thorpe) Cote in the 1970s. Members of its board include your cousins Randy Cote, Mary Boos, Carolyn Boos Jones, Kelly Cote Jasper and Ruggs Cote. Because of the business interests of the Cote family – Grand View Lodge and Camp Lincoln/Camp Lake Hubert in Nisswa, Minnesota, and Tanque Verde Ranch in Tucson, Arizona -- the

Foundation now focuses its grant-making efforts in those two communities. (In its early years, the Cote Foundation was a strong supporter of the Jones-Harrison Residence in Minneapolis, also a former Surdna grantee.)

The Cote Foundation was most recently a major supporter of the new Nisswa Public Library, a marvelous facility adjoining one of the Nisswa public schools. Beyond that grant, the Foundation has extended its reach in the areas of youth development, housing, emergency rescue work and environmental preservation in both of the geographic areas it serves.

We congratulate all those involved in these fine family philanthropies!

If you know of others we could highlight in future issues of 'Concinnity,' please let us know.

Who are they?

Can you identify these cousins? Contact info@affund.org



Andrus family membership on one or more of the Boards of the five Andrus family philanthropies – the John E. Andrus Memorial (Andrus on Hudson), the Julia Dyckman Andrus Memorial, the Surdna Foundation, the Helen Benedict Foundation, and the Andrus Family Fund – has provided family members with the inclination and a wealth of skills to engage in new work for the community. Community, as used here, is broadly defined, and can include one's home community (the geographic area in which the person lives, e.g. Minneapolis), a community of advocates working for the same cause (e.g. the foster care community), or a community of individuals with similar interests (e.g. the elderly community). Here, we highlight how family members' board work and training has led to their involvement in various communities, and how their community work has informed their work as board members.

The Andrus Family Fund's (AFF) Board Exploration Triads (or BETs) provided an opportunity for AFF Board members and 8 extended family members to work intensively – over a period of 8 months - with experts in the fields of transition from foster care to independence and community reconciliation, AFF's two funding areas. Each BET was a small study group composed of an AFF trustee, an extended Andrus family member, and an outside expert, in which they explored a different aspect of AFF's two funding areas. For several family members, the BET process introduced them in a formal way to one of the Andrus family philanthropies. In addition, it provided them with exposure to areas in which they previously had little or no knowledge and, therefore, served as a springboard for involvement in their home communities in these new areas. Below, we highlight the work of your cousins, Julie Andrus and Mike Spensley, in their communities as a continuation of their BET work.

Mike Spensley

Mike became involved in the BET process by responding to the family involvement survey that was sent to family members early in 2000. Although he was given a rough idea of what the



Mike Spensley

triads were charged to do, he had no idea what to expect over the next several months.

Mike was assigned to a BET with his cousin and AFF trustee, Caitlin Boger-Hawkins, and Joy Warren, a former foster youth who was finishing her final year at Yale Law School, who served as the BET's expert. This group decided to explore incorporating Bill Bridges' transition theory of change into the work of foster care practitioners to help foster youth to more successfully transition out of foster care. The premise that this group operated under was that while practitioners teach youth the hard skills they will need to survive outside of the system, they need to pay more attention to preparing these youth for emancipation in a way that addresses 'transitional' life skills that can help make life more stable and emotionally satisfying.

To give Mike and Caitlin an overview of some of the challenges faced by foster youth, Joy recommended several books, including the series by David Pelzer, one of which was *A Boy Called It*. Pelzer's series is the true story of a boy's growing up in the foster care system. The impact of these books, combined with the significant amount of time that he was spending with Joy and other experts in the field, led Mike to begin exploring the foster care system in his home community of Connecticut. He contacted the Connecticut Department of Children and Families (DCF), and was referred to Paul Lavalley, the Independent Living Coordinator for the Eastern Region of the CT DCF and coordinator for the region's Youth Advisory Board (YAB), which is comprised of current foster youth. Paul is often joined by social workers and other foster care advocates for monthly dinner meetings with the youth. He may offer advice and support during YAB meetings, but YAB acts independently to serve youth in foster care in CT.

On several occasions during the BET process, Mike visited or spoke in-depth with Paul about the foster care system in CT and about the work that Paul was doing with foster youth to assist their transition to independent living. Mike also attended a couple of Youth Advisory Board meetings and arranged for his BET to have conference calls with Paul, so that he served as an additional 'consultant' to the group. For Mike, the BET experience proved to be invaluable, both in

and of itself, and as the impetus for his involvement in his community. Through his research, site visits, and discussions with experts, Mike realized that in making the transition from foster care to independence, foster youth need a support system that is no different from that which exists to nurture and support members of "intact families." Mike's incentive to become and remain involved in this area in his own community was the recognition that, except for generally lacking a stable, reliable support network comprised primarily of family and friends, foster youth are very much like his own children and their friends. At the same time, it is continuously and deeply being impressed on Mike that by virtue of what they lack – emotional security afforded by parent(s), siblings and familial stability – foster youth are profoundly different from youth that enjoy those advantages.

Julie Andrus



Julie Andrus

Julie, like her cousin, Mike, became involved in the BET process by expressing her interest in the Family Involvement Survey. Julie was assigned to a BET with Dr. Mark Umbreit, a restorative justice expert (whose Minnesota-based organization – the University of Minnesota Restorative Justice & Peacemaking – is currently an AFF grantee), and her cousin and AFF trustee, Ken Downes. Their triad explored facilitated dialogue and restorative justice as a way to provide a safe place for people and communities most affected by hate crimes, incidents or other violent acts. During their time together, they surveyed and conducted research in the field, attended a peacemaking seminar, and discussed their findings.

In addition to the benefits of meeting and working closely with her cousins and being an integral part of AFF's formative process, the work with Mark and Ken in the area of restorative justice struck a chord with Julie. She realized the great potential to facilitate the healing of people and society in a world where -- especially now, in the wake of the September 11th events -- groups not communicating with each other need to be offered a safe haven where they can talk. Restorative justice dialogue, she found, offers them that opportunity.

Julie has over 25 years of training, skills and practice as a psychotherapist, and has an almost innate ability to listen to people on a deep level. Recognizing this deep connection to him and his work during the BET process, Mark offered to continue mentoring Julie and to train her to co-facilitate some restorative community justice cases with him. She took him up on his offer, and in October attended his five day advanced training course on restorative dialogue in cases of severe criminal and political violence, including hate crimes. Participants in the training came from communities in several states including a representative from the Oglala Lakota nation at the Pine Ridge Reservation in South Dakota. In addition to individuals from Quebec and Belgium, a contingent of nine people from Northern Ireland (half Protestant and half Catholic) were present. Julie found the lessons learned from these groups, particularly the Irish contingent, and the skills that she acquired during this training to be invaluable, and she hopes to be able to use to facilitate community peacemaking in the Minneapolis, St Paul area.

Ken Downes



Ken Downes

When the AFF Board discussed using Bill Bridges' transition framework as the overarching philosophy that would govern our grantmaking in two areas of social change (foster care to independence and community reconciliation), for me, it simply made sense. As a person for whom a good part of life's work includes pastoral counseling, paying attention to transition, i.e. the psychological process that a person goes through when he or she makes a change, seemed almost intuitive. So, when Steve Kelban, the Fund's Executive Director, asked the Board if we would be averse to appointing a Board member to serve on the Advisory Committee for the Community Health and Counseling Center's Experience at Sea Project – one of our foster care to independence grantees – not only did I not object, but I volunteered to serve.

For me, the Experience at Sea Project epitomizes Bridges' transition process, and brings to life one method of assisting foster youth navigate through it as they prepare to exit the foster care system. The Project provides male foster youth in the state of Maine

with the opportunity to spend 9 months aboard a schooner designated by the U.S. Coast Guard as a sailing school vessel. In doing so, it literally takes youth away from their old realities (the structured institutional setting), supports them as they traverse the neutral zone while at sea, and enables them to reorient themselves to a new way of life, thereby creating a coherent new sense of self – the tenets upon which the transition framework is based. During their voyage, the youth are engaged in academically rigorous classes, and receive an enriched learning experience from the ports, passages, marine life, ocean, cultures, peoples and museums they visit along the eastern seaboard of the US, Central America, and the Caribbean.

While on the Project's Advisory Committee, I served as a consultant to staff on transition theory, assisting them attend to transitions in programmatic areas, and guiding them as they tried to apply the transition model to their work.

My work as an AFF Board member has also spurred my interest in issues of restorative justice, a principle that is often interwoven into community reconciliative efforts. I have been attending meetings near my home in Concord, Massachusetts where local residents have been discussing the need for alternatives to incarceration and ways to assist victims and their offenders resolve their conflicts.

Peter Benedict

At our first official meeting over two years ago, AFF Board members made it clear they wanted to develop a fund that expanded



Peter Benedict

family members' participation in philanthropy, and that was innovative and different. While meeting our cousins and discussing possible program areas for social change, a wonderful process unfolded. Cousins previously unfamiliar with each other began to share personal stories, giving each other glimpses into their lives and passions. This "sharing" of stories and passions led directly to the development of AFF's program areas. It also provided the core upon which we've built what is now an extremely close and supportive Board. Though, at the time, I recognized much of what was expected of new Board members I never anticipated how much AFF would give me in return.

In the weeks following AFF's commencement, the Board chose the concept of a "transition framework" (for more about the framework, please visit www.affund.org) and wrestled with the concept of "transition" as a lens through which all grants would be viewed. As I studied the finer points of transition, it occurred to me that my lessons at AFF had a much broader application. I decided to apply the transition framework to my work at the middle school where I am Head and developed training materials and led several teacher workshops on the topic. My school now benefits from the framework by paying attention to change and the three stages of transition, just as AFF does for its grantees.

Learning from my experience at AFF didn't stop there. Within a year I was afforded the opportunity to participate in a community reconciliation grant AFF awarded in Cincinnati, a city near my home. The grant provid-

ed the diverse community in Cincinnati an opportunity to work collaboratively to shape an agreement with the city, police and community to address issues of racial profiling that were being litigated in Federal Court. The Agreement that was reached was adopted by all parties to the lawsuit, and approved by the Judge overseeing the case. I was given the opportunity to play a small but integral role in this headline-making collaborative agreement. I participated in a number of meetings and found myself elected as a representative for the foundation and business community stakeholder group. I represented this group during the final vote to adopt the Collaborative Agreement between the citizens and the police. The historic vote allows Cincinnati to reconcile years of mistrust between many constituencies.

Serving on the Board of AFF has provided me with skills for this work, the impetus to become involved in my community, and a much stronger connection to my family.

Libby Andrus



Libby Andrus

Through her tenure on the Surdna Board and her public service work in her home community, Libby Andrus has been involved in a reciprocal learning process. Her board work – particularly, her six-year Chairpersonship of the Surdna Board's Arts Committee – has provided her with the knowledge of what solid institutions serving communities look like. On the other end, her love of and involvement in her local arts and philanthropy community have informed her work as a Surdna Board member.

Libby has a long history of public service in her home community of Minneapolis. Her first experience in philanthropy began with her board tenure on the Ripley Memorial Foundation; a fund set up to support women and children, and governed by a board composed of energetic and talented women. She learned about the basics of good grant making and gained a deeper knowledge of the needs of her community through this experience.

Libby's involvement in the arts community began over twenty years ago with her board service on the Minnesota Center for the Book Arts and the Walker Art Center. In addition to the permanent collection and exhibitions, the Walker focuses on the visual, performing and media arts of our time. Its program for teens has been supported by the Surdna Arts Program, and serves as a model for other museums.

The Minnesota Center for the Book Arts has also recently developed a teen program with significant input and support from the Surdna Arts Program. After the first year of the program, Libby reports that it has been a great success and exemplifies the value of artist's mentors working with teens in a rigorous and on-going program.

Libby views her work on the Surdna Board and her work in the community as "mutually" beneficial experiences. Her involvement in the field informs her work on the Board, and her work on the Board allows her to identify and confidently make decisions to fund solid nonprofit institutions, thus building the capacity of the field.



Who are they?
Can you identify these
cousins? Contact
info@affund.org

A Year Later

Untitled

by Christopher 'Kit' Davenport

(The Surdna Board had just convened for its meeting on the morning of September 11, 2001, when the first plane hit. Board and staff were encouraged prior to the November meeting to share their thoughts about the events. Kit's poem was composed during the sleepless night prior to that meeting.)

**Hooper, Dara, and Camilla are all Surdna staff members. Annie (Annie McKee) was the facilitator for the meeting.

*Glass boardroom wall
Annie and our task
Smoke and murmurings
Oh my God and screams
Hooper?*

*Picture windows falling south in disbelief
So many friends...and friends of friends
Camilla, just traveled through, baby on the way
Why are we alive or are we next?
Glass towers and skyline toppled
Shattered rubble...ever to rise again?*

*Hold me, hold you, call family. What counts?
A plane just went into the Pentagon
What gives? Who takes?
A silent prayer and consultation
An opening from Dara and the Dahli Lama
Family.*

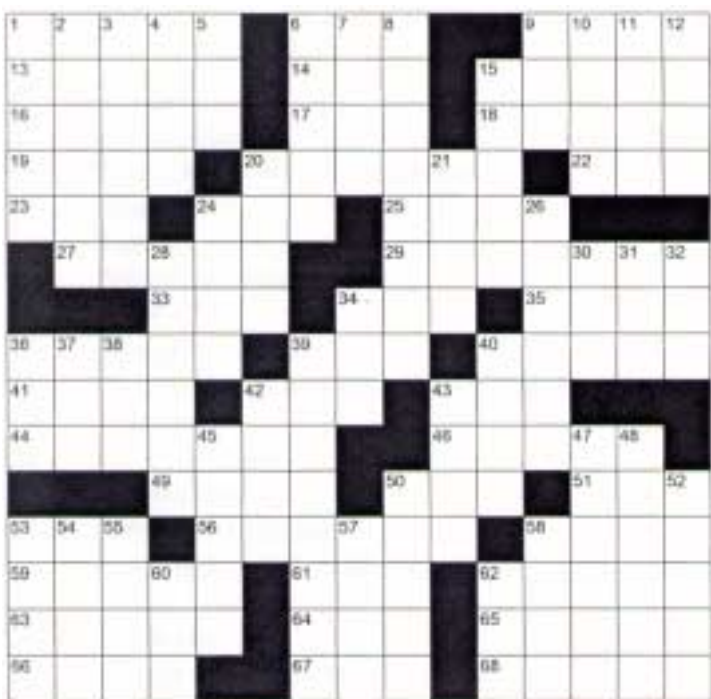
*Disperse, go home, be safe
Subways of people walking north
Refuge? New York may be civil after all.
Manhattan is an island-You didn't remember, you displaced native
What of those who have to live here?*

*Amtrak, clickety-clack-no thoughts, grateful to retreat
Hertz and driving in the rain, teardrops scraping off the glass
NPR starts making sense. Thinking again.
Don't let me die so close to home
Emails from the kids: I love you Dad.*

*What is family?
Why do you live here?
Why do you do what you do?
What is your purpose?
Why are we here?*

*Return?....
Maybe....
Hell, yes!
New terms and multi-colored flags
Glass boardroom full of friends
Doing....*

Family Matters



Answers on back cover.

Across

- 1 Large cats
- 6 Clock time
- 9 **First cousin of 3rd generation**
- 13 Quickly
- 14 Sorbet
- 15 Midwestern state denizen
- 16 Harpy
- 17 Neither's partner
- 18 **Tianna Farms was named after this cousin who as a toddler pronounced his name Tianna**
- 19 Clothes
- 20 _____ Valve
- 22 Condensation
- 23 Boxer Muhammad
- 24 Cousin new to Surdna Board
- 25 Alack's partner
- 27 Restrain
- 29 Group of Islands forming
- 33 Country off SE Africa
- 34 Annoy
- 35 Toll
- 36 Void
- 39 Gimmick
- 40 Common fish
- Our most accomplished sport fisherwoman cousin**
- 41 Middle East dweller
- 42 Quarterback Montana

- 43 **Cousin on 1936 U.S. Olympic Tennis Team**
- 44 Myths
- 46 Single
- 49 Wander
- 50 Microgram
- 51 Serving of corn
- 53 Escudo
- 56 Egg dish
- 58 Teen disease
- 59 Reference book
- 61 Can metal
- 62 Quench
- 63 Cook on a hot surface
- 64 Note of debt
- 65 Board
- 66 **AFF's Transition symbol**
- 67 Central nervous system
- 68 Bets

Down

- 1 Noodle
- 2 Affirm
- 3 **Cousin who raises champion Arabian horses**
- 4 **Lindsay's first serve successes**
- 5 Tailor
- 6 Something very small
- 7 Scotsman
- 8 Having a balcony
- 9 Write quickly

- 10 Reverent
- 11 Grotto
- 12 Had known
- 15 Muslim's religion
- 20 Blemish
- 21 Lotion ingredient
- 24 Brand of coffee alternative
- 26 Opus
- 28 **One of J.E.A.'s large investments**
- 30 Lope
- 31 Stale
- 32 Cagy
- 34 Challenger
- 36 Miss
- 37 Anger
- 38 Zig's partner
- 39 Ornamental
- 40 Vocal music
- 42 **Family Children's Home**
- 43 Conduit
- 45 Hanging knot hangman's rope
- 47 Renounce
- 48 Mr. Doodle
- 50 Meal listings
- 52 Pulls in
- 53 Wind direction
- 54 Nova
- 55 Hint
- 57 Cat
- 58 Actor Alda
- 60 Dined
- 62 Resort hotel

Andrus Family Board Members

Andrus Family Board Members

Andrus on Hudson
Peter B. Benedict
Carol Cardon
Christopher F. Davenport
Kathryn Earley Downes
Josephine Bourne Lowman
Frederick F. Moon
Samuel S. Thorpe

Helen Benedict Foundation

Peter B. Benedict
Kathryn Earley Downes
Josephine Bourne Lowman
Frederick F. Moon
Samuel S. Thorpe

Surdna Foundation

Alice Andrus
Elizabeth H. Andrus
John E. Andrus, III
Peter B. Benedict
Pamela Brill
Christopher F. Davenport
Lawrence S.C. Griffith
John F. Hawkins
Sandra Taylor Kaupé
John J. Lynagh
Frederick F. Moon
Michael Pakradooni
Michael S. Spensley
Edith Davenport Thorpe
Samuel S. Thorpe

Andrus Family Fund

Peter B. Benedict, II, Chair
Mark Bradley
Caitlin Boger-Hawkins, Secretary
Carra Cote
Rev. Kenneth R. Downes
L.S. Cameron Griffith
Mary G. Lowman
Kelly Davenport Nowlin, Vice Chair
Timothy D. Thorpe
Peter C. Voorhees, Treasurer
Ann Bourne Williams
Shari Taylor Wilson

Julia Dyckman Andrus Memorial

Caroline P. Andrus
Elizabeth H. Andrus
John E. Andrus, III
Christopher F. Davenport
Melinda G. George
Lawrence S.C. Griffith
Hamlin A. Pakradooni
Richard S. THorpe

Interested in Volunteering?

Check Out This Site for Volunteering Opportunities: www.volunteermatch.org.

VolunteerMatch is the nonprofit, online service (and prior Surdna grantee of 3 years) that helps interested volunteers get involved with community service organizations throughout the United States. If you're interested in exploring volunteer opportunities in your community, simply enter your ZIP code on the VolunteerMatch web site to quickly find volunteer opportunities that match your individual interests and schedules.



Andrus Family Fund
330 Madison Avenue, 30th Floor
New York, New York 10017