



CONCINNITY



A Centennial Salute

By Julia Andrus Kelly

Going out to a lunch with my grandfather is always an interesting event. My brother, sister and I cherish these meals, as Grandpa generously imparts sage advice, regales us with fascinating stories and always has us in stitches with his Rolodex of knee-slapping jokes (also known as "rousers"). The only obstacle lies in actually finishing our meal. You see,

whatever eating establishment we go to and whenever we go, our table is typically met with at least a handful of people who stop by to speak with Grandpa. I'm not exaggerating. What's more, it's not just a certain age or type who swing by. Oh no. It is everyone from young kids who want to just say hello, to friends from all generations, to various people

he's worked with in his many roles, to giggling waitresses. Plus, the comments tend to be less about the lobster bisque and more about some way my grandfather has hugely influenced this person's life. People stop by to exchange greetings with John Andrus because they genuinely adore and respect him. Sometimes lunch goes on for hours.

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FROM THE CHAIRS

By Edie Thorpe and Josie Lowman

In our humble opinion, it has been another year of wonderful growth and achievement for both the Andrus Family Philanthropy Program (AFPP) and Surdna.

Headlining everything is the 100th birthday of our terrific patriarch, John Emory Andrus III (see pictures in this issue). Decades ago, this amazing man set the bar high for family pride and participation. He has done so much to unite us, and our AFPP program is a direct result of his devotion to Andrus family history and its philanthropic entities. Our sincerest gratitude, respect, and love go out to John on his one hundred years!

We're certain that John and other family members would have been very proud of the presentation given by fifth-generationers Davis Benedict and Kelly Nowlin at the February 2009 Family Foundations Conference in Indianapolis. Together with Steve Kelban, they told the story of the development of the Andrus Family Fund to an audience of more than 75 people—the largest break-out session at the conference. So many families and family foundations are seeking ways to engage their younger generations, and Davis, Kelly, and Kelly led a very interactive and productive lesson in how our family has done so.



Along those same lines, by now you all should have received a copy of Deanne Stone's booklet, "Next Generation Leadership: Exploring Transition," a thorough recap of AFF's history to date.

We're so pleased that more than twenty-five fifth-generation members have rotated through AFF board membership, and this pattern will continue.

Our sincere thanks go to AFF board members Jennifer Pakradooni and Thomas Kelly as they work to create an enhanced Andrus family website for us all. Our gratitude also extends to a number of older cousins led by none other than John E. Andrus III who contributed lead gifts to get this project off the ground. We hope that you will all access and use this website when it's up and running!

Finally, as part of the office art project in the newly renovated Surdna space at 330 Madison



Avenue, we are creating—with the help of a professional videographer—a short video on our Andrus family and its philanthropic history. It will be available for foundation visitors and will also be posted on the new family website, so be sure to look for it.

And speaking of Surdna...

Just a word about the new office space that was mentioned above. It's FANTASTIC. The new office space was done using as much environmentally correct material as possible. The new boardroom space can actually accommodate the full Board plus the majority of the staff around the table. This makes conversations during the board meeting much easier and more productive.

The Surdna Board has spent the last year drafting and refining a new mission statement. It has been an extraordinary process, one which, though difficult at times, has given the board a huge amount of satisfaction and pride. Please look for our new mission statement on the Surdna website later this fall. The board is currently in the process of determining how the current and future work of the Foundation will be shaped given our new mission statement (see page 12.)

Last November, the Surdna board welcomed two new family members, Mike Spensley (fourth generation) and Peter Benedict II (fifth generation). To be technically correct, the board welcomed back Mike from a two-year absence. Peter had previously been a member and board chair of AFF. We continue to have openings for qualified family members. If you are interested, please contact John Hawkins (Nominating Committee Chair) at JHawkins@surdna.org or Edie Thorpe (Chair of the Family Involvement Committee) at EThorpe@surdna.org.

In the past year, we have bid goodbye to two long-time program staff at Surdna, Robert Sherman and Vanitha Venugopal. Robert, program director for the Effective Citizenry program area, left last November to work for Mercy Corps on an exciting new museum project in lower Manhattan. Vanitha, program officer for the Community Revitalization program, departed in January for the West Coast, where she became program officer at the San Francisco Foundation. A third program staff member, Vince Stehle, will be leaving Surdna this September after a ten-year record of stellar achievement directing the Nonprofit Sector Support program. All three provided outstanding service, not only to Surdna, but to our grantees. They will be missed.

From the Executive Director of AFPP & AFF

By Steve Kelban



There is always a connection between what is going on in the larger world and what goes on in our work at AFF and AFPP. This year, the connection is particularly powerful. The downturn in the economy has reduced the Surdna endowment, as it has virtually all endowments, and thus the annual allotment for AFF's grant making. But given that AFF has a double mission—to teach young family members about philanthropy at the same time as we function as a philanthropic entity—it's been a year full of opportunities to teach and to learn together as board and staff.

We have worked through the implications of managing with less. We decided to focus on a core set of current grantees whom were high performing and working squarely within our program areas and to reduce our efforts to attract and engage new grantees. Making tough choices is always a part of any grant-making effort, but this year's choices were tougher than usual. There have now been 24 cousins on the AFF board over the ten years of its existence. Each board has had its own challenges and opportunities. We owe particular appreciation to the current board for the way it stepped up to the challenges it faced with a seriousness of purpose and attention to mission that were admirable.

Ten years ago, the Family Involvement Committee (FIC) of the Surdna Foundation embarked on a bold adventure. It confronted the basic challenge every family foundation faced: how to engage the next generation in governance of its existing entities. But it didn't stop there. Its ambition was to offer opportunities across the generations for multiple ways to learn, to contribute, to participate, to serve. Deanne Stone has documented some of this in her two monographs, the second of which you should have recently received.

Concinnity is one way for the family to reflect annually on all the ways that this initial vision of the FIC has been realized. In these pages, you can read about cousins in high school and cousins in college and graduate school, each exploring his or her own interests and learning about philanthropy through AYSP and the BETs programs. You can learn more about what your cousins who are serving on the various family philanthropy boards are up to. And you will find information on our newest way to connect: the new family website that Jen Pakradooni and Thomas Kelly have brought to life, generously supported by seven family members.

One of our goals going forward is to create ever stronger mechanisms of connection and outreach. I would welcome hearing from any and all of you who would like to explore your own ways of connecting to the family and its emphasis on philanthropy and public service.

Kelby

A Centennial Salute

Continued from cover

My grandfather has made friends each and every day for 100 years. I don't think a day has gone by in which his magnetic and charming personality hasn't captured the hearts of others, which explains his current international popularity. Born in Fergus Falls, MN in 1909, he was raised in Minneapolis and was educated at The Blake School, Culver Military Academy, Wesleyan University, and The University of Minnesota Law School. He served in World War II as an artillery officer in the South Pacific. After returning in 1945, he moved back to Minneapolis and became the President of the Deep Draw Corporation. His interests and passions have extended far beyond his career. He was married to the lovely and equally charming Marion Elizabeth Haynes for 59 years and the couple raised three wonderful daughters, Libby, Julie and Katie. He's an accomplished skier and tennis player and loves to travel, taking his family on many vacations (including a particularly ambitious three month road trip throughout Europe in a Volkswagen bus, during which, I am told the girls were not exactly angels).

A devoted supporter of the Nature Conservancy, he served as Trustee and Chairman of the national board and received several national awards. My grandfather's interest in the Andrus Family at large and the philanthropies of the original donor, Johnny Emory Andrus, made an indelible imprint on our extended family, encouraging each of us to get involved in one of the many Andrus family entities. He served on the boards of the Julia Dyckman Andrus Memorial ("The Andrus Children's Home"), the John Andrus Memorial (Andrus on Hudson) and on the Surdna Foundation for many years. At his first Surdna meeting, he was voted in as a member and, at the same time, elected Chairman of the board! During his tenure, he led the foundation toward its current professional status, bringing on the first executive director and paving the way towards the selection of the initial program areas: community revitalization and the environment. He was recognized for his distinguished and lengthy service and now serves as Chairman Emeritus. At 100 years old, John Andrus still participates on the Arts Program conference calls.

As his 100th birthday approached, many different groups and individuals have wanted to show their respect and admiration. This past Labor Day weekend, ninety members of the Encampment Forest Association in Two Harbors, MN came together



“My grandfather has made friends each and every day for 100 years. I don't think a day has gone by in which his magnetic and charming personality hasn't captured the hearts of others, which explains his current international popularity.”

to celebrate his birthday, with a dinner, cake and singing. Grandpa greeted guests with his usual smile and enthusiasm, this time donning a festive "100 years!" birthday hat. Other family members in attendance included Sam Thorpe, Skid and Edie Thorpe, Libby, Katie, Julie, and granddaughter Amara Andrus. He's also being recognized at events at the Minnesota Landscape Arboretum, the Minneapolis Institute of Arts and the Marsh—where Grandpa still goes to work out with his trainer three times a week.

The grand celebration took place on the weekend of his actual 100th birthday, September 19th. The kick-off event was a small dinner of family and close friends on Saturday evening at the Woodhill Country Club in Wayzata, Minnesota. Before sitting down to a delectable meal of duck and wild rice, beef bouillon, and chocolate cake, guests perused

dozens of old pictures of Grandpa throughout his life and took photos with the Man of the Moment. After the first course, we were treated to an incredible dance performance by his daughter Katie and her dance partner, Dennis Yelkin. The dynamic duo wowed guests with a sultry Argentinean tango, a rendition of "Somewhere Over the Rainbow" and "The Chairman's Waltz". Lively toasts followed by a variety of admiring family members and friends, including John Hawkins, Skid and Edie Thorpe, his seven grandchildren, and his three adoring daughters. Grandpa's gal pals, the famous "M & M's" (starring Mary Plant, Mary Lee Dayton and Marney Brooks) really turned heads with their toe-tapping song, "Hello, Johnny!" As the evening wound down, guests raised glasses of champagne, wearing their party favor golf hats—Grandpa's signature apparel choice. The evening was really topped off when Grandpa

stepped out of his walker and danced across the floor with his daughter Libby.

The festivities did not end on Saturday night. On Sunday afternoon, 260 guests celebrated his birthday at an Open House at Woodhill. People from all walks of his life joined together to tip their hats to the guest of honor. Great old friends, family members, his many terrific caretakers, his trainers and colleagues all shook hands with John Andrus and shared stories over a glass of wine and lemon cake. Grandpa greeted everyone with his famous charm and quick wit.

It is rather difficult to sum up someone like my grandfather. So I've decided to just list some basic facts. FACT: When you ask him how he is, he usually responds with "finer than a frog's hair," or "in the pink," and he truly means it. His happiness is extremely contagious. FACT: His sartorial style is seamless, particularly around the holidays. FACT: His sense of humor is matchless and he loves making up silly nicknames for his family that tend to stick around (Thisbe, Poodie, Ol' Thomas, Datie-Bird, etc.). FACT: His exceptional generosity and love for his family and friends is unparalleled. FACT: In his 100 years on the planet, he's made it a better place for future generations to live.

I know that I speak for all of his grandchildren when I say that we were honored to be in attendance at his 100th birthday celebration and immensely proud to be his grandchildren.

VP and COO of Andrus Children's Center Wins Award

Brian Farragher, the vice president and chief operating officer of the Andrus Children's Center (Andrus) in Yonkers, was awarded the 2009 Samuel Gerson Nordlinger Child Welfare Leadership Award by the Alliance for Children and Families to honor his outstanding contribution to the child welfare field.

Brian has worked for Andrus for more than 22 years in various roles and assumed his current role of VP/COO in 2003. This award came as a huge surprise because he did not even know his colleagues had nominated him. The award was presented at the National Leadership Conference on Child Welfare Issues in Clearwater Beach, Florida in January 2009.



Brian Farragher COO, Andrus Children's Center

"It is always nice to have your work recognized, but honestly I have been very lucky to have had the opportunity to do important and innovative work at Andrus. I do not think many organizations encourage innovation. I am fortunate to be in an environment that supports and encourages staff to try new things and take some risks."

In the nomination letter for Brian, one recommender summed up the feelings

of many, "No accomplishment can be greater than Brian's dedication to changing the face of child care for children who have experienced chronic stress, trauma, and loss." Andrus has employed the Sanctuary Model, developed by Dr. Sandra Bloom, as its organization-wide, trauma-informed model. Brian saw the potential for this model and the need for residential treatment centers like Andrus to implement it. His work at Andrus has made it a national leader in the field. He has also helped implement the model at organizations around the world.

"Many of the children and families we serve have been injured prior to coming into care with us. Traumatic experiences shape the way they view and interact with the world around them. Working day in and day out with traumatized children can be very stressful. Organizations under stress can begin to look and act like the clients we are supposed to be serving; communication can break down, problems are not addressed, people begin to feel hopeless and helpless. The Sanctuary Model is our way of bolstering ourselves and our organization against the impact of repetitive stress."

His colleagues praised his work in implementing the Sanctuary Model in their nomination of him for this award. Brian holds an MSW and an MBA. He also conducts workshops and delivers presentations on topics such as childhood trauma and the reduction of restraints in treatment settings. Brian has also published work on these topics.

Surprise AFF Connections at National Conference



David and Angela Earley with San Francisco 49ers quarterback, Alex Smith.

In January 2009, David and Angela Earley attended the Alliance for Children and Families' National Leadership Conference on Child Welfare Issues in Clearwater Beach, Florida. (See related article on Brian Farragher's award at the same conference.) David attended in his role as a board member of the Andrus Children's Center. Angela, a board member of the Andrus Family Fund (AFF), attended as his guest, unaware of the serendipity that awaited her. Though she was not there in an official AFF role, Angela made two surprise AFF connections.

"We attended an evening reception before the conference. The lady across the table from us started talking about issues with her agency and program. It sounded really familiar to me. I quickly learned that her agency received funding from AFF, and I had read the grant application," explained Angela.

The next day at a luncheon, more connections happened. On stage was Alex Smith, a quarterback for the San Francisco 49ers and founder of the Alex Smith Foundation San Diego State University Guardian Scholars Program. He was answering questions about this program that assists foster youth in obtaining higher education without traditional family support. The program incorporates support at the high school and college level for a group of students to ensure they graduate high school, experience post-secondary education and have the chance to apply new skills in community organizations. The college component provides a five-year scholarship, year-round housing and extensive individual guidance and support for 10 San Diego State University students that were former foster youth.

The surprise for Angela? This program receives AFF funding, too, and Alex Smith was well-versed in the transitions framework. "He talked about transitions, and people really responded to it and asked a lot of questions."

Angela enjoyed meeting Alex and talking to him, his mom, and his assistant about AFF and transitions. "He's extremely bright and very passionate about kids and what he wants to do to help them. His mom is a social worker. We talked for a long time about the transitions framework and other ways in which we use it. He had a lot of questions about AFF because he has his own foundation that he established. He asked plenty of family philanthropy questions. He and his mother really admire AFF and its staff and how they work together."

Sanctuary Labyrinth: Walking the Sacred Path

By Liz Wilson

Early in 2008, I was seeking a way to mark my first year of living with the loss of my husband, John Griffith, who died in July 2007. I knew it had to be a spiritual marking, one that could help me understand the paradox of how to proceed both without John and with him somehow; how to move on and hold on at the same time. I wondered what I could possibly do to continue the love we shared and also honor the tremendous blanketing of love my family and I had received since he died. I kept an ear out for the answers. The first was delivered on the sideline of my daughter's lacrosse game in May 2008.

An acquaintance, whose daughter was playing in the same lacrosse game, said that she had been thinking about me and tentatively mentioned that she had been carrying around a book for me. She ran to her car and came back with *The Sacred Path Companion: A Guide to Walking the Labyrinth to Heal and Transform* by Lauren Artress. The labyrinth was what I was looking for: a symbol for life's journeys. Loss, in whatever form it takes, sends us on a journey to find wholeness again and re-cycle our love in some way. The labyrinth gave me a way to understand my journey as a unique thread, but one which is interwoven with so many others' losses. A labyrinth, whose pattern first goes inward as to our own center and back out again into the world, is a metaphor for wholeness and connection—to ourselves, to each other, to nature, and, in all these, to spirit/God.

"The labyrinth is one of the oldest contemplative and transformational tools known to humankind, used for centuries for prayer, ritual, initiation and personal and spiritual growth. This ancient and powerful tool is unicursal, offering only one route to the center and back out again: no blind alleys, dead ends, or tricks, as in a maze... What remains for the labyrinth walker is simply the deeply meditative and symbolic discipline of setting one foot in front of the other, of honoring the journey itself and what it has to teach." Melissa Gayle West, *Exploring the Labyrinth*



Plans for the new Labyrinth at the Andrus Children's Center.

Out of my sideline encounter had begun a wonderfully synchronistic process of creating a labyrinth at the Andrus Children's Center (ACC). This was the second answer that I was listening for—a way to re-cycle our love for John and the love shown to us. I could help create something with John's memorial fund that represented the continuation of all things in some form, above all, the continuation of hope and love.

I had the idea for a labyrinth at ACC on one of my first walks in July 2008 at a church near my home. The walk felt much like pacing through the stages of the Transitions Framework for me. As the Andrus Family Fund (AFF) Transitions Keeper, this led me

to wonder about a labyrinth for an AFF ceremony, which led me to ACC, the place where AFF does our tree ceremony. This led me to wonder whether children at ACC could be touched by the labyrinth in some healing or connecting way. As this swirled in my imagination and gained energy and form, labyrinths had already entered the minds of several people at ACC. Thus began this labyrinth's weave of many peoples' stories and journeys.

AFF's Executive Director, Steve Kelban, a labyrinth walker himself, embraced the idea when I presented it to him, and he called Nancy Ment, ACC President, on my behalf in September 2008 to propose a labyrinth at ACC. Without hesitation, she responded, "Yes."

Nancy writes, "The plan for a labyrinth on our Campus has grown out of experiences of loss that seemed not possible to bear. John Griffith, cherished husband, father and son, a member of the extended Andrus family and Peter Ment, treasured son of the Andrus President and CEO, died suddenly and tragically... Unlike many of the children and families who depend on Andrus, our families have had extraordinary support in making our journeys through loss. And still, it has barely been possible. Knowing firsthand the disabling effects of loss has given us a window into how devastating loss can be for those who don't have the social and emotional resources available to us."

The project has evolved, now in its building phase just a year later, largely due to the synergy that came to this project through ACC staff, and the resonance that the labyrinth has within their Sanctuary framework. Nancy further writes: "The framework of Sanctuary has helped us to understand how essential it is to surround those who struggle through pain with a wide array of tools to find a way to the future. In our treatment program, we enrich our school curriculum with non-verbal expressive activities—music, dance, art—to help children tell themselves and us what they feel. We have incorporated gardening as a metaphor for growth and renewal. We emphasize the healing power of relationships based on trust and respect.



The labyrinth represents for us a new opportunity to introduce children and families to contemplation and centeredness. But our intentions are broader: to involve our staff and community partners in finding their own ways through the labyrinth."

Nancy and I began to share our explorations of labyrinths conceptually, practically, and in physical form soon after the September phone call. In January 2009, I met with Nancy and staff at ACC, and enjoyed the openness and enthusiasm for the project while we exchanged notes on how to get to the next steps: who can build it, where will it be, what will it be made of, when will it be done, how much will it cost.

Nancy showed me a picture of the Battery Park Labyrinth for Contemplation (honoring 9/11 victims) which she and her husband had walked in this research process. I was also in New York for an AFF board meeting and decided to go to Battery Park after my Saturday session. After a challenging treasure hunt, assisted by cell phones, subways, buses, and a bit of walking, I passed through the portal of the labyrinth in January's dark and cold. I was enchanted by this intimate place which felt safe and containing, but was set amidst and in full view of the grandness and bustle of this city.



Liz Wilson, designer Ariane Burgess and Nancy Ment choosing the site for the Labyrinth.

Whoever made this labyrinth had the sensibilities that I hoped to engage for the ACC labyrinth.

Ariane Burgess, an artist with Camino de Paz Labyrinths and Peace Walks (caminodepaz.org), designed and collaborated with community groups on the creation of the Battery Park labyrinth. When Ariane and I first spoke, in a rich and lengthy conversation, I learned that she had a particular passion for natural environments, using recycled materials and incorporating native horticulture into her designs, as well as her experience in education programs with children and labyrinths and emphasizing community-building into their projects. I was amazed by the match-up of interests and hoped she would take on the Andrus project. She came to ACC in April to begin collaboration and to look for a site. By mid-July, the area had been reviewed in different weather, the soil was tested for drainage, and plans had been unveiled.

On August 3rd, the chosen site, which is adjacent to the new greenhouse, was dedicated in a ceremony attended by members of Camino de Paz, and a representative collection of children, staff, and board of ACC. The purpose of the dedication was to bring human intentionality to altering the land. There was a presentation by the ACC chaplain, Richard McKeon, about the long history of labyrinths across faiths, and then a blending of Native American Lakota traditions acknowledging the meanings of the 6 directions: East, South, West, North, Father Sky and Mother Earth, lead by Ariane and ACC Earth Science teacher, Debra Argentina, with children sharing drumbeats throughout this part.

Toward the end, Ariane invited all to close their eyes, and allow the drumbeats to match their heartbeats and then allow themselves to feel their own centers. All left feeling that something quite special had taken place and were grateful to have been there. The labyrinth will be completed by the end of September. I hope that all of those who come will find something that they seek by walking the labyrinth and will also come to recognize themselves as both "spiritual beings on a human path and human beings on a spiritual path."

Andrus Youth Service Program Update

The Andrus Youth Service Program (AYSP) is in its eight year of training the youngest family members in philanthropy and community service. AYSP gives 13-18 year old family members hands-on experience with grant making. In the first year, they research and choose an organization to receive \$500. Returning students receive \$750 to award, and those volunteering at least 16 hours in the organization receive an additional \$250 to award.

According to Masiel Rodriguez-Vars, the project coordinator, the number of teens interested in the program has increased over the years. Students have also become more independent in their choices, with less parental influence and more personal involvement and volunteering. "Kids are much more in command of the process," says Masiel.

"The thing that strikes me the most is the level of competence that grows in the kids. They learn to affect change in their own communities. They learn to call organizations and work together. The skills they get are pretty impressive. It can make a pretty big impact," she explains.

AYSP has 11 participants this year:

Amara Andrus (16), Common Hope: Building on a grant that was awarded last year, Amara hopes to support more targeted efforts to improve the educational opportunity for impoverished families in Guatemala.

John Jasper (14), Union Gospel Mission: An organization dedicated to "giving the homeless and needy a second shot in life," UGM provides food, shelter, life skills, and job training to help people find jobs. John writes: "I had never been to a place like this, and it was a fun experience to see people who care a lot about their jobs and the people they serve."

Sam Jasper (16), New Life: New Life provides a range of services to assist women and men with unplanned pregnancies.

Abigail Earley (15), Prevention of Animal Abuse: Abigail is passionate about animals, and cares deeply about preventing abuse. She is exploring local organizations that advocate for animals and that provide shelter for those that are abused.

Aedin Wright (14): Aedin is exploring a few organizations, each addressing her range of passions: Bend Community Center (BCC), a local organization that provides an array of services to those in need; Saving Grace, a local organization that serves women who have survived intimate abuse; and the Central Asia Institute, Greg Mortenson's (author of *Three Cups of Tea*) organization which supports community-based education, especially for girls, in Afghanistan and Pakistan.

Naomi Wright (17): Naomi is exploring a few different areas this year, including organizations working to improve the environment and agencies addressing poverty in developing countries.

Ginger Pakradooni (15): Ginger will likely build on her experience working with needy families in urban and rural areas by recommending a local organization that serves families, particularly children, in need. Ginger enjoys working with young children and is especially drawn to organizations that provide youth with opportunities that they might not otherwise get.

Lili Pakradooni (17): Lili is also interested in continuing her work with communities in need, a passion she has developed through her experiences in YouthWorks. As a YouthWorks volunteer, Lili has worked with families and communities throughout the country. She hopes to support a local organization that provides similar services to families in need in her own town.

Nick Pakradooni (16): Nick is working on a self-directed project to make local buildings more energy efficient. He will be partnering with a local non-profit to support their shift towards energy-conserving behavior.

Wadsworth Williams (17), Toberman Community Center: He is committed to the continuation of the music program that he developed.

BETs III: New Board, New Outlook

By Kim Kaupe

Five eager individuals stepped into their new roles as BETs III (Board Experiential Training) board members in January 2009. Caitlin Earley, Megan Kelly, Courtney Spensley, Kaitlin Spensley, and Julia Voorhees arrived at the Surdna office in New York City to begin their new journey with BETs. After experiencing the ups and downs and ultimate success of BETs II, I was brought back on board this year as a co-facilitator to help the new board navigate their way through the grant making process. Returning as head facilitator was Frank Hartmann. His guidance and patience made BETs II an unprecedented success.

For many of the new members, this was their first time meeting. Some could place faces to names that they had heard, and a few were close enough to burst into conversation among stepping into the room. The new BETs board dove right into transitions training before their work the next day began. With a better understanding of the transitions framework and a few hours of training under their belts, the board assembled early on Saturday, January 24 to determine what laid ahead for their newly formed board. They explored where their individual interests lay, what excited them, and how they could channel this into the grant-making process. They attended some of the Andrus Family Fund (AFF) board meeting to observe and learn. BETs proposal are reviewed by AFF for final approval.

While many ideas and criteria were formed and sorted out, one in particular might surprise you the most. The main criterion for this BETs board was something we could never quite name precisely. The criterion was to find organizations on the cusp of greatness that just need an extra push—an "ompf" in the right direction that would send them propelling down the mountain leaving only wonderful work in their wake. Whether in the area of foster care or community reconciliation, all board members agreed upon this main criterion.

The board then began the arduous process of creating their very own Request for Proposal (RFP) to streamline the way they would obtain proposals. After outlining the RFP, the group returned home after the January meeting. Through phone calls

and emails, the board created a final RFP and sent it out to current/past AFF grantees to solicit high-quality proposals that would fulfill the "ompf" criterion.

With no preconceived notion of how many proposals we would receive, we were thrilled when fifteen arrived. Board members were excited and eager to read each one. After reading through the proposals, the board had to develop new criteria on which to judge them. The board focused on clearly identified goals and objectives in regard to evaluation, in addition to seeking out projects that fit within the direct problem area, and, if possible, supplying supporting statistics or data.

Over the next few rounds of phone calls, the board members organized themselves, with each member taking on certain proposals to review in-depth. Each board member presented a few proposals to the board, describing likes and dislikes, their concerns, and a final recommendation to fund or not.

By June, the board had selected three proposals to recommend for funding: On the Move (Foster Care to Independence), Active Voice (Community Reconciliation), and Youth Communication (Foster Care to Independence). Everyone was excited to present these remarkable programs to the AFF board in September. BETs board members started to feel nervous about presenting their work. Armed with proposals, descriptions, facts, and passion, the BETs III board was able to secure funding for each of the proposals that they had brought to the table. Within the coming months, the board is eager to see the results of their proposals take shape as the money starts to filter into the organizations they selected. We are all looking forward to seeing the impact of the BETs III work in each of these organizations.

This BETs III board has grown leaps and bounds from where we started and has grown from where BETs II left off. With each board learning what works, what doesn't, and what should be tried again, the BETs program is gaining steam and securing its footing. I am anxious to see how the next BETs cycle will go. I believe the entire family will be truly astonished at the gem that they have created.

AYSP Participant Wadsworth Williams Shares Music

Wadsworth Williams, the 16-year-old son of David and Yolanda Williams, joined the Andrus Youth Service Program (AYSP) two years ago, when he was a freshman in high school. He first learned about the program from a letter he received, and was intrigued enough to learn more. "I'd been doing little things in my community already to make a difference, and this seemed like a good opportunity to get more involved and take my involvement into my own hands," says Wadsworth.

With \$1000 to invest in a non-profit the first year, Wadsworth chose the Toberman Neighborhood Center in San Pedro, California, as his recipient. With the funds, this baritone and trumpet player created an introductory music program for children who had never had the opportunity to learn about music. Ninety percent of the residents of the area around Toberman live below the poverty level. In a State

with drastic budget cuts, music programs have been eliminated from all public schools. "Growing up, I've had a lot of exposure to music. I know the opportunities that music offers, and the happiness it brings."

He started the program with 15 third through fifth graders in 2007, purchasing recorders, music stands and white boards for teaching. He taught a class every other week from October through June, beginning with the basics of reading music and handling the recorder. In June, the first class performed a concert of three songs for the center.

The program continued with an increased number of children for the second year and will continue again this fall in its third year. Wadsworth still teaches, but he has also recruited other volunteer teachers from local music programs. There are currently 28 active students.

"During the second year, I worked with the Toberman board to push for more of a music program beyond the recorder. Sixty years ago, there was a full orchestra that played there, with instruments and teachers. It was a really great program. But that hasn't been around for 60 years. I wanted to start with some brass, woodwinds, and percussion to create an orchestra. That program will launch in the fall 2009 with funding from AYSB and local organizations to buy instruments. The big thing is to get as many instruments for as many kids as we can," explains Wadsworth. The orchestra will be for students from sixth grade through high school. The recorder program will remain for third through fifth graders.

He was inspired to expand the program into an orchestra after hearing a guest speaker at a Toberman board meeting who has his own children's orchestra in East Los Angeles. "The way he spoke

about how much his children progress and learn about music jumpstarted my push to start an orchestra," says Wadsworth.

His goal is to create a self-sustaining orchestra, self-taught and self-running within the orchestra itself. For the first few years, high school and college students will volunteer to teach students, with the goal of having older students in the program teach younger ones so that it will grow and sustain itself with its own resources for years to come.

Wadsworth is thankful for all of the resources and support he received from his fellow music students and his music teachers to start this program. "Almost all of the people in my music program started with the recorder because it's easy to play and inexpensive to buy." He's also grateful for his parents' emotional support, and their practical support of driving him to and from Toberman.

DOERS

Megan and Julia Kelly in Morocco

Sisters Megan and Julia Kelly returned in May 2009 from ten months living in Marrakech, Morocco. Spurred on by the ending of jobs and a desire to do something big together, they decided "this would be a great time to travel together," explains Megan. Megan had been working at the Walker Center in Minneapolis, and Julia had been working in publishing in New York City. "It was not a well-thought out decision for me. Megan had been thinking about it for months. I knew I wanted a change," says Julia.

Megan was inspired to suggest Marrakech as their destination because she had spent a semester in Cameroon in college so she knew she wanted to return to Africa. It fit a lot of their interests: a developed city with a different cultural outlook than the United States and a chance to improve their French language skills. They were especially intrigued by the thought of living in a liberal Islamic country.

Megan did a variety of work during their stay. She worked for a costume designer launching a couple of lines of North African street wear, and assisted on documentaries and a Moroccan film. Her work with the costume designer brought her into daily contact with non-touristy Marrakech.

"The woman who I worked for was American but had lived there for 30 years. She spoke fluent Arabic and French so it was interesting to see how people interacted with her as a white American woman. She had me going deep into the marketplace where tourists never go, with my very limited Arabic. I went to the tailor every day with no common language. There's so much ritual involved, such as tea every day."

Julia started searching online for jobs before they left and got an interview at the American School of Marrakesh. She was offered a job, and, as she

says, "made the very spontaneous decision to quit my job at InStyle and go to Morocco six weeks later with Megan."

Julia planned on staying for only 3.5 months, so she was hired as a floating teacher/assistant at the school. She acted as a substitute teacher, assisted in the classrooms, helped the headmaster when his assistant was out, and generally pitched in where she was needed. "It was amazing. The students are mostly Moroccan so it's an entirely different culture and totally different world."

When her school job ended, Julia decided to stay in Marrakech longer. She found a job that used her publishing experience. She worked for a Moroccan man who was starting an online magazine—yacout.info—about Morocco in English. "I worked with him to build the website and get content about news, arts, and culture. We avoided politics because that's not something people can speak about freely in an opinionated way. It was exciting to have the opportunity to build a website and write a lot of content. Marrakech is such a touristy town and so many people speak English that we wanted to bridge these worlds between tourists and Moroccans speaking English with off-the-beaten-path tourist things," explains Julia.

While in Morocco, both sisters volunteered at an orphanage one to two times per week. "We fed the babies in the morning and played with them in the afternoon. The facilities were very nice. Kids came from the city or the surrounding village towns around the Atlas Mountains. There was a pretty good rate of adoption," says Julia.

The sisters knew they would encounter some challenges as American women alone in Marrakech. "We got catcalls, men following us and staring at us. We tried to go running and got followed. For work,



Julia and Megan Andrus Kelly.

men respected me once they got to know me. But the day-to-day attention was overwhelming. I walked into a restaurant a few times when I got nervous on the street. We had the most trouble during the first month we arrived which was Ramadan, and we looked scared. People are always crazy during Ramadan so we stayed inside," explains Megan.

Julia found the mix of cultures in Marrakech fascinating. "It is at the same time very European, but also very African and very Arab. In the old town, the medina, the women are fully covered and everyone is going to the call to prayer five times per day. But there's a sense that things are really changing for women. A lot of women wear Western clothing and work, even if they may still live in their parents' home."

Speaking of home, much as Julia and Megan loved the chance to live in Marrakech for almost a year, they did decide to return home to the U.S. "I'm happy to be back and get back into life here. I gained a new appreciation for New York City after being gone. Now Megan and I are living together in Brooklyn, and my brother lives in Brooklyn. Our mom travels here a lot for Surdna, so it's nice to be together," says Julia.

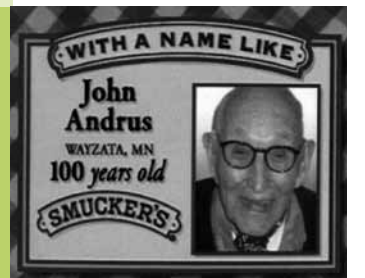


A CENTENNIAL SALUTE





JOHN E. ANDRUS III



Our 80th Year: Challenges and Celebrations

By Nancy Woodruff Ment



Andrus Board members, CEO and COO and honorees blowing out the candles on JDAM's 80th birthday cake at it's Gala in October, 2008.

For those of us who grew up being told devastating stories about the Great Depression of the 1930s, 2008 and 2009 have provided lessons that history can indeed repeat itself. In the midst of fiscal uncertainty that demanded strong business management interventions, we determined that our primary goal must be the protection of the Andrus Children's Center's Mission. It helped us to remember that John Andrus' vision came into reality in very challenging circumstances since it was in 1928 that he began to transform his beloved late wife Julia's family farm into a true Sanctuary, a "city of orphans," and directed much of his fortune to the care and support of vulnerable children.

In 2008, we celebrated 80 years of his heartfelt Mission to care for and provide opportunities to children to be nurtured, encouraged, supported, and healed. This Mission has brought us to serving 2000 children and families every year across Westchester County and the greater New York area, not just on the original campus, but also from eight other community-based sites. We used our anniversary year to rededicate ourselves to his commitments under the banner message: "Nurture Hope in a Child and the World Flourishes."



A photo from the Orchard School's Summer 2008 Olympics

The Memorial's home base in North Yonkers was a Sanctuary this year for 150 very seriously emotionally disturbed children; 73 lived in our Residential Treatment Program and were joined by another 82 who came to us from home each day to benefit from our premiere special education programs in The Orchard School. In 2008, our

summer school curriculum was organized around the history of the Olympics with studies of ancient Greece and its flourishing culture of arts, science and sport. Last July, on an afternoon of daunting heat, 150 children and the entire faculty and staff staged the Andrus version of the Beijing Olympics' Opening Ceremony. Each class adopted the costumes of a chosen country, created flags to carry with pride, and paraded on a grand route through the campus while our local cable-TV affiliate caught the action for that night's newscast. That parade represents hundreds of unsung hours of loving and skillful support by our amazing staff.

Our community provides other kinds of support that keep our Mission vibrant. Back-to-School is always an opportunity to connect with local groups who sustain our work in creative and generous ways. This year, we received more than 400 new backpacks filled with school supplies for our campus students as well as many children served through our clinic, early childhood, and after-school programs. Our local Carpenters Union, longtime friends of the agency, turned their talents on a dingy cellar storage room in Benedict Hall, creating for our children a charming 20-seat movie theater complete with upholstered walls, drop-down DVD projector, and plush seats with cup holders! In 2008, great friends of the Andrus Children's Center helped us celebrate our 80th birthday, complete with a fully decked-out birthday cake, while contributing a new \$100,000 to apply to the opportunities ahead. These yearly special events (our fifth annual golf outing in June was another great success!) generate community awareness, bring new friends into our orbit, and raise significant funds for the very special care that Andrus is known for providing.

Validation of the work we do has come in many forms. Among the most gratifying are the testimonials from families whose lives have been transformed and the recognition of colleagues in our field. Early in 2008, our child day care program in Tuckahoe, The Eastchester Child Development Center (ECDC), participated in a quality review by an independent professional evaluator whose final comment on his rave report was: "one of the best assessments I have ever done." Vidia Cordero,

ECDC's Director, was honored personally this spring by Westchester County's Child Care Council for her exemplary leadership. Truly, our children are in nurturing hands!

In a year of economic concern, political changes, and social uncertainty, the Board of Directors of the Andrus Children's Center has had a full array of problems to master. We continue to benefit from the Board's breadth of knowledge and expertise. We all especially value the contributions of the five Andrus Family members who serve on the Board: Philip Andrus, David Earley, Lawrence S. C. Griffith, Hamlin Pakradooni, and Richard Thorpe. The commitment generated by the blend of dedicated family members and talented local community leaders ensures that our Mission endures. Together the Board and staff have forged a strong partnership to build a future as distinguished as our past.

In honing our strategy for the years to come, we continue to be excited by the growth of the Andrus Center for Learning & Innovation (ACLI), our research and training arm. The Sanctuary Model of trauma-informed care has become central to all of our work. Program evaluation and research activities, led by Vice-President for Strategic Initiatives Lorelei Vargas, have documented the efficacy of Sanctuary not just in our own services, but in those offered by the more than 100 child-serving agencies we have trained locally and around the world. In the past year, Andrus staff have journeyed as far as Australia (twice!) and Northern Ireland and as near as Philadelphia. Trainee organizations always begin their engagement with us with a week's training on our campus where they can experience first hand the quality of care we promote.

This fall, we will welcome the Board of AFF for their Board meeting. We invite every Andrus Family member to visit us any time, either in person or "virtually," by traveling to our website at www.andruschildren.org. We welcome your company, your memories, your great ideas, your financial support – your engagement of any kind. The children in our care deserve our very best efforts. Thank you for helping us keep John Andrus' vision thriving.

JULIA DYCKMAN ANDRUS MEMORIAL

Concinnity spoke to Nancy Woodruff Ment, President and Chief Executive Officer, about the impact of the financial crisis on the Andrus Children's Center:

Over the last two years, we have been anticipating harder times coming. We have been preparing ourselves by taking very hard looks at all of our operations. We have been gradually reducing operating expenses at the same time as we've been trying to improve our revenue and expense ratio. This was driven by the fact that we went through a period of five or six years of intense growth where we took on two mergers of smaller, struggling organizations. We thought those were sound business decisions to expand our range of services. But it's more expensive to run a larger and more complex organization, even with economies of scale.

Our cost containment was primarily driven by the need to consolidate and strengthen our operations following this period of growth. We were in that mode when the financial situation changed for everybody. A year ago, we undertook a number of layoffs, which was very hard. We had to change expectations around productivity. In September 2008, we made a commitment to the board, generated by staff and supported by the board, to reduce our expenses in campus programs by a half million dollars. We re-organized the finance department and reduced administrative expenses in order to keep money in the direct care of children and families.

Those changes were all implemented by January 2009. For about 18 months, things felt very unsettled for our staff. We made significant changes across the organization. We made a commitment to our staff that we wanted to do these things with some precision and then be done so people wouldn't be worried constantly about when the next shoe would fall.

We have always prided ourselves on giving our staff strong benefit options to compensate for lower salaries, but we now have to take a hard look at how we can

sustain that commitment. Health insurance is the most important benefit to staff, but the costs are outrageous. We're trying to plan thoughtfully to contain benefit costs over time.

When we started our budgeting process for the 2009-10 fiscal year, we were looking at a significant reduction in revenues from multiple sources. We've also been looking for alternative sources of income. We increased our efforts to seek philanthropic support, but times are challenging. Facing a shortfall, we managed to trim without further layoffs by using attrition and consolidation of positions to achieve a balanced budget. What's tricky is that we want to reduce non-essential costs while investing in other areas. If you trim too much, you lose the infrastructure for when things get better. It's hard for staff to understand as we build capacity for the future that we still need to trim in other places. We are trying to be stable and forward-thinking and improve our marketing position while reducing stress and anxiety overall. The general mood is surprisingly positive. We think it helped to involve more than 40 people in our budgeting process so we have greater breadth and depth of people who understand the competing forces we have to balance.

The change in the way Surdna is funding us is something we have to absorb. It reflects a big difference for us, but we are always truly grateful for the generous support Surdna provides. Those dollars are unrestricted and give us the flexibility to invest in our operations to secure a strong future for our Mission.

Our overall financial strategy is to be forward thinking: to build capacity, use resources wisely, increase revenue, and improve our marketing position. We are committed to our core approach of trauma prevention and treatment work with Sanctuary.

SURDNA FOUNDATION

New Surdna Board Member: Peter Benedict II



Peter Benedict II

Peter Benedict II, headmaster since 2006 of The Miami Valley School in Dayton, Ohio, joined the board of the Surdna Foundation in September 2008. "It's a terrific board in terms of the membership, as well as a terrific time to be on the board because we're going through a period of reorganization of the mission and program areas."

Why he wanted to join the Surdna board is no mystery. He has served on several community boards and was a founding member of the Andrus Family Fund (AFF). His father also served on the Surdna board for many years, and that helped form his longstanding interest. As Peter says, "The key was not if, but when was the timing right personally and professionally for me and for Surdna wanting a new member. With a couple of new non-family members and added new family members, the board has a very fresh feel right now."

Peter is a lifelong professional educator, with a background at independent schools and camps, leading to his current position as a headmaster. He also grew up in a teaching family, as the son of a headmaster of a school in Vero Beach, Florida. Peter currently serves on the boards of the Joy Outdoor Foundation and the Overfield Early Childhood Program, in addition to his work on Surdna. He and his wife, Davis Benedict, also run the Benedict Foundation to support independent schools.

He explains that a passion for philanthropy was evident in both of his parents' lives. "From the portrait of my great-grandmother, Helen Benedict, on the wall of my house growing up (she was behind the starting of Andrus on Hudson), to how both my parents gave back to the community, it was clear that this was a family tradition as Benedicts. My dad was president of the Surdna board during my early teen years, impressionable years."

In addition to his duties as headmaster of a 450-student independent day school serving ages pre-school through twelfth grade, Peter teaches a class in leadership to high school students and coaches the youngest kids in soccer and middle school lacrosse. He and his wife, Davis, who serves on the AFF board, have two sons, ages 7 and 9. The boys do attend the same school Peter leads, as Peter attended the school his father led. "The excitement does wear off, in my experience," he says.

Updating Surdna's Mission Statement

by Phil Henderson

Over the past year, the Surdna Foundation Board and Staff have been deeply engaged in a discussion about the Foundation's mission and grantmaking strategy. This discussion was launched by the Board last year to ready the Foundation for the next chapter in our 92 years of philanthropic work.

The updated Surdna mission statement was developed by the Board after considered reflection on the work of the Foundation, with particular attention to the work since 1989 when professional staff were added for the first time and grantmaking areas were first formalized. At our September 2009 Board Meeting, the Surdna Foundation Board finalized the adoption of the new mission statement and a related new operational strategy.

Surdna Mission

The Surdna Foundation seeks to foster sustainable communities in the United States—communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

For over five generations, the Foundation has been governed largely by descendants of John Andrus and has developed a tradition of innovative service for those in need of help or opportunity.

The Surdna Foundation Board, assisted by staff, devoted many months of study and extended conversations at the last several Board Meetings in order to refine their thinking and to build consensus around the important themes that make up our updated mission. The emphasis on just and sustainable communities is reflective of Surdna's work over the past many decades, but naming these themes gives the Foundation a very useful lens through which to set grantmaking priorities.

There will be several important changes at the Surdna Foundation with the adoption of this new mission. We will be moving from five program areas to three priority areas – healthy environments, strong local economies, and thriving cultures. All of our funding will be closely linked to the updated mission statement. As a part of our new work, we will be seeking work across these three new priority areas, forging cohesion across

the foundation, and emphasizing the interconnectedness of these areas in communities across the United States.

In addition to these three new priority areas, Surdna is developing a new grantmaking mechanism called Foundation Initiatives. We developed Foundation Initiatives as a tool to help us become more flexible in our grantmaking approach and to allow us to more easily invest foundation dollars in emerging social issues or opportunities. This approach has been refined through examination of similar efforts to create pools of funds to support innovative grantmaking on emerging themes at other foundations across the United States.

As a part of the mission-related changes, the Surdna Foundation will also be examining its grantmaking processes and practices. The goal will be to continue to provide high-quality service to our grantees, but also to streamline our grantmaking procedures to reduce the time and paperwork necessary for a project or nonprofit group to be funded by Surdna. Especially in these economic times, where foundation assets are significantly smaller than a year ago and the problems we are trying to address are more acute, having a simple and fast process for giving grants is all the more important.

The formal adoption of our updated mission and related new grantmaking priorities is now complete. However, given the longstanding support we have had in some areas that we will be leaving, and to ensure that we make good on all outstanding financial commitments we have made to our grantees, it will take us until the middle of 2010 before our outgoing grants fully reflect this new mission and strategy. There is also a substantial body of our ongoing work that remains core to our business under the new mission, and that work continues and in some areas – like environment – is quickly deepening with the adoption of our new mission.

While our focus on sustainable communities will lead us to new and exciting work, we are taking with us the lessons learned from our journey so far. We will be a stronger organization for it. For more details about our new mission and strategy, please take a look at our newly updated website: www.surdna.org.

Concinnity spoke with Phil Henderson, President, about the impact of the financial crisis on the Surdna Foundation

How has the financial situation changed at Surdna?

We lost north of 25% of our endowment in about a year. Because our fiscal year ends in June, it was only this July that we are faced with first impact of that downturn on our spending. We will spend 10% less money this year than last year. This is the first step in what we imagine to be a three-step process over three years to get ourselves down to a spend rate that is roughly 30% less than last year. We discussed it internally and believe that taking this gradual step down was best to retain continuity with ongoing work and adjust more gradually.

The other thing that we have been saying to ourselves, and firmly believe, is that the top level of the endowment—when we crossed a billion—is part of the bubble. We need to set our sights on more realistic long-term trends of endowment growth. We are coming to terms that we will be a somewhat smaller entity than we imagined 12-18 months ago. So we're doing what we can to reduce administrative costs and decrease program spending in proportion. For example, we are cutting back on some travel and not filling some positions for departing staff.

How is Surdna handling discussions with grantees?

We see that grantees are struggling, and we try to be flexible and responsive if they are in crisis. But we can't solve all the problems. We're not in a position to be a savior. We're in conversations constantly across the philanthropy world about how to manage this bad news after years of good news. We're working with our grantees one-on-one to prepare them for this and be responsive. We're being as clear and upfront as we can be with any bad news we anticipate. We can't pretend it will be good news in a lot of cases.

Is Surdna's experience similar to that of other foundations?

I meet with a group of foundation CEOs quarterly through Philanthropy NY to talk about downturn. The most recent meeting was the first where we felt we could see the bottom and have a handle on how bad it will be, and we can talk about this in a more clear-headed way. We share the idea of coming to terms with our institutions being smaller. We won't grow quickly back into what we once were. Because of the way most foundations structure pay outs, the expectation is that next year will be more difficult than this year has been. All of us will have to spend less this year, and some foundations have put off the pain so spending will be down next year as opposed to last year. The impact will be worse in a year on grantees than now.

What's the long-term view for Surdna?

The Surdna Foundation has been very disciplined over its lifetime, not overspending even in the good years. The bad years are not pleasant, but we have not overspent. Accumulation of our endowment has been strong. The health of the institution is strong.

ANDRUS ON HUDSON

Changes, Successes, and Need at AOH

by Carol Cardon



AOH's Annual Travelers Rest Luncheon in June 2009



AOH resident, M. Frasca, trying the new Wii Game



Two AOH residents attending an evening Jazz concert in Dobbs Ferry, NY on August 5th

Summertime at Andrus on Hudson is magic. Now that rainy June is past, the residents are spending time outdoors. Garden chairs, wheelchairs, and walkers fill the large gracious patio entrance of the home. From this elevated part of Hastings on a clear summer's day, the residents can enjoy a spectacular view of the Palisades and the majestic Hudson River. It would be too sweet if one was able to say summertime and the living is easy. Andrus has become a home for elders who need skilled nursing. Few residents are physically very active. There is a small number who make the effort to walk the grounds, participate in outings and take advantage of the physical therapy facility. For the most part, the majority move slowly, and more and more are wheelchair-bound.

The dedicated staff at Andrus ensures the security and welfare of all its residents in a most caring and efficient manner. They are currently overseeing a large variety of summer programs: weekly barbecues, Monday bistro luncheons, the annual luncheon at The Travelers Restaurant, a tradition started by Helen Benedict, swimming at the Children's home, exercise classes, "a fitter you," and a program of high school students who come to walk with residents outdoors.

The number of residents remains steady between 193 and 195 elders, placing occupancy at 98 percent. The number varies as a small percentage consists of patients who come to Andrus for rehab upon leaving the hospital. This year, there are more male residents at Andrus than ever before, and, according to the staff, they are among the most active members of the Andrus community. The Catholic Sisters grace the Andrus community, investing a spiritual force and positive attitude. Mass is celebrated daily.

The news on the status of the Berger Commission--whose ruling wished to change Andrus on Hudson from being a skilled-nursing to an assisted-living facility--is good. Andrus remains a skilled-nursing facility. Andrus has been fighting this decision for two years. Andrus has received a preliminary injunction from the Federal Court. On March 26, the Judge asked Andrus and the New York State Department of Health to come to a resolution, which is currently being done. New York needs to have full compliance with the ruling of the Berger Commission in order to receive the \$1.5 billion grant from the Federal Government. Andrus is the thorn in their side as the lawsuit was still in the courts after the June 30, 2008 deadline set by the Berger Commission. Helen Benedict would have been proud of this fighting spirit.

Pat Walsh, the new Administrator, now ably seconds Executive Director Betsy Biddle. They are successfully leading the institution through these difficult financial times with no staff lay-offs, keeping a stable census, and overseeing the renovation of the building. All of the elevators need to be renovated which is a Herculean feat for anyone in charge of a nursing home with the number of residents in wheelchairs who need to be moved from floor to floor. The building will soon have a new service elevator, which will

permit the transport of a number of wheelchairs. This fall, the two passenger elevators are next in line for restoration. The administration has hired elevator operators to assist in the transport of residents from the upper floors to the ground floor, particularly at meal times.

Helen Benedict oversaw the construction of an awesomely solid structure -- an ocean liner overlooking the Hudson. Starting in the autumn, the exterior of this monumental creation will have its walls repointed to prevent bricks from falling. The building is solid, but it needs maintenance. This restoration will be spread out over several years.

The main floor is in dire need of help. The large living room is looking very shabby. The fabric of the sofas is shredded, the carpet worn, the walls in need of paint. Helen Benedict, who had impeccable taste, would shudder to see the main floor looking so dismal. The decoration of the living room, however, is farther down on the to-do list. Restoration of the roof and exterior are imperative. The living room serves as the chapel for the Sisters' daily mass. This brings us to the next item on the long list of wishes--the creation of a chapel/reflection room.

Andrus is participating more in the Westchester community. Its building is more open to local groups for meetings, rehearsals, concerts, and the Benedict Foundation meetings. A series of art exhibitions have kept the galleries on the main floor filled with colorful and engaging artwork. One of the most moving exhibitions that took place this past winter was that of "Memory Quilts," made by Andrus residents with the assistance of Elder Craftsmen. The Helen Andrus Benedict Foundation funded the program, along with the exhibitions "Matters of the Heart" and "Encore." All were exhibitions of local talent, bringing the community into and onto Andrus's walls.

Many Andrus residents are active knitters, creating hats and mittens for the needy young and old. The ladies also sold pens and "Red Dress Pins" to heighten awareness regarding heart disease last February for the American Heart Association. They raised \$1,000. It was a great day at Andrus and very merry as all residents and staff wore red to commemorate the day.

Under consideration are plans for a child and adult daycare program to be held in the building.

Final wonderful news is that Elizabeth Andrus, long-term Trustee and former Chairman of the Surdna Board, has joined the Board of Andrus on Hudson. Libby brings a vast knowledge of family history, Board savvy, and, most of all, a caring personality to Andrus on Hudson. We all welcomed her at the May Board meeting.

Andrus on Hudson is doing well in spite of all the physical architectural ailments. We are blessed with a dedicated staff that energetically meets the challenges to keep Andrus on Hudson as a skilled nursing facility.

HABF Engages Older Adults

by Kate Downes



June 2009 Encore Careers Summit
 Front Row: Rose Hines, WorkSearch; Lois Steinberg, SOS Medicare; Margaret Jessup, GrandPower; Judy Goggin, Civic Ventures. Back Row: Michael Spensley, HABF board member; Eridania Camacho, RSVP; Barbara Greenberg, HABF Advisor; Kate Downes, HABF Board President; Colby Andrus, HABF Board Member.

On behalf of all of us on the HABF board (Colby Andrus, Libby Andrus, Carol Cardon, Kate Downes, Josie Lowman, McCain McMurray, Fred Moon, Michael Spensley), I am delighted to have this chance to highlight some achievements of the Helen Andrus Benedict Foundation over the past year. Through its grant-making, the Foundation aims to make Westchester County, and especially the City of Yonkers, a good place to grow older. Based on years of solid research, we know that "a good place to grow older" is one where older adults can continue to be actively engaged in the life of their communities.

Convening Our Grantees and Colleagues in Other Nonprofits and Government

Several times a year, HABF convenes all of its grantees and other community leaders for educational meetings on topics directly related to our grantmaking strategy. Our goal is to bring national trends and model programs to their attention, to encourage them to consider how they might adapt these concepts in Westchester, and to offer time for networking and collaboration with colleagues.

At least one HABF board member attends each gathering, meeting and greeting the nearly 100 people who participate. These meetings are a wonderful opportunity for board members to get to know HABF grantees and learn more about their important work.

Because New York State has more than 800,000 people who are unemployed, significantly impacting Westchester and the City of Yonkers, our last two grantee meetings (November, 2008 and June, 2009) have focused on employment, "encore" careers, and social entrepreneurship.

AARP Foundation Comes to Yonkers—November, 2008

At our November 2008 grantee meeting, Lois Aronstein, the AARP New York State Director, demonstrated a new AARP program called WorkSearch. With great fanfare and good wishes from the Mayor and County officials, in April 2009, we launched a WorkSearch Center in Yonkers. This remarkable on-line tool helps mature adults re-enter the workforce. WorkSearch enables job seekers to create a profile of their experience and preferences, expand their thinking about possible fields of work, identify nearby employment opportunities using multiple on-line job banks, test their skills and knowledge against those required for a specific job, take courses on-line, and earn certifications to enhance their qualifications and self-confidence.

Our WorkSearch Center is located at Westchester Community College in the Cross County Shopping Mall in Yonkers. The AARP Foundation contributes and maintains the WorkSearch online tool, and the Westchester Community College donates its classrooms and computers. Grants from Helen Andrus Benedict Foundation to Family Services and RSVP fund the management, recruitment and training of mature volunteers called "Navigators." Navigators welcome new job seekers to the Center and coach them on how to use WorkSearch to best advantage. Once comfortable with WorkSearch, job seekers can access the system as often as they wish at the WorkSearch Center, from a home computer, at a public library, or anywhere else. www.aarpworksearch.org

Entrepreneurs for the Public Good—June, 2009

Building on an exciting national Encore Careers Campaign spearheaded by our grantee, Civic Ventures, our June 2009 grantee meeting was an "Encore Careers Summit." Our intention is to inspire Westchester's mature adults to consider careers for the public good, as well as to encourage our grantees, other nonprofits and public agencies to help Westchester become a more welcoming environment for older social entrepreneurs.

Our keynote speakers were several winners of Civic Ventures' Purpose Prize, an award of up to \$100,000 made to older adults across the nation, in recognition of their extraordinary achievements as social entrepreneurs for the public good. www.purposeprize.org. Lois Steinberg, a Westchester resident named a Purpose Prize fellow in 2006, spoke about a new SOS Medicare program (Seniors Out Speaking on Medicare) she created with seed monies from HABF. Each year, 50 well-trained "Seniors Out Speaking" reach 10,000 Westchester older adults with interactive presentations about Medicare rights and benefits, how to talk with your doctor, and how to successfully navigate a hospital stay. Another local social entrepreneur is Margaret Jessup, a founder of GrandPower, also launched with HABF funding. The GrandPower team advocates on behalf of grandparents and the children they are raising. The team plans and conducts twice-monthly support groups for other grandparents. Due to GrandPower's education and advocacy initiatives, Westchester now funds summer camp tuitions for grandchildren in kinship care (and for those who do not qualify, GrandPower operates a children's summer camp several days a week). GrandPower also prompted the County to create a Grandparent Fund to help low-income grandparents cover costs for new beds, clothing, school supplies, and family travel.

Join us at an HABF grantee meeting! We would love to introduce you to our grantees and show you firsthand the ways older adults in Westchester are taking action to benefit their neighbors and neighborhoods.

HELEN ANDRUS BENEDICT FOUNDATION

ANDRUS FAMILY FUND

Concinnity spoke to Barbara Greenberg, Foundation Advisor, and Kate Downes, Board Chair, about the impact of the financial crisis on the Helen Andrus Benedict Foundation:

The board of the Helen Andrus Benedict Foundation decided to cut grant making by 25% over two years in 2009 and 2010. "This was a really difficult decision because we are locally focused, so the entire impact falls on one community. We took a look at all of our grants and came up with two criteria to measure going forward. First, which ones are most directly connected to our mission. Second, which programs had natural endings, places where the program could be stopped without a significant disruption," explains Barbara Greenberg.

This decision-making process led to the difficult decision to end two programs: the Andrus Scholars program at the Fordham School of Social Work, designed to encourage social work students to specialize in aging, and the Creative Aging in the Libraries program. "Over the last seven years, the Andrus Scholars program trained 29 master's level social workers who are well-prepared to effectively work with older adults and their family caregivers. We also made our last grant in 2009 for Creative Aging in the Libraries to fund Westchester public libraries to hire professional teaching artists and offer high-quality courses and exhibitions of art by older adults," says Greenberg.

Kate Downes shared the thoughts of the board: "We sincerely hope that we can reinstate both of these excellent programs as soon as possible. The Foundation is so concerned for its grantees, for the people who operated the programs whose jobs were lost, and, of course, for the community and the many hundreds of older adults who benefited."

With a positive attitude toward the future, HABF, while unlikely to accept new applications soon, is "seeking out new opportunities and partnerships that are consistent with our mission and that support and enhance our existing grantees' work," explains Greenberg.



Shanda Lowery-Sachs

New AFF Board Member: Shanda Lowery-Sachs

Shanda Lowery-Sachs, a fifth-generation cousin in the John Andrus branch, will join the board of the Andrus Family Fund in September 2009.

Shanda's interest in joining a family board was sparked by attending Concinnity last summer. She attended the presentation about the family philanthropies and got very excited about the idea of becoming more involved. "It was amazing to hear about all the projects and organizations they support and help. It's exciting to be on a board for the first time, knowing that you're giving back and helping. That it's family-run makes it extra exciting to learn about and pass on to my children. It's yet another way to be involved and give back to the community and family."

Attending Concinnity didn't just spark Shanda's interest in joining a philanthropic board, it also got her more involved in the extended family, beyond the John Andrus branch. "I had never attended a Concinnity. I was there with my family, so it was great to think about something bigger than my career and hobbies. There's a lot more to life." Her husband, Chris Sachs, and her step-children, a daughter, age 11, and a son, age 8, joined her at Concinnity.

Shanda brings her professional background as a violist with the Detroit Symphony Orchestra and private music teacher of violin and viola to her new role. Prior to moving to Detroit eight years ago, Shanda played with the Rochester Philharmonic in New York, the Virginia Symphony, and the Hudson Valley Philharmonic. She also enjoys teaching her private students, who range in age from 12-18. "I never planned on being a musician professionally, so it's really fun to work with them and help them enrich their lives."

Though Shanda will attend her first AFF board meeting in September 2009, she has already begun learning about the transitions framework. "When I first read about the transitions framework and started to understand it, it just made sense and clicks with me. I had to read it several times to get it to sink in. This can be really effective within a philanthropy making grants, but also applies in all our lives. We all go through transitions all the time, some small and some big, but acknowledging the process we're going through is healthy. I had never defined it in that way. When you're working with organizations that want to make major changes, it seems like it would be really effective."

Shanda has another new role this year, too, mom to a new baby, Nathaniel Sachs, born on July 22, 2009.

Looking Inward at AFF

by Davis Benedict

It is truly an exciting time to be an Andrus Family Fund board member. While the people who sit in the boardroom have changed, the passion for the program areas and the belief in transition for social change has not.

For the past few meetings, our main focus has turned to the impact the recession will have on AFF's funding and our grantees. Everyone has been forced to tighten their belts, and AFF is no exception. But in usual AFF fashion, we did not see this as a travesty, but rather a time to analyze our work with the hope of improving its impact. During the past several months the board members, with Steve Kelban's help, have taken a close inspection into not only who is being funded by AFF, but also into the efficacy of the transitions framework. Several questions surfaced during this process such as: Given the uncertainty of these times, should we continue to award multi-year grants? Do the organizations AFF is funding fit clearly within our program areas? Do we want to continue to take risks, supporting organizations that are not mainstream, or should we strictly fund more traditional ones? And just as important, as we require our grantees to pay attention to transitions, are we paying attention to our own?

Ten years ago, Surdna created AFF with the idea that it should be a learning board. What exactly does that mean? Does it mean we AFFers are to learn more about the family's philanthropic ways, or should we be learning about the organizations AFF supports? Are we to be empowered to take the knowledge from this board back into our own communities?

As we pondered these questions, it became evident that our aspirations go deeper than just answering the questions. We wanted to add purpose to those answers. To that end it became clear we needed the time and a safe place for the twelve of us to put our own mark on the work that is being done at AFF. So, in September 2009, AFF's board and staff will step away from 330 Madison Avenue, the New York offices where our meetings are typically held, and instead will meet at the Julia Andrus Dyckman's Children's Home. Dr. Kathleen White, Ph.D., a psychoanalyst and leadership

development consultant specializing in individual role and organizational development, will lead the retreat. Recently, she met in person with four board members and the staff and conducted phone interviews with the other board members. Through these conversations, she has devised a 1 ½ day retreat focused on looking at our own transitions (the internal process), while giving board members an opportunity to get to know each other better. We don't just want to continue what the original board members did, but build upon their work and make it even better. It is our hope that we can answer the questions that surfaced the past several months so we can do our most meaningful work.

To learn more about the great work that is being done at AFF, please inspect the new website at affund.org. You will see just how exciting it is to be a board member of the Andrus Family Fund.

Andrus Family Board Members

Andrus Family Fund

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Rick Boger Hawkins
Angela P. Earley
Annika L. Hawkins
Thomas M. Kelly
Shanda Lowery-Sachs
Michael Klass
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Michael S. Spensley
Edith D. Thorpe

Website Addresses for 5 Family Philanthropies

Andrus Family Fund

www.affund.org
www.transitionandsocialchange.org

Andrus-on-Hudson

www.andrusonhudson.org

Helen Andrus Benedict Foundation

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

Julia Dyckman Andrus Memorial, Inc.

www.andruschildren.org

Surdna Foundation, Inc.

www.surdna.org

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