



# CONCINNITY



## *Thank you, Auntie Edes*

*"You become your full self only by becoming an instrument of a cause greater than yourself."  
Elizabeth Langford Davenport's favorite creed*

**By Kelly Nowlin and Laurie Stavisky**

Our grandmother spoke these words in 1963 in one of the many speeches she delivered in the field of education. How appropriate it seems to begin with these words as we pay tribute to our grandmother's daughter...our Aunt Edie Thorpe.

So many words come to mind when we think of our Aunt Edie. Family. Legacy. Caretaker. Respect. Dignity. Generous. Hysterical. Let's not forget cook, golfer extraordinaire, and award-winning baton twirler! (Just ask her to see a photo of the latter). One thing is very clear. Edie has been the "glue" for our family. She is the reason we both serve with pride on the boards of the Surdna Foundation and the Andrus Family Fund. Edie has imparted a rich heritage to us throughout our lifetime. We feel honored to have been asked to pay tribute to her for her 20-plus years of service to the Andrus family.

Many years ago, Edie made sure we had a copy of a book, *A Tribute to an American*

*Mother by Her Sons*, written by Frederick M. and Ernest W. Davenport, published in 1926. This memorial booklet was one of the first tangible pieces we had of our roots. It was also Edie who mailed us each a copy of our Great-Great-Grandfather's book, *The Multimillionaire Straphanger: A Life of John Emory Andrus*. This glimpse of our heritage back then was the first sense we had of the great meaning of our family's history. Over the years, Edie has continued to share stories and impart her knowledge. She always made sure we had treasured photos and letters, and she still never hesitates to drop a piece of family memorabilia in the mail. Edie's loyalty and vested interest in our family's rich history started to become contagious.

Edie has carried on her mother's creed of becoming "...an instrument of a cause greater than yourself." Edie is devoted to her causes and has tirelessly given her love, time, and energy to caring for and serving others. It became clear that our grandmother's legacy

of service to others left an indelible mark on our Aunt Edie. We can recall so clearly when Edie spoke at our grandmother's memorial service. We had no idea how many organizations and boards Grandma served on, not to mention all the honors and awards she received. In Edie's words, "...but in amongst all these awards and volunteer positions was a core of deeply held values and qualities which really made her the person she was. She was honest, respectful, caring, humble, loving, committed to excellence—downright perfection at times! She was smart, and combined that with a disarming charm...She had a calculated sense of humor, a wonderful smile and gorgeous, twinkling blue eyes..." If you didn't know better, that description could be about Edie herself.

As you consider the meaning of legacy and what it is you want to leave behind as you make various transitions in your life, it all seems to come down to the stories. Not the

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# FROM THE CHAIRS



Edie Thorpe



Josie Lowman

## By Edie Thorpe and Josie Lowman

Most people might say that family is a central part of their lives. I (Edie) get to say that helping to keep this far-flung family centered has been the most rewarding work of my past two decades.

I joined the Surdna board almost 20 years ago, and as part of that I have chaired the Family Involvement Committee for the past 13. The privilege, joy, and sense of accomplishment of working with my Andrus cousins have been an integral part of my life.

As our Andrus Family Philanthropy Program (AFPP) was “birthed” in 1998-99, Peter Benedict, Sam Thorpe, and Larry Griffith were strong and supportive committee colleagues, and I am grateful for their hard work. Various other talented cousins, including chairs of the Andrus Family Fund, have also contributed in deeply substantive ways to the rollout and work of our family program. Add to that a tremendous staff led by my wonderful colleague, Steve “Kelly” Kelban, and Masiel, Sabena, Jill, and Ingrid. What a great team we have had in place.

I am so very proud of the growth of the Andrus Family Fund and the devotion and sense of purpose shown by the thirty-some fifth-generation family members who have served on that board since 2000. Our BETs and AYSP programs are models for younger family involvement and are being replicated in several other family foundations. One of my favorite moments occurred last year when I listened in on several AYSP conference calls with staff, AFF mentors, and program participants as these teenagers explained their community projects to us all. Our family philanthropic newsletter, *Concinnity*, and our family website are great models for communication across miles and generations.

The AFPP has fulfilled so much of what we set out in our initial plan. The opportunities we have provided for our larger Andrus family simply didn’t exist ten years ago. Cousins all over the country have stepped up to get involved in all sorts of ways.

But now, they’re putting me out to pasture! Fact is, I wholeheartedly support the rotation of all our boards, as we have so much talent in this remarkable Andrus clan. New members will carry all our philanthropies forward in exciting new ways. Leading the FIC in the near future will be your talented cousin, Kelly Nowlin. She will bring new energy and strategies to the family program that will serve us all well.

I retire with nothing but gratitude for the opportunity to have played a part in our family legacy!

Surdna has been so generous since 1998 – providing both planning and ongoing financial support to this family program of ours, and we have all benefited from its support. I highly recommend the article on page 16, written by Josie Lowman and Phil Henderson, recognizing and valuing the family nature of this engaged and effective foundation. As usual, things have been moving at a very fast pace at Surdna. The Board and staff have really dug in and the new program areas that were put in place last spring/summer are really starting to take shape. The Board has been busy working with Phil on what Surdna will look like going forward—not only from a program point of view, but how we actually do grant making and how many people it takes to do the grant making the way Surdna wants it to occur. As a first step in looking at how Surdna should work going forward, Phil has formed a new senior staff team consisting of him, Marc DeVenoge, Chief Financial Officer, and Sharon Alpert. Sharon, the former program officer of Sustainable Environments, was appointed to the newly created position of Senior Director for Programs and Strategy. Sharon will oversee the program side of the foundation, while Marc will oversee the administrative functions of the foundation.

There have also been several changes in the program officer staff at Surdna. Because of Sharon’s promotion, Surdna just announced that Michelle Knapik will be the new program officer of the Sustainable Environments. In addition, a search for a new program officer for Thriving Cultures is underway as Ellen Rudolph is transitioning after 17 years of leading the Arts and Thriving Cultures programs.

The Surdna Board is also searching for two new non-family members. As you may recall, approximately seven years ago, the Board voted to allow non-family members to sit on the Surdna Board. Six years ago, the board appointed Nadya Shmavonian and David Grant as outside board members. This November will be the end of Nadya’s and David’s six-year terms. The Board is indebted to both Nadya and David for their excellent leadership through some difficult decisions. Nadya has been very helpful with the strategic thinking as we’ve put together the new mission statement and program areas. David always listens to all the sides to a discussion and then sums up the conclusion so beautifully that everyone always has to agree. Their wisdom and counsel will be greatly missed.

## From the Executive Director



Steve Kelban

By Steve Kelban

Dear Andrus Family,

As I think you all know, transition and change are central to AFF's work—and to my understanding of almost everything. As this issue arrives at your homes, all of us involved with the family philanthropies are facing both a major change as Edie Thorpe steps down from her multiple roles and the inevitable challenges of transition. Edie is leaving not just the Surdna board, but her role as chair of FIC, a role she took up and executed brilliantly. Edie was the founding chair of FIC and thus her vision for the way the family could come together around philanthropy and public service has had, and will continue to have, great impact. There will be many opportunities to celebrate Edie and her legacy, but I couldn't let this one pass. I owe Edie a great deal, not just because she led the effort to create AFF and AFPP and helped recruit me to this incredible job, but also because she has been a great partner as we have worked together over the last dozen years to invent, evolve, oversee, and cherish these programs.

I celebrated my birthday this year in Italy, as I often do, and my wife surprised me with a hot-air balloon ride. I had seen these balloons cruise over our house in the early morning and often wondered about the experience. It turned out to be both what I had imagined—a delightful, exhilarating, and joyful hour—but also offered something I hadn't anticipated. I thought I knew pretty well the local landscape, the fields and roads and paths and where things were in relation to each other. But what I learned was that from a completely different perspective, the patterns I thought I knew looked otherwise. I was most struck by the way things were—or weren't—in the same relationship to each other. When my angle of vision shifted, so, too, did my understanding. That's a powerful birthday gift and one with obvious implications for all of us. Whether it's board members looking at the work of grantees with a new lens or one generation trying to understand the perspective of another, it's worth thinking about how to, metaphorically, get some distance, shift perspective, and gain new insight. This time away often allows me to reflect and celebrate, although not always from 1000 feet up. I am proud this year to share the following:

Ten years ago we invented a program we hoped would interest family members still in high school. It exceeded all of our expectations and continues to attract, engage, and motivate a wonderful cohort of Andrus family youth. Almost 45 to date. This year the Andrus Youth Service Program (AYSP) has ten kids registered, four for a second time and six lucky first-timers.

At around the same time, we also experimented with a way to involve family members not yet on a family board with the work of AFF. We called this effort BETs, Board Experiential Training. And quite the training it turned out to be! Six (6) or 29% of the BET participants have now served on one of the family boards. Remember that the BETs are now focused on college or grad school age youth, and keep your eyes out for prospective BET nominees.

Greater family engagement has always been at the heart of our Edie-inspired mission. When I began, there were fewer than 20 family members on the boards of the family philanthropies and it gives me great pleasure that we have greatly exceeded that number. A picture is worth a thousand words, they say, so see the centerfold. Since 2000 a total of 108 family members have served on the Boards of the five family philanthropies, AYS, and the BETs. The newest appointments include Christopher Gilbert to the Board of the JDAM and Jeffrey George, Kim Kaupe, Julia Kelly, and Courtney Spensley to the Andrus Family Fund board.

Kelly Nowlin became the new chair of the FIC this fall. As much as I will miss Edie, Kelly's appointment is particularly sweet. We know each other well, not just share a name. Kelly was past chair of AFF. Together, we look forward to working through both the change and the transition.

Family members make us all proud as they spread the word about your family's history and the work of the philanthropies. Edie Thorpe and Kelly Nowlin made a presentation on AFPP at JDAM/Andrus Children's Center, and Carol Cardon and Edie Thorpe made a presentation to the residents of AOH on the history of the Andrus family and AFPP. Ken Downes, the Transition consultant for the Sanctuary Institute at the Children's Home, presented a workshop on "Transitions and Sanctuary's trauma model" to AFF grantees at the grantee conference.

When AFF was created, the Surdna board laid out clear expectations, including that service on the AFF board would involve deep learning experiences. Each of the AFF boards has taken up this challenge. It has been remarkable and inspiring to witness and guide the various boards in their collective and individual learning journeys. For the past two years, the current AFF board has been working on understanding power and privilege, most recently by including attention to the principles of racial equity in its new mission statement.

Whether up in the air or on the ground, I am grateful for this opportunity and thank Edie, the Surdna and AFF boards, and all of you.

*Kelly*

## BET-IV Update

Board Experiential Training (BET) is a project of the Andrus Family Philanthropy Program (AFPP) that aims to engage college and graduate school age descendants of John E. Andrus in learning about philanthropy and the Family's philanthropic programs.

The BET participants will receive training in the Andrus Family Fund's (AFF) grant-making strategy and substance, as well as Bill Bridges' Transition Framework. With this learning, they will work together to solicit and award grants totaling between \$35,000 and \$50,000.

The entire program will last nine to ten months beginning this fall with a Skype conference call. The BET-IV team will attend an orientation meeting on January 27, 2012 in Surdna's New York office, coinciding with the AFF Board meeting. There, they will meet their fellow BET-IV participants, engage in training about the Transition Framework, learn more about AFF's work, and attend a portion of the AFF Board Meeting.

We are pleased that six family members have been chosen to participate in BET-IV, Class of 2012. They are:

**Caitlin Earley** (former BET and AYS participant)  
**Samantha Spensley** (former AYS participant)  
**Autumn Thorpe**  
**Molly Thorpe** (former AYS participant)  
**Sophie Voorhees** (former AYS participant)  
**Naomi Wright** (former AYS participant)

The BET will again be facilitated by Frank Hartman of Harvard's Kennedy School. This year, Frank will be assisted by Alyson Wise. Alyson is a master of public administration candidate and Lisa Goldberg Fellow in Philanthropy and Public Service at NYU's Wagner School of Public Service.

## AYSP – One Decade Old!

By Masiel Rodriguez-Vars

It's hard to believe that ten years have past since the first group of AYSPer made their first grants. In an era when many teens are perceived as being disconnected from their communities, the approximately 45 Andrus youth who have participated in AYSP have used the experience to explore social change efforts that matter to them. Many of them have devised ways to get directly involved in the organizations that they support.

As busy as these young people are, they commit to making site visits, researching organizations, and ultimately presenting their chosen organizations to members of the AFF Board. It is exciting to see how this relatively small initiative to pass on the family's philanthropic legacy has genuinely inspired young people to get involved not only in the family's existing philanthropies but also in their communities.

Here is a sample of some of the experiences of this year's AYSP cohort:

### Sam Downes

In his second year of AYSP, Sam chose to continue supporting organizations serving kids in his area. "I see too many kids in my area not getting opportunities that they will need to be successful in life," writes Sam. Last year, Sam focused on young children in Head Start and volunteered in a preschool. This year, he was inspired to help older youth who he saw being mentored at his school. His decision to nominate Big Brothers Big Sisters (BBBS) for a grant was cemented when he learned that the local BBBS chapter lost significant funding that would force them to layoff critical staff. Sam believes so strongly in this organization that he will be joining them as a mentor this year. He has committed to becoming a "Big" for the next two years!

### Isabel Griffin

Isabel began her AYSP experience with some strong passions – community gardens in urban areas, alternative medicines from rain forests, and medical interventions for women with HIV. Isabel was quick to point out that these seemingly unrelated areas were all connected by her growing interest in addressing the health and wellness of people with fewer resources. Through her travels to Costa Rica and as a volunteer in a Johns Hopkins HIV program, Isabel has had some "eye-opening" experiences that have sparked a desire to improve the health of those less fortunate. AYSP gave her an opportunity to explore each of these areas more deeply, as she interviewed staff and conducted multiple site visits. "I don't know exactly what I'm going to do when I'm older," says Isabel, "but it's becoming pretty clear to me that I want my career to involve helping people."

### Sam Jasper

Sam, a talented athlete, used his last year in AYSP to explore programs that expose youth to sports. He researched the YMCA and the local Special Olympics programs, but eventually settled on an organization that was especially important to him – Twin Cities

Youth Rowing (TCYR). Sam noted that TCYR offered many of the same benefits that the other organizations offered, such as providing scholarships to youth from lower-income families and outreach to youth with disabilities. What set TCYR apart, however, was that it exposed youth to a sport to which they might not otherwise have access. As Sam points out, crew is a relatively unique sport in the U.S. and youth with disabilities and youth from lower-income families do not usually participate. TCYR provides training to teens from 25 high schools in the Minneapolis and St. Paul metro area. Perhaps what impressed Sam the most about TCYR is that it creates a "second family" for its youth with coaches who make kids feel like they are always there for them and who teach them about "leaving a place better than they found it."

### Abigail Earley

In her third year of AYSP, Abigail continues to hone her skills as a passionate, yet thoughtful, grantmaker. Abigail chose to nominate the Child Advocacy Center, a comprehensive center that serves abused children. During her site visit, Abigail was impressed with the coordination of services provided at the agency, which include medical, mental health, and legal services. Abigail commented, "I think it's cool that a kid doesn't have to go from place to place to get the services they need. It's like one-stop, and that is especially important for a child who has been abused." Abigail noted that in her AYSP projects she usually seeks out organizations that are smaller and not already well-funded. As a large, well-established agency, the Child Advocacy Center is a departure from some of the other agencies Abigail has explored. In the end, Abigail was persuaded by the good work that this agency does to serve some of the most vulnerable youth.

### Vincent de Venoge

As the son of Surdna CFO Marc de Venoge, Vincent is the first non-Andrus AYSP participant. He eagerly accepted AFPP's invitation to children of Surdna staff to join the program. During our initial conversation about passion areas, Vincent easily identified an area that has meant a lot to him for the past 10 years – helping families affected by 9/11 and soldiers fighting in Iraq. Vincent's uncle's brother, Stephen Siller, was a fire fighter killed in the Twin Towers on 9/11 after running from Brooklyn to lower Manhattan to help. Since then, Vincent has been involved with the Tunnel to Towers Foundation, which supports families of firefighters who died on 9/11.

Vincent also researched two related organizations that addressed his passion area – Building Homes for Heroes and Wounded Warriors, which build homes for severely injured service men and women who fought in Iraq. While Vincent was impressed with the work of all three organizations, he ultimately chose to nominate the Tunnel to Towers Foundation for a grant. The primary factor that influenced his decision was the breadth of support that the organization offers. "They are doing more than just building homes

– they help such a broad range of people in a few different ways," he explained. Now that he has gotten to know the organization more intimately through his AYSP experience, Vincent believes his participation in the 3-mile race from Brooklyn to Manhattan will have even greater meaning.

This year's participants also included Alison Pakradooni, Jack Jasper, and Betsy Jasper. They all presented their grants to the AFF Board via conference call in October.

# IN THE NEWS

## Q&A with Edie Thorpe

After 20 years of involvement with the Surdna board and more than a dozen years as chair of the Family Involvement Committee (which she also helped to create), Edie Thorpe is stepping down from her formal roles. She leaves a legacy of many fifth-generation family members who credit her with their increasing interest in board involvement and a structure for increasing involvement in future generations that will serve the family well for years to come. *Concinnity* spoke to Edie in July 2011 about her experience and reflections.

### What led to your involvement in the family philanthropies?

I was asked to join the Surdna board in 1991. At that time, you were elected to all three family boards (Surdna, JEAM/AOH/ JDAM) simultaneously. When I was growing up, Surdna was a serious, almost secret, entity with only a select few family members involved, so I was both floored and flattered to be elected. I had been serving on a small family foundation board in Minnesota, so I had some philanthropic experience. At that time (1991), I was appointed "for life," as was the custom back then.

Over the 1970s and 1980s, six family members had been added to the Surdna board. Prior to that time, there had been a few cousins there, but mostly bankers, lawyers, and the like. It was a tightly held board, not a real model of family involvement! But by the time of my election, we had made the transition to more of a family board.

### Tell us how the Family Involvement Committee started.

In the 1990s, we started talking about how we really wanted to frame Surdna as a family foundation. The board became more involved in crafting programs for the foundation. We wanted to be more engaged, but it was hard to do while serving on three boards.

In 1998, we held a board retreat in California. After a full day of interaction with our staff, we met in executive session with the Executive Director (Ed Skloot) and a facilitator (Alice Buhl) to determine what issues were most important to us as a family board. We wanted to find ways to include our larger family (in particular, younger family members) in the work of all the family's philanthropies. We needed a succession plan for ourselves, recognizing that it was not only impractical but also unfair to serve on the boards. The Family Involvement Committee was born!

We created FIC after that retreat, and I became the chair of it. Along with Sam Thorpe, Larry Griffith, and Peter Benedict Sr., the FIC hired Judy Healey, a foundation consultant from Minneapolis, and, together with Ed Skloot, we worked to develop a master plan. We worked for 18 months on the planning process, managing more than 25 conference calls during that time. We all worked hard and rolled out the initial plan in 1999.

We began sharing this story with larger family. There had been sporadic communication prior to this time (e.g. annual reports mailed to the family; presentations at family reunions). As we rolled out the program, we made it very public with the family and had an information meeting in New York. Later on that year, we made the



Edie Thorpe with Sharon Alpert, Libby Andrus and Kimberly Kaupe

program formal with creation of the Andrus Family Philanthropy Program and hired a staff person to run this new entity. We launched the Andrus Family Fund, added talented new family members to the Homes boards, and *Concinnity*, our family philanthropic newsletter, was developed and published. Over the next few years, we created AYSP and BETs as other ways to engage our younger generations.

When we did the planning work for AFF, we made it clear that this was not to be considered a feeder program for election to the Surdna board. Rather, we wanted to train the younger generation to go back into their home communities with these new philanthropic skills to serve in non-profit or foundation settings. While some AFF alum might possibly be future Surdna board members (and, in fact, two currently sit on the board), that was not the original intent.

### What Surdna work have you found to be the most compelling?

Working on the Surdna board has opened my eyes to issues and people and programs around the country that I never would have known about. It has been a real learning opportunity. I have loved the chance to work with smart people who happen to be my cousins. There's no family baggage; it's just a genuine joy to work with each other.

The staff members at Surdna are smart and engaged and very willing to help educate us and have us enjoy the work we do. I have been pleased to serve on several program committees, Thriving Cultures and Strong Local Economies. Both Presidents of Surdna have been wonderful, articulate mentors to me and each has put together talented staffs.

I'm very proud of the work Surdna does. I have thoroughly enjoyed the site visits I've been able to go on. It's fascinating to do with staff and board together, just great experiences outside of the board room. We consider ourselves a national foundation and do not go to bat for pet projects in our communities. For the most part, people respect the process and value the staff. When we do have the opportunity to do something in our own communities, we're proud to do so.

Clearly, my compelling joy has been serving on and chairing the FIC since 1998. I am SO proud of what we have accomplished, and I am confident this great work will be well served with Kelly Nowlin as its new Chair. People who have served on the FIC have contributed so much to the growth of this family program. I know it will evolve in new and interesting ways with new leadership. Our next generations are so savvy and smart. These family philanthropies will thrive under their leadership.

FIC has been my pride and joy for the past 12 years. I am proud to represent Surdna and our FIC in public. I've spoken nationally about our family engagement programs and been met with much positive response. We have a really wonderful model of family involvement. I am really, really proud of AFF, especially how the first board members moved forward with this opportunity with such enthusiasm. Now, in 2011, nearly 30 younger family members have enjoyed service on that board. It just shows us how eager and hungry they were to become involved, but we hadn't had any structure in place until 1999.

Part of the planning process over the last decade was the decision to add non-family members to the Surdna board. Serving with Nadya Shmavonian and David Grant has been a real joy, and I have learned so much from their experience. I am rather comfortable that I am leaving the board along with Nadya and David, for I can't imagine working without them! They have been amazing assets to our work.

### How do you feel about transitioning out of your very involved role with Surdna?

In recent weeks, I've had occasion to write my last "From the Chairs" article for *Concinnity* and meet with Phil Henderson when he was in town, and all of a sudden I get choked up about not serving with the new board members. It's a moment of sadness and emotion. I was supposed to go off the board three years ago, but it was extended. I'm so glad I had the three-year bonus time!

I'm ready to go and very excited and totally believe we have a deep and talented pool of young people in this family. Rotation has to be part of this. I am so excited about the future of the foundation. I'm very excited about these young people.

I am trying to craft some projects for myself to stay involved. I really would like to work more on the family website and expand the limited family archive. This family is so large that I would love to pull together the stories. I love this family, and I know all the branches and the players. I just can't imagine not continuing to stay in touch and be a resource. I'm excited and nervous, but I'm feeling just fine about this. It's time.

### Do you have any words of wisdom for future generations about the family philanthropies?

I hope to see wonderful young cousins enjoy the experience as much as I have. Surdna is the oldest large family foundation in the country and will celebrate its centennial in 2017. (I am NOT, however, volunteering to run that party, but they'd better have one!) What a tremendous source of pride for the whole Andrus clan. I hope the family IS proud of the legacy of John Andrus and the work of the various philanthropies. I encourage people who are interested to get involved, for I think that those who HAVE gotten involved have found it pretty life changing. I know that I have. This is a chance to participate in a real legacy of service, and a continuation of long-standing family values of excellence, thrift, loyalty, modesty, and generosity.

## Shari Wilson Awarded Admiral of the Chesapeake Bay



Shari Wilson

Governor Martin O'Malley has designated outgoing Maryland Department of the Environment Secretary Shari T. Wilson as "Admiral of the Chesapeake Bay" in recognition of her decades of work to protect and restore Maryland's environment. The Admiral of the Chesapeake Bay award is the highest honor the Governor can bestow on an individual for environmental contributions.

"Secretary Wilson has been an exceptional Secretary of the Environment, who led the Department in accelerating the Chesapeake Bay restoration, increasing enforcement of environmental laws, putting Maryland on a path to address climate change and promote renewable energy, among many other impressive achievements," said Governor O'Malley. "This Admiral of the Chesapeake award formally recognizes her extraordinary commitment to the Chesapeake Bay and Maryland's environment. We will miss her insightful leadership and wish her the best in the future."

Governor O'Malley presented Secretary Wilson with the award at a BayStat Cabinet meeting on November 30, 2010.

Wilson's accomplishments as Secretary of MDE include: leading development of the Chesapeake Bay Watershed Implementation Plan; implementing

the State's first-ever regulations on coal combustion byproducts; overseeing the creation of Maryland's Climate Action Plan; forging consensus that led to the adoption of a statewide law to reduce of greenhouse gas emissions 25 percent by 2020; developing and implementing of the Regional Greenhouse Gas Initiative, the Country's first carbon cap-and-trade program; upgrading controls to reduce polluted stormwater runoff; restoring a consistent baseline of environmental enforcement; and securing the Agency's two largest environmental penalties.

Prior to serving as MDE's Secretary, Wilson worked for Baltimore City in the law and planning departments and previously worked for the Department of Environment in a number of capacities, including Policy Director and manager of the superfund and brownfield cleanup programs. She also served as an assistant attorney general. Wilson recently announced she would not seek a second term as Secretary of the Department.

The Admiral of the Chesapeake Bay is awarded by Maryland's Governor to those who have demonstrated and extraordinary commitment to the conservation and restoration of the Chesapeake Bay, its surrounding landscapes, and the life that inhabits them.

## Mexicue Expands Its Reach



Thomas Kelly

Fifth-generation cousin Thomas Kelly has found culinary success in street food that twists Mexican and barbecue into one spicy, delicious style he calls Mexicue. He first worked in two professional kitchens in Manhattan doing pastry as an introduction to professional cooking. "I was working in the kitchen because I love food and wanted to explore that passion. One of the things I learned was that I didn't want to be in the kitchen of a fine dining restaurant. The lifestyle choice is too much," explains the newly married Thomas.

He and his business partner started thinking about alternative restaurant concepts. Those discussions led to the idea to open their first food truck in July 2010 and a catering business right after that. They've been busy, too, with a second truck hitting the streets this summer and two, small, grab-and-go dining spots opening this summer in Chelsea (345 Seventh Avenue) and the

Lower East Side (106 Forsythe). Both restaurants will have seating for about twenty patrons.

The concept for Mexicue, Thomas explains, "is what I like to cook, creative mash ups of different foods." He gained his love for his food from his mother, Libby Andrus, and his grandmother, Marian Hayes Andrus. "Grandma was a wonderful cook. I have great memories of her food that have stuck with me for many years. She was able to do very simple food that was very elegant and flavorful, like cauliflower with burned butter." Both women turned him on to excellent cooking at a very early age.

Thomas married his wife, Kelley, who works in the fashion industry, in June 2010.

## DOERS

### Margo Earley



Margo Earley

**Margo Earley, a fourth-generation cousin who lives in Mount Hood, Oregon, has become involved with improving health-care access in a village in Nepal, after a trek she took to the country twelve years ago. It's a fascinating story of community involvement and leadership. Concinnity spoke to Margo in July 2011 to learn more.**

**Tell us about your trip to Nepal, and how it inspired you to get involved in bringing health care to a village there.**

Twelve years ago, I went on an Everest trek in Nepal with a Sierra Club group. The chief trekking guide among our Nepali staff was Bhala Kaji. He spoke some English, negotiated the arrangements for our group, had the respect and trust of both Americans and Nepali, and was endlessly patient. Working with him, was a hierarchy of about ten teenage porters, who carried our personal gear. All of these porters were from Bhala Kaji's village of Lokhim, which is at the heart of the health care program we began.

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Toward the end of the two-week trek, I noticed that one of the porters was limping. I do have a wilderness medical certification and offered to look at his foot after supper. When he came into the room, I asked him to put his foot in my lap. He was reluctant to do this because of cultural taboos against pointing one's foot or shoe at anyone, since feet are considered to be the most ritually unclean part of the body. I realized later that it must have been a measure of his trust in me that allowed him to ignore the taboo. I looked at his foot, discovered a huge blister, asked his permission to puncture it with a sterilized needle, and gave him over-size Band-aids to apply after washing his foot in the morning. Over the next couple of days, he would give me a big grin and point at his foot.

While I was examining the foot, in came Bhala Kaji, who apparently recognized the gesture of trust. He began to ask me questions about his wife's pregnancy, though I said I was not qualified to answer his questions. Instead, I asked about medical care in his village, and he replied that there was none at all, explaining that anyone needing such care had to make a long trip to Kathmandu. His village had one midwife, whom he described as "very old, 50-something, and can hardly walk." When I asked more questions, he told me that infant mortality in rural Nepal was 20-25%, and the average life expectancy in rural villages was 45. I was just blown away by the fact that there was no medical care whatsoever.

#### **What happened upon your return home?**

After I left, the wheels began to turn in my mind, even as I sat in the airport. I had grown to love these people – superbly honest, friendly, wanting to learn English to get ahead in the world. I came home and wondered what I could do for them on only our moderate income. I spoke to my neighbor, a retired cardiologist who had traveled with medical teams into developing countries. I asked if there was any way to bring medical care to people who live three days' trek from an airport and six days' trek from a clinic. He offered to use his new computer to find an organization that might sponsor me in pursuit of this goal.

He came back with several NGOs I could approach, one of them being the General Board of Global Ministries (GBGM) of the Methodist church. I remembered hearing about them in my childhood and knew they had been around for a long time. GBGM's first director of health-care programs turned out to be incompetent, and I endured three years of frustration. I had committed \$50,000 to a program that was going nowhere. Any hope of progress was disrupted further by the nine-year Maoist insurgency in Nepal, the palace massacre, and the chronic instability of any attempt at government. Many people told me to forget about this village in the middle of nowhere, and direct my funds toward an established hospital or clinic.

I resisted all these voices insisting I should forget my friends in Lokhim. During this time, however, the incompetent administration at GBGM was replaced by a very responsible married couple who were medical missionaries.

He became the director of GBGM's health-care programs and she – a doctor in her own right – was his assistant. They had overseen GBGM's outreach in India, and branched out into Nepal when they realized just how determined I was to do something meaningful there. They were willing to wait out the Maoist insurgency and keep in touch with the Lokhim community.

#### **How did the health-care program begin? What evolved from your initial effort?**

It was only a few years ago that I was able to authorize funding for an actual program in Lokhim. They began to send women from the village to Kathmandu for 12--15 months' training in basic health-care principles and practices, on the condition that they return to the village and serve as community health-care volunteers for at least a year. The training program started with two women, then more, and eventually a few men.

I had to resist appeals to build or repair structures in the village. I was willing to authorize construction of water tanks at a spring outside the village, near the only source of unpolluted water, then pipes to bring water into the village so women would no longer need to carry jugs to the spring. Within a very few years, the village had a clean water source and community health workers.

I'm told that breast cancer is very common in this area, and these workers are trained to recognize signs and symptoms of breast cancer. Some who received the initial training will be going back to Kathmandu for refresher courses.

#### **What happened next?**

The next thing the community achieved was to bring teams of doctors and assistants to staff an eye clinic and a dental clinic for a week last January. The medical team was flown to the nearest airport, then trekked on foot to Lokhim with their equipment carried by yaks. It was the first specialized medical care ever to come to this community. They spread the word by short-wave radio, volunteers walking to neighboring villages, and posting banners in central locations.

The clinics saw 616 patients in one week, of whom 48 were referred to Kathmandu for surgery. These people had never seen a doctor in their lives. Now the village is planning another pair of clinics in September, a gynecological clinic and a second eye clinic. When one thinks of examination of the eyes and the teeth on the surface of a person's body, it's amazing and very forward-thinking for the men of this culture to encourage the intimate examination of their women.

They have gone through the \$50,000 I donated twelve years ago, and I pledged \$10,000 a year for the next five years. After that they are on their own and must become totally self-sufficient.

#### **How has local leadership evolved to continue these successes and generate income?**

Their own methods of income generation are part of the success story. Women formed groups for sewing and weaving, with some

help from the Nepali government in obtaining foot-powered sewing machines. They started a banking system to lend money to small start-up businesses. They are learning to network on their own. Bhala Kaji, the chief guide on my trek, is the spark plug who has sustained this dream for twelve years. He now lives in Kathmandu with his wife and children so they can have a better education, but he goes back regularly to his village and is very involved in the health-care program. He still leads treks and asks his trekkers for donations to health care.

He has obviously had to inspire other leadership in the community because he is not there all the time. I've asked him who else is working with him, but emails in English are difficult for him, and this is one of many questions that are unanswered for the time being. The income-generation programs have taken on a life of their own, and have expanded to connect villages that had been isolated for generations. Lokhim has a population of about 3000 or so. By connecting multiple villages in the area, both the health-care and income-generation programs can reach a target population of 48,000.

They still don't have a clinic building, and even with volunteer help it may be too big a project. It may be that the community health-care volunteers and the health-camp specialists are all there is for the foreseeable future.

#### **Any final thoughts about how your initial work has proceeded?**

Our son, Steve, lives in Australia, and he is planning to visit the Lokhim community with his wife, Anne, next year or the year after. Years ago, I had hoped to return, but responsibilities at home and recent problems with altitude now stand in the way. These two, though, are more than just friendly, mellow people: they are very much at home interacting with friends of all nationalities and cultures. They will represent me very well.

I am thrilled by what has happened after years of being told this place is too remote for progress of any kind. It started with the bulldog in my blood and a modest sum of money, and now I credit the local leadership with doing fantastic work. Such a commitment needs leadership and networking. I don't know all the details because of language and information barriers. But the trained health workers are doing a good job, the clinics target special needs, they are well on their way to self-sufficiency, and there is a sense of community among thousands of villagers who had lived in isolation for generations. They have come a very long way in twelve years.

## WHAT'S HAPPENING AT...

# What's Happening at AFF?

By Thomas Kelly and Hans Miller

At AFF, we think about things in terms of transitions. We've had a few significant ones this year. We're very excited about the progress we are making through funding important work for organizations assisting young people aging out of foster care programs and organizations that promote community reconciliation in areas ranging from police-youth conflicts to natural resource conservation.

First, we revived our effective tradition of getting all of our grantees together after a two-year hiatus. In August, our board, staff, grantees, and other selected learning partners convened in Detroit for two days of learning from each other. We explored challenges and successes through a variety of plenary sessions, program-specific meetings, interactive workshops, live labs, and evening events. We are always amazed that an organization working in foster care can share an idea that resonates with an organization working in a completely different field – but it happens again and again at every conference. The conference also explored ways to further use the William Bridges' Transition Framework to advance our work. As

AFF board members, the grantee conferences are something we treasure and look forward to greatly. This year, ten of our board attended the conference. In the foundation world, it's rare to have this sort of interaction with grantees. It makes us more educated and effective board members when we hear about the challenges our grantees face.

Second, we're seeing some of our seasoned board members off and welcoming some fresh faces to the table. Liz Wilson, Davis Benedict, Laurie Stavisky, and Angela Earley all rotated off of the Board in September. Each has contributed immensely to the AFF Board. They will be missed greatly. Kim Kaupe, Courtney Spensley, Julia Kelly, and Jeffrey George joined the Board. They are all extremely smart folks with impressive and varied backgrounds. We've very excited to find out what they will bring to the table and to get to know them better as family members and board colleagues.

Last but not least, as a learning board we continue to focus on challenging and long-term learning in our chosen learning field. Since our

retreat in Yonkers in September 2009, we have been exploring issues related to power and privilege and structural inequities in society, including those that revolve around race, ethnicity, and class. We continue to make progress on our effort to look at our grant-making process through a lens that acknowledges racial inequities. This effort stems from the realization that many of the organizations we serve work with diverse populations. We are working through questions about how this affects the grantor-grantee relationship and what we as a Board need to do to be most effective. We have added questions to our grant applications related to the grantee organization's staff and board and comparing that to the communities the grantee serves. Among the main benefits of this additional information is that it has raised awareness about these issues among our grantees.

We look forward to the coming year with our new Board members!

## Meet the New AFF Board Members

In September 2011, four new family members joined the board of AFF.



Jeffrey George

**Jeffrey C. George** lives in Arlington, Virginia with his wife, Melinda Griffith-George, and their two daughters, Caroline and Molly. He is a Chief Systems Architect for SAIC, where he specializes in establishing large secure data systems in the field of counter terrorism and financial fraud. With Larry Griffith as his father-in-law, it's no wonder that Jeff has had the chance to learn a lot about the Andrus family philanthropies. "I am so impressed by the Andrus family and their commitment to giving back. I feel fortunate to now be part of this strong legacy." He is most interested in the community reconciliation side of AFF, but excited to learn about both content areas. "Because I grew up in the DC area during a time of considerable change, the community reconciliation area is very interesting to me," he explained. "I look forward to seeing the impact that AFF has made in other communities and being a part of positive change going forward."



Kim Kaupe

**Kim Kaupe** graduated from University of Florida's Warrington College of Business with a degree in Business Marketing. She moved to New York City and worked at Condé Nast

Publications for three years. In January 2011, she teamed up with a business partner and founded ZinePak, a business that creates small-format magazines with music and brands. Applying for the AFF board felt like the logical next step for Kim. She has been involved with BETs since 2007 (she calls it her longest relationship!) "I wanted to take it to the next level. I was just joking around with Kelly that I've done more transitions workshops than anyone else—twice a year for the past four years. I always want to sit through the training. I can always pick things up." Kim looks forward to getting to know her cousins better and being hands on with different grantees. "I'm really excited to make new connections and learn as much as I can. I look forward to the future of the AFF board."



Julia Kelly

**Julia Kelly** graduated from Trinity College in Hartford with a degree in English and French. She moved to New York City and began a career in publishing, working at many magazines. In 2009, Julia and her sister, Megan, travelled to Morocco for a year to travel and work. Now back in New York City, Julia works as a writer for a travel company and follows her passion for theater and acting. "Surdna has been a part of my life as far back as I can remember. I remember my mom speaking about it and going to New York when I was a child. As we got older, she explained what it was and encouraged us to investigate our involvement when we were ready. She always emphasized

that with this opportunity comes a great commitment so we had to be ready." Her brother, Thomas Kelly, joined the board before she did, so she had the chance to learn about his experience. "He's been really excited about it and became close to his cousins, one of the wonderful perks of these boards." Julia is looking forward to leaning more about the grant areas and the transitions framework.



Courtney Spensley

**Courtney Bourne Spensley** has undergraduate and graduate degrees in psychology and is currently completing science courses with the intention of applying to medical school.

She has also worked for Planned Parenthood for four years. She has volunteered as a mentor to child victims of sexual abuse and neglect and taken calls for the National Suicide Prevention Lifeline. She and her husband, Gregory Korchnak, recently moved to Louisville, Kentucky. Courtney was a member of BETs III and "had a really good time getting to know cousins and learning about the AFF board." Like her fellow new board members, Courtney finds "the public service aspect of AFF and the chance to get to know other cousins appealing. I'm excited to learn more and get the younger cousins in my branch involved as they get older," she explains. She is especially interested in the community reconciliation area as it "is always being re-defined, and I'm curious how the transitions framework fits in with it."



# Bidding Farewell to Four AFF Board Members

After many years of service, four Andrus Family Fund board members—Davis Benedict, Angela Earley, Laurie Stavisky, and Liz Wilson—rotated off of the board in September. They each shared their thoughts and reflections about leaving the board with *Concinnity*.



Davis Benedict

**Davis Benedict joined the AFF board in 2005 and served as Chair from 2008-2010.**

**What drew you to joining the AFF board?**

Ever since I have known Peter Benedict, my husband, I have heard discussions of the amazing communities and programs Surdna supports around the country. As an educator and life-long learner, when AFF was created to give the younger generations the opportunity to learn more about philanthropy and family, I jumped at the opportunity to apply. I was intrigued by the idea of the transitions model and looked forward to learning more about the program areas.

**What were some of your most memorable experiences?**

In every meeting, I had several takeaways. I particularly loved hearing from the grantees at the meetings. This gave me the opportunity to learn details directly from the organizations we were funding. For example, at our most recent meeting, we had the chance to hear from a grantee that AFF had been supporting since 2008. The opportunity to hear firsthand from three representatives working with this organization reaffirmed AFF's beliefs that working deeply with organizations can produce meaningful outcomes and by paying attention to transitions, organizations can create greater social change. I am also extremely proud of the work we accomplished during our 2009 retreat. During this two-day retreat, we stopped and paid attention to our own transitions.

**Words of wisdom for the incoming board?**

Take advantage of all the learning opportunities AFF affords you. Follow a new passion and learn as much as you can. Then take what you learn and use it within your own community. The staff and your fellow board members are incredibly knowledgeable; take advantage of this.

**What was your experience in philanthropy and the two grant making areas before joining AFF? How was the learning process (about the topics and transitions) for you?**

Before joining AFF, I was a CASA (Court Appointed Special Advocate) volunteer and had been working with children in the foster care system. I had very little knowledge of community reconciliation, yet as the years passed this is the area with which I have been most intrigued. While I had read Bill Bridges' book, *Managing Transitions: Making the Most of Change*, it wasn't until I was a part of AFF that I fully understood the usefulness of this tool.

**Anything else you'd like to share?**

I am extremely grateful for the opportunity to have served on AFF and appreciate all that it has afforded me over the past six years.



Angela Earley

**Angela Earley joined the AFF Board in 2005 and was Treasurer from 2006-2008.**

**What drew you to the AFF board?**

I learned about the family philanthropies from my husband, David Earley, and my brother-in-law and sister-in-law, Ken and Kate Downes. I married Dave in 2003 and was quickly impressed by the family's social and environmental awareness and activism. That's a very important part of my life, especially helping children resolve trauma and providing opportunities for them to lead healthy and productive lives. I'm a clinical social worker in private practice as a therapist, and I also do children's advocacy work. On the board, I worked in both areas—foster care and community reconciliation—and found a real connectedness between them.

**What do you think of the transitions framework?**

It was new to me until applying for the board. I read the book, talked to Ken Downes (who was on the board at the time), and he shared his insights. This framework has had a significant impact on me personally and professionally. I teach the framework to my patients and frequently utilize the online resource. The transitions language is used in our household regularly. Its efficacy has been shown in the foster care program area and will likely show the same in community reconciliation at some point in the future.

**Tell us about your experience on the board.**

I loved joining the family in philanthropy. The family and staff were so welcoming. Davis Benedict and Laurie Stavisky came on at same time as I did, so that connection was really helpful. I have been struck by our grantees ability to creatively apply the Transitions Framework to their work and really make a difference in their communities. One of our grantees, VOICES, the kids in Napa, California, was amazing. They have taken it so far beyond what anyone would have expected them to do. From the board meetings to the grantee conferences, the breadth and depth of what I had the opportunity to learn and experience will remain with me for a lifetime.

**Anything else you'd like to share?**

One of the things I loved was getting to know so many other family members. This family is amazing. I also cannot thank Kelly, Jill, and Ingrid enough for their organization, leadership, and insight. I will really miss everyone!



Laurie Stavisky

**Laurie Stavisky joined the AFF Board in 2005 and served as Chair from 2010-2011.**

**What drew you to the AFF board?**

I rotated on in 2005. It was a big deal, for it was the first rotation the board experienced since its inception. Davis, Angela, and I could feel the deep connection the founding members had for one another. Watching my sister Kelly's involvement on the

board, and the reward she found in the work intrigued me. Kelly and my aunt, Edie Thorpe, were instrumental in encouraging me to apply. I had always followed the work, but didn't think I could tackle it because I had no experience in organized philanthropy. I was often reminded that AFF was (and is) a true learning board. I am so glad I went for it!

**What were some of your memorable experiences?**

Given that I had no experience in the philanthropic process, it's fascinating to me the knowledge I now have and the lens in which I view grant making. I have learned so much about the inner workings of philanthropy under Kelly's leadership and the remarkable power of the Transitions Framework as it applies to our work. The AFF Board and staff are constantly reflecting, refining, and evaluating our social change efforts. It's been amazing to see the progression over the years. People recognize that the Transitions Framework has been vital to creating change that is sustainable. I have so many memorable experiences and have been a part of many Board rotations. I loved the opportunity to listen, learn from, and lead fellow Board members. Different perspectives, experiences, and styles give way to memorable group dynamics. Watching the ebb and flow has been fascinating. Our Board retreat was an experience I will never forget. Kelly is a remarkable leader and mentor. Undoubtedly, he has made my AFF experience one of the most treasured times in my adult life.

**What will you miss the most?**

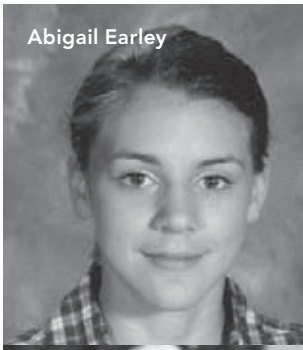
So much! It's been a privilege to serve on this Board. I felt such a reward meeting grantees and listening to their stories. I'll miss that connection. I couldn't wait for our quarterly meetings. It afforded me the opportunity to break free from my daily life and immerse myself in AFF's mission. I have been a part of something big and have watched incredible change happen in communities around the country. I'll miss that involvement. I will also miss the connection with my extended family. I'll miss Kelly, Ingrid, and Jill a great deal. I feel very fortunate to have been under their (and Sabena's!) direction and leadership for the past six years.

**Words of wisdom for incoming board members?**

Be open and direct during meetings and feel comfortable having a voice. Know there are people with different styles of communicating and contributing and have respect for one another. That is critical to a board's success. It's easy to sit back, but immerse yourself. Attend grantee conferences and site visits, and learn as much as you can from the staff, for they are the backbone of AFF's success! Feel confident to engage fully. Ask questions and be a part of the process. You will feel the inherent reward.

**Continued on Page 12**

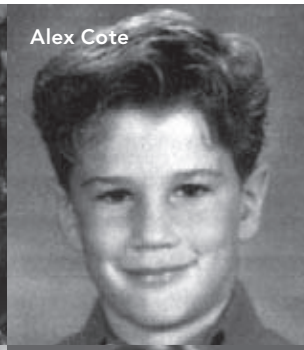
# Ten Years of Andrus Family Philanthropy Involvement



Abigail Earley



Aedin Wright



Alex Cote



Alice Andrus



Alison Pakradooni



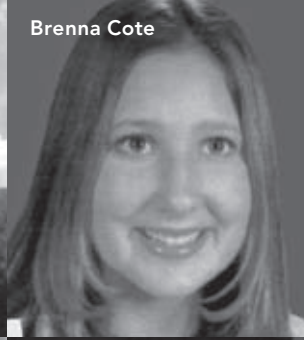
Amara Andrus



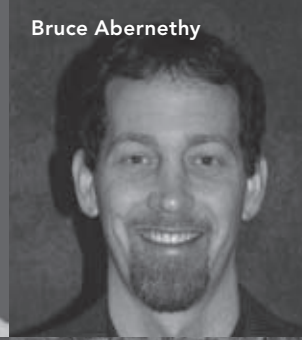
Betsy Jasper



Bob Hedlund



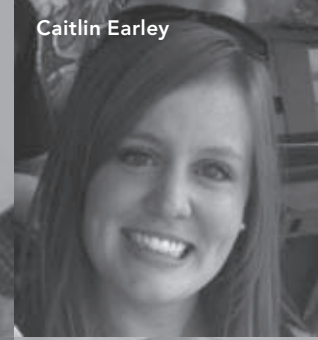
Brenna Cote



Bruce Abernethy



Caitlin Boger-Hawkins



Caitlin Earley



Chad Spensley



Chelsea Spensley



Chris Spensley



Christine Earley Strickland



Christine Spensley



Christopher Gilbert



Edith Thorpe



Elizabeth Wilson



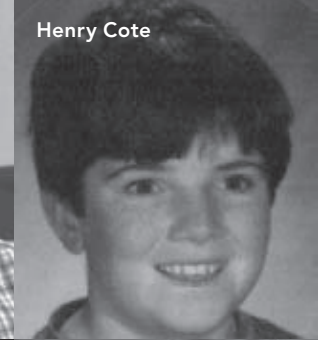
Fred Moon



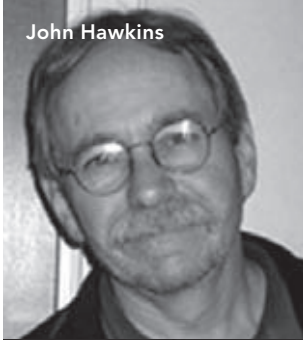
Ham Pakradooni



Hans Miller



Henry Cote



John Hawkins



Jonathan Cote



Josephine Lowman



Julia Kelly



Julia Voorhees



Julie Andrus



Kit Davenport



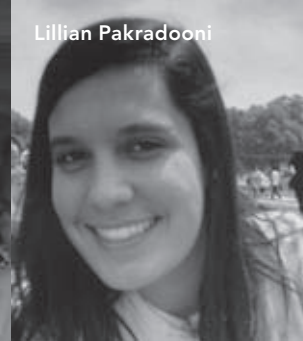
Laurie Stavisky



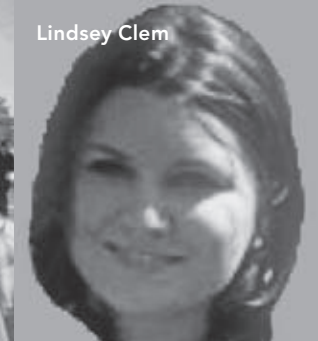
Lawrence Griffith



Libby Andrus



Lillian Pakradooni



Lindsey Clem



Megan Kelly



Meghan Thorpe



Melinda George



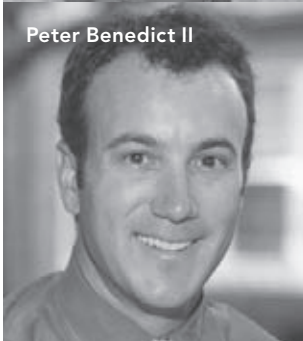
Michael Klass



Michael Pakradooni



Michael Spensley



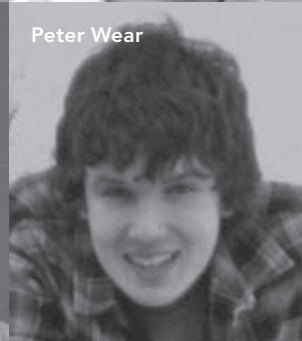
Peter Benedict II



Peter Benedict Sr



Peter Voorhees



Peter Wear



Philip Andrus



Rachel Andrus



Samantha Spensley



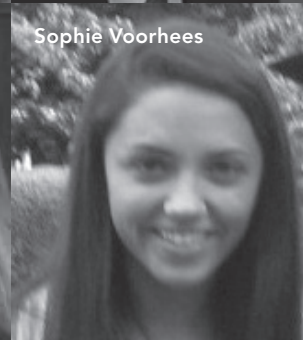
Sandy Kaupe



Shanda Lowery-Sachs



Shari Wilson



Sophie Voorhees



Stephanie Cardon



Andrew Cote

Angela Earley

Ann Williams

Annika Hawkins-Hilke

Autumn Thorpe

Beth Moon Shogren

Cale Cote

Cameron Griffith

Carol Cardon

Caroline Andrus

Caroline Earley

Carra Cote-Ackah

Cindy Boos Nordlund

Colby Andrus

Courtney Spensley

Dan Thorpe

David Earley

Davis Benedict

Jack Jasper

Jeff George

Jen Pakradooni

Jocelyn Downie

John Andrus II

John E. Andrus III

Kaitlin Spensley

Kate Downes

Katrina Voorhees

Kelly Nowlin

Kenneth Downes

Kim Kaupe

Maggie Voorhees

Mark Bradley

Mary Lowman

Mary Meador

McCain McMurray

Meg Dickey-Griffith

Molly Thorpe

Nancy Spensley

Naomi Wright

Nick Pakradooni

Pam Brill

Patrick Spensley

Richard Thorpe

Rick Boger-Hawkins

Sam Andrus

Sam Downes

Sam Jasper

Sam Thorpe

Thomas Kelly

Tim Thorpe

Tyler Pakradooni

Virginia Pakradooni

Wadsworth Williams

Zelpha Williams

Continued from Page 9



Liz Wilson

**Liz Wilson joined the AFF Board in 2004. She was Secretary from 2004-2005, Transitions Keeper from 2005-2008, and Vice President from 2008-2010.**

### What drew you to joining the AFF board?

The enthusiasm and encouragement of family members whom I'd heard talk about AFF (Cameron Griffith, Ken Downes) and my father-in-law, Larry Griffith's pride in the work of Surdna and ACC initially drew me to AFF. Also, I confess, as a mostly stay-at-home mom, with three small kids and part-time work that focused on kids as well, I was so excited for the opportunity to learn and work with other adults and do some higher-level thinking and caring!

### What were some of your most memorable experiences?

The most emotionally charged come to mind first: the transitions that happened due to tragedies like the passing of Mary and John, and then the poignant goodbyes to board members. The ceremonies we shared, to honor both the people and the endings that we were experiencing, were powerful passages.

The grantee conferences were also an incredible opportunity to animate our "board table" work. AFF does a fabulous job of advancing and innovating in both program areas by leveraging its people-power in well facilitated group process. I find the conferences so energizing. Similarly, our AFF retreat transformed our work and set us in exciting new directions with lots of challenges to pass on to the next group.

### Words of wisdom for the incoming board?

Be open to the processes that exist within the board and those that will evolve within each group's working tenure. Be patient with your learning curve. Change and transition—it's going to happen. Pay attention to transitions and see for yourself whether the framework holds some value to you personally, to the group, to the grantees. Find your balance within the group, a focus on consensus might take more time than our usual experiences allow. Remember to check in with the staff to see where they are and what is going on with them.

### How was the learning process (about the topics and transitions) for you?

The learning process was incredible for me. On the one hand it was very affirming, as the group process and transitions framework fit my working/living outlook. On the other hand, it was challenging because the program areas, grant-making procedures, the world of nonprofits, and the issues of racial equality and how to dig into them were all new to me.

### Anything else you'd like to share?

I am deeply grateful to Kelly, Jill, Ingrid, and Sabena for their excellence, commitment, care, good humor, creativity, and risk-taking. They have been stellar leaders. AFF was a life-changing opportunity that will grow with me and, I hope, many others in the future.

By Kate Downes



Site visit with Groundwork Hudson Valley. First on left, Kate Downes, HABF president; third and fourth from left: Beth Shogren and Bob Hedlund; sixth from left, Barbara Greenberg, HABF advisor; second from right, McCain McMurray.

On behalf of all of us on the HABF board (Colby Andrus, Libby Andrus, Carol Cardon, Kate Downes, Bob Hedlund, Josie Lowman, McCain McMurray, Beth Shogren, and Michael Spensley), I am delighted to provide this update on our recent activities.

### Westchester County and Yonkers

With its grants, HABF mobilizes older people into action to benefit their neighbors and neighborhoods. While HABF funds in Westchester County, the City of Yonkers is our primary focus, given that John E. Andrus earned his fortune and lived there, and served as mayor and U.S. congressman.

Today, Yonkers is a hard-working, diverse city of nearly 200,000 people, about 16 percent African-American and 35 percent Hispanic or Latino, with more than forty languages spoken in its elementary schools. One of the challenges facing the City (and the nation) is the epidemic of obesity. A July 2011 report, *F as in Fat: How Obesity Threatens America's Future*, written by Trust for America's Health and funded by the Robert Wood Johnson Foundation, indicates that two-thirds of all Americans are obese or overweight, with rates of obesity higher among African-American, Latino, low-income, and less-educated communities. To successfully treat overweight and obesity, people must make changes in their lifestyles, adding more aerobic activity and improved nutrition.

### Communities for All Ages

As part of the 29-community Communities for All Ages national network, ([communitiesforallages.org](http://communitiesforallages.org)), funded by the Kellogg Foundation and spearheaded by The Intergenerational Center at Temple University, HABF funds four Westchester communities: New Rochelle, Peekskill, Port Chester, and Yonkers. Each community gathered a team comprised of people of all ages. The teams assessed their community's opportunities and challenges and designed a plan of action. The mission of the Yonkers Communities for All Ages team is to create a healthier Yonkers by infusing into the neighborhoods information about healthy eating, accessible and affordable fresh foods, and opportunities for exercise.

Yonkers' plan of action includes the Yonkers on the Move walking campaign sponsored by HABF grantee, 55 Plus Yonkers Connections ([55plusyonkers.org](http://55plusyonkers.org)). Older volunteers organize weekly group walks, which offer people a way to get out and exercise, as well as to socialize with friends or meet new people. Rain or shine, each of more than a dozen walks each month attracts 10 to 50 people of all ages. Some groups have names (like the Sunrise Strollers, who meet at 5:30 am, twice a month, along the Hudson River waterfront). Some walk around school tracks, while others explore paths in local parks and nature preserves. To get fresh fruits and vegetables to older adults, HABF grantee Groundwork Hudson Valley delivers produce from its sustain-

able gardens on the Science Barge ([groundworkhv.org](http://groundworkhv.org)) to grandparents raising grandchildren who participate in the Kinship Care Center at Family Services of Yonkers. Grandparents and grandchildren work in vegetable gardens at community garden plots—planting, tending, and harvesting their own fresh produce with on-site help from Groundwork. At the YWCA, YMCA, and Iglesia San Andres Episcopal church, teens and older adults learn about healthy foods in English/Spanish and prepare and enjoy meals together.

Ironically, while two-thirds of us are overweight or obese, six million Americans over 60 (over 11 percent of all older Americans) suffer some form of food insecurity. Making ends meet can mean choosing between buying medications or food, or eating less-expensive processed and fast foods. Some older adults have limited mobility and cannot travel to a grocery store or navigate the long aisles. In Westchester, soup kitchens and food pantries are overwhelmed. An estimated 200,000 Westchester residents are hungry or at risk of hunger; nearly half are older adults, and about a third are children. A task force of older adults from 55 Plus Yonkers is hosting an October 2011 community-wide event to raise funds for Yonkers' 15 soup kitchens and food pantries.

### Other News

Ken Downes (Kate's husband and past board member of the Andrus Family Fund) was the Fall 2010 keynote speaker at one of HABF's twice-a-year educational and networking meetings of grantees. Ken, an expert in transition management, taught nearly 100 representatives of HABF grantees and other community nonprofits about ways to proactively manage the impact of change within their organizations, in their work with clients, and in their personal lives. Given the economic tumult of the past several years in the nonprofit sector, our grantees and other colleagues were attentive and ready to put this good information into practice.

On other more internal HABF affairs, we have a new and much improved website—the design by board member, Bob Hedland, and content by our foundation advisor, Barbara Greenberg. Check it out! <http://foundationcenter.org/grant-maker/benedict>

Also, in October, the HABF board will retreat to Tarrytown, New York, for a full day of reviewing our mission, grantmaking, and governance. Our facilitator is Judy Healey, who knows the Andrus family through her past work with Surdna and the Andrus Family Fund. We are excited to look back on our ten years of grantmaking experience and consider how to best move forward.

If you find yourself in Yonkers, please let us know! We would be pleased to introduce you to our grantees and the many older adults taking action to benefit their neighbors and neighborhoods.



A Yonkers on the Move walking group in Tibbetts Brook Park. Fourth from left, Brunilde Fernandez, volunteer coordinator of 55 Plus walking campaign.

## Andrus on Hudson

By McCain McMurray



Birds-eye view of AOH, looking toward the front entrance.

On the facilities side, Andrus on Hudson (AOH) is in the middle of several projects. The first is finishing up a huge project to stabilize the exterior envelope of the building. This is the first major renovation in around 60 years—a testament to the builder of AOH, Helen Andrus Benedict, and her commitment to quality. “She was a woman ahead of her time” is the way Betsy Biddle, the Executive Director at AOH, characterizes her.

The two main areas of the exterior work were the roof and the masonry. All of the existing slate roofing was removed and new asphalt-shingle roofing with a 50-year warranty was installed. At the same time, approximately seventy-five percent of the masonry joints were raked out and re-pointed to seal the exterior masonry walls.

The third area to be addressed was the wonderful terraces on each floor at the end of each wing. These were leaking and the railings did not meet current codes. New flooring and new railings updated those and made them more usable. We also did extensive repairs to the setbacks on the fifth floor. (We call them catwalks but they are actually roofs over the floor below). These were leaking down into the rooms on the fourth floor and needed new waterproofing membranes as well as repairs to the masonry parapets surrounding them.

One of the hidden jewels of the building is the solarium on the top of the building. The windows and doors will be replaced and the terraces just outside of the solarium will be sealed and tiled to make that space available to residents and family. The views of the Hudson River and New York City from there are wonderful. The exterior envelope project began in the fall of 2010 and wrapped up during the summer of 2011.



View of the front entry with scaffolding for masonry repair during the fall of 2010.

The second major project will be adding sprinklers to the building. Sprinklers were not required when the building was built. In 2008, the federal government’s Centers for Medicare and Medicaid Services (CMS) required that all Long-Term Care Facilities be equipped with an automatic sprinkler system by August 2013. This involves putting sprinkler heads in every occupied space in the building. The challenging part of this project is finding places to run the sprinkler piping up from the ground level and along corridors or in the ceiling to supply those sprinkler heads. The building will be fully occupied during this work, so residents will have to be temporarily relocated and staff will have to work closely with the contractors doing the work. We spent a lot of time figuring out how to thread these pipes through walls and ceilings to take up as little space as possible and be as unobtrusive as possible. We are currently having the work priced.

The third major project is adding a chapel to the building, funded by Peter Benedict. We plan to locate it just off the main reception area over one of the outside terraces. We are in the early stages of planning this wonderful new addition and very excited about having this special place at AOH. Beth Shogren, Bob Hedlund, Bob Cadoux and McCain McMurray are the board members working with Betsy Biddle and her capable staff to guide these projects.



Beth Shogren and McCain McMurray on the roof of AOH during the re-roofing in the fall of 2010.

## AOH-HABF New Board Members



Bob Hedlund

Bob Hedlund joined the boards of Andrus on Hudson and the Helen Andrus Benedict Foundation in February 2010. Bob had been active in his community as a children’s sports coach and was looking to do more. He is honored to have the opportunity to serve a new community by joining these boards. A software developer by profession, Bob has also helped with the AFPP and HABF websites in the past. “The best part of these boards is realizing you can make a difference. Your input matters, and you should take the tradition seriously. Family members are very welcoming and respectful. When we have honest questions, they’re greeted in a nice manner. We can effect change and make sure things are going the way they should.” Bob recommends all family members make the time to visit AOH and see the magnificent property. “As a board member, my goal is to ensure that HABF and AOH are able to continue to do their generous work for generations to come. Every generation has an opportunity and a responsibility to be a part of the running of these great philanthropies. Hopefully, we will allow our children to experience this.” Bob’s wife, Anne, is Peter Benedict Sr.’s daughter, and they live in Boulder, Colorado with their two school-age children, Grace and Henry.



Beth Moon Shogren

Beth Shogren joined the board of Andrus on Hudson and the Helen Andrus Benedict Foundation in 2009. Her father, Fred Moon, and grandmother, Julia Andrus Moon Aubry, were on the board before her. “My dad was on the board, and he talked about the mission of the home and of HABF, and I thought it was so compelling. Our population is aging so much that I thought it was a really terrific opportunity to get involved with what the family does. This is a really exciting time to think about the future for elder care. It used to be just nursing homes. Now there’s a lot of innovation in the field. The partnership of AOH and HABF is unique, and we can be at the cutting edge of new ideas.” Beth’s professional background is in construction project management. She is currently the Manager of Operations for the Minneapolis Downtown Improvement District, a nonprofit whose mission is to make downtown Minneapolis a more vibrant and welcoming place. Her expertise comes in handy for her role on the Buildings Committee, which has been very active recently with all of the ongoing renovations at AOH. She lives in Minneapolis with her husband, Mike Shogren, and three sons, Bobby, Nat, and Billy.

# JDAM

By Ham Pakradooni and Nancy Spensley

When John Andrus originally conceived of the “City of Orphans” that would become the memorial to Julia Maria Bourne Dyckman, he surely never imagined that his story, and hers, would resonate so deeply with succeeding generations. When those of us who are entrusted with preserving the Memorial tell the story to relatives and other interested parties, we find they are captivated by the image of a little girl long ago walking up the steps of the farmhouse seeking – and finding – safety and sanctuary. That same farm house became Dyckman Hall, the administrative hub of a highly respected not-for-profit agency that reaches children all over Westchester County and influences care across the country and around the world. In June, we celebrated our most recent award – for “Innovative Practices” for the Sanctuary Model from the national Council on Accreditation.

You’ve read about the *Sanctuary Model*® at the Memorial for several years, but the last 12 months have truly been a banner year for our work in this field. Highlights include:

*The Sanctuary Institute* has become our version of a social enterprise venture. The revenues we earn from training other organizations are yielding modest surplus funds that we have reinvested in the services we provide for children and families.

In April, at the conclusion of our triennial review by the New York State Office of Children & Families (OCFS), the review team noted the fluency with which the children in our care spoke of how Sanctuary helps them. One reviewer, with experience in programs across the state, assured us that “ANDRUS sets the standard!”

We’re moving forward with the OCFS Commissioner’s intention to train every juvenile justice facility in New York State in the *Sanctuary Model*.

Andrus has trained 30 residential treatment facilities in Pennsylvania and every domestic violence and homeless shelter in Philadelphia in the *Sanctuary Model*.

We provided training in Northern Ireland and Australia, and welcomed guests from as far away as Mumbai and Iraq. The Iraqi delegation, directed to Andrus by the federal Substance Abuse and Mental Health Services Administration, was composed of psychiatrists, social workers, and psychologists seeking Andrus’ help in developing trauma treatment for their countrymen. We are proud to say that *The Sanctuary Model* is truly changing the nature of childcare around the world.

“Family and Community Engagement” have been themes for the Andrus Children’s Center over the past year. The Strategic Plan adopted by the Board of Directors and executive leadership has emphasized building deeper connections with the family as well as with the wider communities where we provide services. We are proud to have cousins Larry Griffith,



A few of the 155 children served year round at the Orchard School on the ANDRUS campus, designated by the U.S. Department of Education as a “Blue Ribbon School of Excellence” three times in recent years.

David Earley, Ham Pakradooni, Richard Thorpe, Nancy Spensley, Mary Meador, and Christopher Gilbert (our newest member) all actively engaged with the Board of Directors. Phillip Andrus plans to return from a leave of absence shortly to bring our family contingent to eight. Rich and Ham each chair committees (Rich, Human Resources and Ham, Buildings and Grounds). We are all indebted to our ever-passionate Larry Griffith who remains a respected Director after serving as our Chairman for 28 years.

We serve on the Board along with an impressive group of another 18 colleagues who have demonstrated extraordinary commitment to governance over many years. In May, we honored three of those loyal colleagues: A. Tappen Soper who retired after 18 years of service as Treasurer, Investment Committee Chair and, for the past four years, Chairman of the Board; Director Emerita Margaret Cady and her husband John who have demonstrated strong commitment to our work for three decades; and Phyllis Hyacinthe, for 15 years of service, including Chair of Development. We are truly grateful to have such distinguished individuals believing, with us, in the power of the mission John Andrus envisioned to give hope to youth.

The history of our beginnings on the Dyckman farm has become ever more meaningful to us. In last year’s Concinnity, Liz Wilson wrote movingly about her experience of creating a labyrinth on our Campus to remember her beloved husband, John Griffith. The labyrinth is a centerpiece of an especially beautiful area of the Campus that encompasses grassy fields and stands of trees, two historic greenhouses, and enclosed garden plots. In the early years, children tended animals and crops as part of daily life. The children we serve today have very complex needs involving psychiatric conditions, learning issues, and social challenges. Non-traditional interventions, exemplified by the creative earth science and horticulture program in the Orchard School, have taken us back to our roots of the farm at the same time as they have enriched our children’s experiences as they learn basic skills. We have named this area surrounding the labyrinth “Hope Space” as a way to capture what we seek to do every day



Andrus ‘cousins’ Larry Griffith and Ham Pakradooni are two of the seven Andrus descendants currently serving on the ANDRUS Board of Directors.

for the children and families who need us.

In April, our surrounding River Towns communities had a perfect opportunity to demonstrate their appreciation for our work with children and families when Hope Space at Andrus was the beneficiary at the annual gala of the Thursday Club. Founded in 1921, in the same era as the Memorial was taking form, the Thursday Club is a group of civically engaged women “...committed to the belief that friends working together with focus and compassion can improve the world around them.” The proceeds from the well-attended gala have been invested in Hope Space. We will rehabilitate the greenhouses, lay new garden beds and cold frames, and install a mall tree farm to grow replacements for aging trees. We have even added a chicken coop with a small flock of Rhode Island Reds tended by the boys in Foster Hall!

Our history has become more accessible since the spring when staff converted the breezeway in Dyckman Hall to a small museum featuring display cases with memorabilia from the family and the Memorial. John Andrus’ snap brim top hat, an exquisite sample of Julia’s childhood embroidery, a polished wooden apple box from the farm, and a ledger describing daily activities of children are samples of the treasures on display.

In a gesture to our namesake, two recognition opportunities to thank staff members for duty above and beyond have been instituted. The “Julia Bar,” a Hershey’s Bar rewrapped in paper with a portrait of Julia, is a special treat awarded by supervisors to staff who go above and beyond while the “Julia Award” is a quarterly agency-wide recognition for a staff member nominated by peers. These awards reflect the importance of the family legacy to everyone associated with the Memorial.

In 2013, we will observe 85 years of tending the legacy of John Andrus. Stay tuned for news of celebratory events. But don’t wait until 2013 to visit, meet our staff—especially President and CEO Nancy Woodruff Ment and Executive Vice-President and COO Brian Farragher—and learn first hand why our family should be so proud of the contributions associated with our name.

## JDAM New Board Members



Mary Meador

Mary Meador, M.D. joined the board of the Andrus Children's Center and the Julia Dyckman Andrus Memorial in 2010. She credits her husband, Bruce Abernethy, with inspiring her to join. "He does so much and serves on so many boards. This is my first big board. It felt to me like it would be a real opportunity to give by serving on a board which has a big impact on the community but also a good opportunity for me to learn about how boards work and learn from the variety of people on the board. It's a way that I can learn, grow, and give at the same time. At this point in my career and with older kids, I am in a place where I feel like can do more. This coincides with my desire to make more of an impact than the small group or individual impacts I make in my practice right now." Mary is a family practice physician who has been in private psychotherapy practice since 2002. "The Sanctuary Model parallels my own philosophy and efforts in the teaching and the work I do with people." She and her husband live in Bend, Oregon and have two teenage daughters, Naomi and Aedin.



Christopher Gilbert

Christopher Gilbert joined the board of the Andrus Children's Center and the Julia Dyckman Andrus Memorial last year. His grandmother, Julia Andrus Moon, was the granddaughter of John Andrus. She was raised in the house on the Children's Center campus where the main office is now housed. Growing up, Christopher heard about the center from his grandmother's involvement on the board and from his uncle, Fred Moon, who was also on the board. "My grandmother got me interested in this history of my family." With a background in human resources and organizational development, Christopher has worked in complementary healthcare since 1995. As a father of a young child and a healthcare professional, he finds the work of the Center compelling. "I like the Sanctuary Model because I deal with many types of trauma and mental illness in my work." Christopher lives in Portland, Oregon with his wife, Paula Gilbert, and son, Ryan Moon Gilbert.



Nancy Spensley

Nancy Spensley joined the boards of the Andrus Children's Center and the Julia Dyckman Andrus Memorial in 2009. She credits her husband, Michael Spensley (whose mother, Margaret, was a granddaughter of John Andrus), with sparking her interest. With a professional background in teaching and special education, serving these boards suits her expertise and interests. "It's wonderful. The board is an impressive group of people, all very dedicated, with a lot of long-time board members who are very involved in the community. I recognized that right away. It's also near and dear to my heart with a special education school on campus. I know what it is like to work in that environment and the energy it takes. They do so much more. I'm extremely honored to be sitting on these boards and hope I can contribute in any way possible." She and her husband live in Gurnee, Illinois. They have three adult daughters, Alison, Courtney (a former AYSP participant and new AFF board member), and Chelsea (a former AYSP participant).

Continued from cover



Laurie Stavisky and Kelly Nowlin

of people and their values, experiences, and memories.

There are so many stories about Edie to pass along. Some are not appropriate to be put in print, but others get told over and over again, conjuring up the same responses of belly laughter and pride. One of our favorites is when Aunt Edie arranged one Halloween to be picked up by the school bus of her son, Danny, when he was five. Edie said goodbye to Dan that morning, then raced in her car to another part of the bus route. A quick change of clothes, a wig and a fistful of gum in her mouth, she transformed herself into a punk rocker, complete with fishnet stockings, a leather mini skirt, black nail polish and lipstick, and chains around her waist! Even Danny didn't recognize her as she found herself a seat and rode with them to school. If it's not her own children, it's ours. Since the

day our children were born, Edie has taken to sending the loudest, most obnoxious toys as Christmas presents each year. One year it was the toy electric guitar. Then the toy drum set and Barbie pinball machine. Then, the all-time worst...the talking toy grill with a twisting ketchup and mustard bottle attached that NEVER stopped making noise. It was finally launched into never, never land, not to be heard from again.

We would be remiss if we didn't mention an important legacy Edie continues to share with the younger generations of the family...her ability to touch her tongue to her nose. There are few in the Davenport family who have this skill, but those that do know how lucky they are to be a part of the Edie tongue-to-nose club! Just ask Wink, Dan, Kelly, and Jake. Any others of you out there? Send Edie a photo to prove it and you'll become an official member!

Edie has a way to make you feel truly happy: to make you laugh with such force that your tummy aches, to make you feel connected to her, the extended family, and the Andrus philanthropies. She has given us so many gifts from the heart, and we are better people because of them. She emulates the creed her mother, our grandmother, so proudly lived by, not just by her philanthropic devotion, but because of the person she is, inside and out. She motivates you to want to live a life "greater than yourself."

As Edie stated in her eulogy to her mother, "I am honored, grateful, and proud to be my mother's daughter." Auntie Edes, as your nieces, we feel the same about you.

Surdna is nearly 100 years old – and as such, it occupies a very unique place in American family philanthropy.

The following essay appears at the beginning of the 2010 Surdna Foundation annual report, published earlier this year and available on the Surdna website ([www.surdna.org](http://www.surdna.org)). It is an exceptional statement on both our important philanthropic work and the family values and devotion that undergird that work. Read, enjoy, be proud! - Edie Thorpe

**By Phillip W. Henderson  
and Josephine B. Lowman**

To get a better understanding of just where the Surdna Foundation sits in the world of family philanthropy, we reached out to Ginny Esposito, the executive director of the National Center on Family Philanthropy. What we heard back was startling. Ginny said that, so far as she could tell, of the foundations established in 1917 or before, Surdna is the third largest, behind the Carnegie Corporation and the Rockefeller Foundation. Of those three institutions, Surdna is the only one that continues to be governed by a majority family board. Yes, there are larger family foundations and older ones, but Surdna's unique combination of both size and longevity is noteworthy.

We at Surdna are proud to be family institution, and we are proud to demonstrate that such institutions, contrary to the conventional wisdom that we encounter across the field, can and do achieve excellence. We strive to be a world class foundation, not just a world class family foundation. We have learned how to harness the tremendous power brought to the institution by the ardent commitment of our board members, who embody the passion of our founder John E. Andrus and the 400+ living Andrus family members for the work of creating positive social change.

Over the past three years, we have sharpened Surdna's focus and retooled our programs in an effort to position the foundation to face-down this generation's social challenges. In doing this work, we took the time to re-examine the core values of the foundation, values that were written down at our founding in 1917, indeed principles that animate the Andrus family to this day: thrift, modesty, loyalty, and compassion.

The new programs that emerged from our work to develop a new mission statement—Thriving Cultures, Sustainable Environments, and Strong Local Economies—were launched a little over a year ago and are now hitting their stride. In the past year, we have made major investments in the green economy and green jobs, supported efforts to make existing buildings more energy efficient, assisted communities and policymakers in their efforts to build better and more efficient transit systems, and fostered talented young artists who are critical next generation leaders in their communities. In addition to these ongoing efforts, we have been energized by the exploration and grant-making our programs are doing in new areas for the foundation, including facilitating the

role that artists play as social change agents in their communities, investing in community-driven design efforts to make the places of community more attractive and livable, ensuring that models of fostering inner city and urban entrepreneurship are being developed and shared among communities, and building bridges between the economic development community and the job training community. Building on this exciting work in our grant-making fields, we are now focused on what we want Surdna to achieve in the coming five years and what tools we need to facilitate sustained excellent grantmaking and program work. At its core this vision is about achieving the promise of our mission to foster just and sustainable communities.

This includes work at the national level to ensure that sustainability is the byword among federal officials and to ensure that national policymaking truly enables efforts locally, regionally, and nationally to instill sustainability in our communities. This means making sure that new transportation funding leans ever more strongly in the direction of trains, busses, light rail, bike lanes and other non-automobile centric transportation systems. This also means making sure the efforts underway led by the Housing and Urban Development department to fund creative sustainability work in communities across the United States become part of the core work of the federal government rather than experiments that are the first items to be jettisoned when budgetary pressure grows. And it means ensuring that we are truly linking the growth of our metropolitan regions with the growth of the poor inner city neighborhoods at their core, insisting that people in these places don't get left behind as the region around them grows and flourishes.

We are excited about the work ahead of us. Issues of fairness, of social justice, of creating more sustainable communities, of service to others run deep through the history of the Andrus family and provide constant guidance to the foundation as we adapt to the challenges that lie ahead. We are proud to be a family foundation, because we believe the unique strengths of a family foundation—the commitment, the deeply felt values, the strength of the bonds of family and community—have allowed this foundation to reach for excellence. What we have set out to do, helping the development of just and sustainable communities across the U.S., is no small task, but we remain committed to excellence in our work and committed to the idea that a family foundation can do remarkable things.

## Surdna's Thriving Cultures Program Director Plans Transition



Ellen Rudolph

After 17 years of exceptional leadership, Ellen B. Rudolph has decided to leave her position as Program Director of the Surdna Foundation's Thriving Cultures Program on September 30, 2011. Over the next year, Ellen will assist Surdna with a leadership transition and manage three specific assignments related to the future development of the Strategic National Arts Alumni Project (SNAAP), the Surdna Arts Teachers Fellowship program (SATF), and an early assessment of the Foundation's initial grantmaking in Community Driven Design. In addition to that work, Ellen looks forward to working independently in support of the fields and organizations to which she has devoted her career. "I will be leaving full-time work in September. It's a wonderful transition," explained Ellen. "I feel very happy and proud about how the Thriving Cultures board and staff have built the work, and it seems like the right time."

Ellen began working for the Surdna Foundation in 1994 as a consultant assigned to develop an arts grantmaking initiative. In 1997, she was asked to join the staff full-time to direct the new Arts Program. Over her 17 years, Ellen directed more than \$70 million in grants from Surdna, primarily in support of teens' access to intensive opportunities for their artistic development. During her tenure, Ellen conceived and directed the development of a number of important national initiatives, including the Talented Students in the Arts Initiative (TSAI) – built with the Doris Duke Charitable Foundation, SATF, and SNAAP. Since 2008, Ellen has overseen the transformation of the Arts Program into the Thriving Cultures Program, broadening the portfolio to embrace new cultural work in community driven design, social action, and economic development.

Ellen describes Surdna as a great place "to act with others on what you really believe in. The combination of a strong, talented, and completely committed board and staff is really unusual. Colleagues are impressed by the seriousness and commitment of the board when we go on site visits in the field. Surdna is a very productive and supportive place to work."

Surdna Foundation President Phillip Henderson said, "We have been lucky to have had Ellen's leadership at the Foundation for such an extended period. The depth of her career in



the arts is truly impressive, and Surdna has benefited enormously from the breadth of her experience in the field. We will miss her wise contributions to our work."

Prior to joining the Surdna Foundation, Ellen's prior positions included Executive Director of the Cultural Education Collaborative in MA, Executive Director of the Off Broadway Alliance -OOBA (now called ART/NY), and high school and college arts teacher. She has provided strategic advice and directed projects as a consultant to a range of cultural institutions, schools and colleges, foundations, and education and national cultural policy agencies.

Ellen was recently able to visit John Andrus in Minneapolis. "In June, I was able to arrange some site visits in Minneapolis, so I could visit with John Andrus. He was the first person I flew to Minneapolis to see when I first joined Surdna. He gave me good advice on my first trip, and 17 years later, was just as helpful now. He's kept up with the work we've been doing all these years. It was a joy to speak with him and say thank you. He continues to be a wise and generous counselor at almost 102." Ellen's work at Surdna has helped her create close relationships with many family members. "It's been a pleasure working with the extended family. They are very engaged and thoughtful about the work. Their children are often in touch with us as well about their work that is connected to Thriving Cultures work we're doing. I hope my personal and institutional connections continue beyond my departure. I feel particular gratitude to Libby Andrus, who helped us create and build the Arts – now Thriving Cultures – Program, and to Jocelyn Downie, who so brilliantly has followed Libby in its leadership."

## Meet the New Program Director of Sustainable Environments



Michelle Knapik

**Michelle Knapik** joined the Surdna Foundation as the Program Director of Sustainable Environments in July 2011, after six years as the Environment Program Director at the Geraldine R. Dodge Foundation in New Jersey. In that role, she developed innovative grantmaking strategies to support sustainable community solutions, in close partnership with grantees, civic and business leaders, and funding colleagues in the region. While at Dodge, Ms. Knapik also worked closely with the Foundation's Arts and Culture program, funding projects at the intersection of the environment, culture, and New Jersey's creative economy.

Not surprisingly, Michelle learned a lot about Surdna from departing Surdna board member, David Grant, whom she worked with at Dodge. She was excited to join Surdna "to work through a lens of social justice. I have been someone who looked at social change through every entry point possible, from the outside in with Greenpeace Action, from the inside out working for the city of Philadelphia, through the lens of energy efficiency in low-wealth communities in a city position, and at the state level at Dodge. Surdna offered a way to combine all of my interests together in an organization with a national policy scope," explains Michelle.

Ms. Knapik brings a wide range of environmental experience to the Surdna Foundation. A lawyer by training, Ms. Knapik worked for eleven years in city government as the Director of Energy Policy for the City of Philadelphia's Municipal Energy Office, working on energy efficient buildings, transportation alternatives, sustainable development, and low-wealth community energy strategies. She was also a legislative aide to Philadelphia Councilwoman Happy Fernandez, working on policy related to low-income energy services. In addition to her wide experience in the environment Ms. Knapik served as an aviation structural mechanic in the U.S. Navy. Ms. Knapik did her undergraduate work at East Stroudsburg University, and earned a law degree from Temple University. Currently, she lives in Asbury Park, New Jersey, where she is a board member of the Urban Enterprise Zone, a founding board member of Second Life Bikes, and a founding member of Sustainable Asbury Park.

Michelle's first impression of Surdna is that it is a "really thoughtful learning organization. I'm

coming in at a time where the work is happening with the organizational consultant, thinking about what it means to align your mission with structure and practices. It's an opportunity to live your values."

Michelle joins the Sustainable Environments team with Helen Chin as Program Officer and Amara Foster as Program Associate.

## Meet Surdna's New Program Director for Strong Local Economies



Shawn Escoffery

**Shawn Escoffery** joined the Surdna Foundation in the fall of 2010 as the Program Director for Strong Local Economies. Prior to joining Surdna, Shawn served as the Deputy Director of the New Orleans Neighborhood Development Collaborative, a community organizing, community planning, and housing development organization.

"I knew about Surdna throughout my years in neighborhood revitalization. A colleague in New Orleans, Carrie Shea, who had worked at Surdna, suggested I look into the job. What appealed to me about the job is that it combines all of my past experiences working in the field from city and regional planning to transportation, economic development, housing, and workforce development. The job description just spoke to me. The program guidelines for Strong Local Economies addresses all of my past experience and allows me to apply my field knowledge to philanthropy," explains Shawn.

He was ready for the switch from field work to philanthropy. "With philanthropy, you're not just looking at the problems of today but rather, the challenges of today, yesterday, and tomorrow from a higher perch so you can see how issues are inter-related and impact each other. It's a great place to be."

Coming to Surdna, in particular, has allowed Shawn the chance to work with a very involved family. "It's been a joy to get to know the family

at board meetings. I love my committee and their insightful questions. It's my first time seeing the inner workings of a family foundation, and I'm impressed by how committed the family members are," he says.

Some of his other professional experience includes Director of Workforce Development at the Empower Baltimore Management Corporation in Baltimore and the New Community Corporation in Newark, New Jersey. He has served on the boards of the Louisiana Housing Alliance, California Community Builders, Scholar League, and as a Commissioner and Secretary for the Baltimore Human Services Commission. Shawn earned his graduate degree in city planning from MIT and his undergraduate degree from Rutgers University.

Shawn is from the New York area and has family here. He welcomed the opportunity to join Surdna on a personal level, too, as a return home and a chance to spend more time with his family.

Joining Shawn in Strong Local Economies as Program Associate is Gabby Dizon. The Foundation is actively searching for a Program Officer to join the team. We bid farewell to Jasmine Thomas, former Program Officer, and wish her well in her future endeavors.

## Senior Staff Team Named at Surdna



Surdna's Senior Staff Team - Marc de Venoge, Sharon Alpert and Phil Henderson

### By Edie Thorpe

Transitions at every level have continued at Surdna in the past year. President Phil Henderson, with the full support of the Board, has created a new Senior Staff Team comprised of himself, Sharon Alpert, and Marc de Venoge.

Formerly the talented Program Director of the Sustainable Environment Program, Sharon has been named to the newly created position of Senior Director for Programs and Strategy. In this role, she will work to ensure greater cohesion and collaboration across Surdna's three programs, compelled by its mission of fostering just and sustainable communities. At the same time, she will also represent the Foundation externally, working with funding and non-profit partners to advance justice and sustainability issues in U.S. communities.

Marc has been the Chief Financial Officer of Surdna for more than twenty years, effectively overseeing budget and investment policies and decision-making during that time. He is a highly valued member of the Surdna family (and knows more about our family and John E. Andrus than just about anyone on the board!) In his new role on the Senior Team, he will utilize his institutional knowledge and investment skills to ensure that the administrative, financial, and investment functions of the organization are enhancing the overall impact of Surdna's programs.

We are all excited about this talented team headed by Phil, and know that, together with the Board, the Surdna Foundation will continue to be an effective innovator and collaborator with our grantees and foundation partners.

# Surdna Foundation Elects Three New Directors

By Edie Thorpe

At its September 2011 meeting, the Surdna Foundation board elected three new directors—one Andrus family member and two non-family individuals.

Your cousin, Carra Cote-Ackah, born and raised in Tucson (she is of the Tanque Verde Ranch family!), graduated from Vanderbilt University and received master's degrees from both Duke University and the Wharton School at the University of Pennsylvania, the latter with an individualized major in non-profit management. Since 1999, she has had a productive career in the non-profit sector, most recently at the Robertson Foundation in New York, as well as serving a six-year term on the Andrus Family Fund board, including two years as its board Chair. She and her husband, Amachie, reside in Philadelphia and have two children, two-year-old Kwame and five-month-old Zuli.

Judy Belk graduated from Northwestern University and received a master's in public administration from California State University. She has worked in California governmental and educational entities, as well as several corporate giving programs (Mervyn's/Target and Levi-Strauss). Since 2002, Judy has been with Rockefeller Philanthropic Advisors and currently manages their West Coast and Midwest Operations. She has served on a number of community and national boards, including Independent Sector, the Ms. Foundation for Women, ACLU, Berkeley Repertory Theatre, and Southern California Grantmakers.

Gwen Walden is the principal in her own philanthropic advisory fund in the Los Angeles area. A graduate of George Washington University, with a master's degree in history

from Johns Hopkins University, she has been a lecturer in non-profit work at the University of Southern California and, more recently, a faculty member at The Grantmaking School at Grand Valley State University in Michigan. For a good part of her professional life, she was employed by both the California Endowment and the J. Paul Getty Trust. Gwen has published and presented at a number of philanthropic conferences and has served on the boards of Women and Philanthropy, Funders for Gay and Lesbian Issues, and on several committees of the Council on Foundations.

We welcome these three distinguished women to the Surdna family!

## Introducing the re-launch of AndrusFamilySite.org!

### What You'll Find:

- a detailed family history timeline
- an interactive family tree
- photos & videos from family members
- info on what's going on with the family philanthropies
- info on getting involved in our philanthropies
- an archive of family publications

...and much more!



Email [andrusfamilysite@gmail.com](mailto:andrusfamilysite@gmail.com) if you did not receive the invitation to join the site.

# ANDRUS FAMILY BOARD MEMBERS

## Andrus Family Fund

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Julia Kelly  
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Shanda Lowery-Sachs  
Hans Miller  
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Carol Cardon  
Kate Downes  
Bob Hedlund  
Josephine B. Lowman  
McCain McMurray  
Elizabeth Moon Shogren  
Michael S. Spensley

## Helen Andrus Benedict Foundation

Elizabeth Andrus  
Colby L. Andrus, Jr.  
Carol Cardon  
Kate Downes  
Bob Hedlund  
Josephine B. Lowman  
McCain McMurray  
Elizabeth Moon Shogren  
Michael S. Spensley

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John F. Hawkins  
Josephine B. Lowman  
Kelly Davenport Nowlin  
Nadya K. Shmavonian  
Michael S. Spensley  
Edith D. Thorpe

## Website Addresses for 5 Family Philanthropies

### Andrus Family Fund

[www.affund.org](http://www.affund.org)  
[www.transitionandsocialchange.org](http://www.transitionandsocialchange.org)

### Andrus-on-Hudson

[www.andrusonhudson.org](http://www.andrusonhudson.org)

### Helen Andrus Benedict Foundation

<http://fdncenter.org/grantmaker/benedict/>

### Julia Dyckman Andrus Memorial, Inc.

[www.andruschildren.org](http://www.andruschildren.org)

### Surdna Foundation, Inc.

[www.surdna.org](http://www.surdna.org)

## Andrus Family Philanthropy Program

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New York, New York 10017

Let us know what you think about our newsletter or submit ideas for the next issue!

**Help us update the family database. Please send your email address to us at [info@affund.org](mailto:info@affund.org).**

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McKee granddaughters Lilly (5) and Bridget (3 <sup>3</sup>/<sub>4</sub>), flanking our patriarch John E. Andrus III (102)