



CONCINNITY

Opening The Time Capsule

Family members and friends discovered special mementos from the life of John E. Andrus I during a festive afternoon and evening soiree commemorating the 50th Anniversary of Andrus on Hudson (AOH), formerly known as the John E. Andrus Memorial (JEAM), held on September 12, 2004. The celebration, honoring AOH's founding in 1953, brought together Andrus family members from throughout the United States, staff and residents of the facility, and longtime friends.

Continued on page 3

Joint Meeting of Andrus Philanthropies

On September 12, 2004, twenty-one board members, representing all five philanthropic entities, came together to get to know each other, learn about each other's work, and explore possible connections between the boards in the future. This was an historic first meeting

for all five of the family's service operations.

The agenda for the meeting, organized by two professional facilitators from the Center for Applied Research, included time for introductions, discussion of the history

of the family's philanthropy, learning from each other, and individual reflections. Through interviews and small and large group discussions, Board members had the opportunity to discuss their service, learn from each other, and share common values.

Continued on page 5

From the Chairs



John Hawkins



Edie Thorpe

by John Hawkins
& Edie Thorpe

Looking over last year's *Concinnity*, we're struck by all the changes that have taken place, not the least of which is for John, that he's co-writing this piece with Edie. John became Surdna's Board Chair in November 2004, making it clear that he saw himself as a transitional figure in the Foundation's leadership. With fifth-generation family members joining the Board and assuming leadership roles, we felt the need to change both the calendar and the expectation that the Board leadership could devote all its time to the Foundation. Many of the ways we used to do business as a Board have changed in the past year. Recognizing that fifth-generation and outside Board members would find it hard to schedule three or more entire days for meetings and travel per quarter, we "de-coupled" our meetings from those of Andrus on Hudson and the Julia Dyckman Andrus Memorial, and we have shortened the meeting itself.

Coming out of a Board retreat held in November 2004, we committed ourselves to more Board involvement in the presentations during our quarterly meetings. In our February meeting we held

discussions led by Board and Staff together on advocacy and "green" community development, while in our May meeting we had a jointly led session on collaboration and effectiveness. Board and Staff have also worked closely together over the past 18 months on developing a series of metrics – Success Measures – to measure the effectiveness of our individual programs. This has been particularly useful in helping the Board understand how we are accomplishing the goals that we set for our programs.

Our work with Success Measures has also informed our use of technology. We now take many of our grant applications online and have structured the online application itself in such a way that our grantees engage with us in a discussion of how we'll measure their success in meeting the goals of their grants from the moment they apply. We've also been able to automate the generation of a significant portion of the grant descriptions used in the dockets by tying them directly to the online applications. So as not to be left completely behind by AFF and AFPP, we have begun work on a new Surdna

website that will have its debut in the near future.

There are more changes. By the time you read this, the Surdna Board will have elected two non-family Board members, and will be looking forward to considering a third a year from now. We have already welcomed our first fifth-generation family member, Josie Lowman, to the Board. Our long-time Community Revitalization (CR) program officer, Carey Shea, left Surdna last year to assume the leadership of the New York City branch of Habitat for Humanity. We have a new CR program officer, Kim Burnett, who came to us from the Community Development Partnership Network in Denver and joins Vanitha Venugopal as co-program officer (see their article in this issue). Finally, we will soon start the process of searching for a new Executive Director to replace Ed Skloot, who will retire in June of 2007.

On a personal note, we both have strong ties to the current AFF leadership with Edie's niece, Kelly Nowlin, and John's daughter, Caitlin, serving as co-chairs.

We couldn't be prouder of the work that the Andrus Family Fund Board (along with Kelly Kelban, Sabena, and Ingrid) has done. It has been eye-opening, sometimes challenging, and always educational for the Surdna Board (we should all be lucky enough to be able to learn from our children).

One of this issue's articles celebrates the conclusion of the fifth official year of the Andrus Family Philanthropy Program's work for our family and the family foundation community as a whole. We are proud of the increase in family involvement – from board participation to teen philanthropy efforts to website development. The Joint meeting of the five philanthropies on September 12, 2004, held just before the AOH celebration, was stimulating, productive and fun! AFPP is serving our family well thanks to the support from Surdna as well as the devotion of its terrific staff.

We'd both like to once again thank Libby for her years of service to both the Surdna Board and the family. It remains a mystery how someone with small feet left such big shoes to fill!

The Long Birthday Party



Edie Thorpe

by Edie Thorpe

In last year's edition of *Concinnity*, we marked the start of the Fifth Anniversary of the Andrus Family Philanthropy Program. As we conclude this year-long celebration of service to our family and to the family foundation community, I think of how much we have accomplished together:

- Since its inception, the AFPP has identified and/or created board positions in the five philanthropies for 44 family members. In 1999, there were only eight cousins so involved.
- Through this informative communications vehicle, 45 cousins have either written articles or been featured in them. With the exception of occasional informational letters from Surdna or the Homes, no such line of communication existed prior to the year 2000.

- Regional meetings in Boston and Minneapolis, with presentations by Surdna staff, have drawn 40 cousins around our philanthropic table.
- Opportunities for involvement by younger generations in the Andrus family--most notably the Andrus Family Fund (12) and the Andrus Youth Service Program (22 + 44 parents)--have been created and have grown dramatically through these five years.
- Collaborations among boards have occurred in several forms--joint meetings (Surdna and AFF in 2001, the five boards in September 2004), joint grantmaking (AFF and Surdna) and the opportunity for those involved to explore the culture and workings of each other's boards through attendance at each other's meetings.

- The AFF, our training and grantmaking entity for younger family members, has made grants totaling more than \$11 million in the past five years and has become a respected national leader in both its program areas. Its board is fully engaged in all aspects of the Fund's work.
- The Andrus Family website (www.andrusfamilysite.org) was launched and contains a wealth of information about members of the family, including articles and photos about family gatherings, special events and awards, and past issues of *Concinnity*, the Andrus family newsletter. And thanks to cousin Bob Hedlund, our volunteer webmaster, the website is currently receiving a new look and feel, and will even include a searchable family contact list!

- Finally, both staff and board members have been asked to make presentations to other families and organizations about our various forms of family outreach. Aside from the valuable work being done in the overall philanthropic arena, we take great pride and pleasure in both the new and renewed connections among participants in all these programs. Cousins who never knew each other before are now working side by side in meetings or on conference calls or in chat rooms. They are learning from each other and with each other, and they are taking active roles as members of their home communities, too. Congratulations and Happy Birthday to all of us!!

Opening the Time Capsule at AOH

by Lauren Reinertsen



Andrus Time Capsule Treasures Revealed at the 50th Anniversary of AOH
Margaret Spensley, Judy Moon Aubry and Peter Benedict, II

Continued from cover

The celebrations began with a cocktail hour during which guests roved through the grand and refurbished lobby and the intimate Long Vue Café, the veranda overlooking the Great Lawn and the majestic Hudson River. Friends old and new mingled and reminisced about Helen Andrus Benedict and her mission to create a gracious home for the aged in memory of her father, John E. Andrus. JEAM is now known as Andrus on Hudson (AOH), reflecting its location on 26 acres of Hudson River highlands.

Befitting Helen Andrus Benedict's love of flowers and her special influence on the gardens of Andrus on Hudson, the anniversary dinner was held on the patio overlooking its Great Lawn. Peter Benedict, chairman of AOH for 38 years and its guiding light and strong advocate for decades, was the powerhouse behind this memorial celebration. Only a hurricane could keep him away from the 50th anniversary gala, and, as fate would have it, a Florida hurricane demolished his home at the time of the celebration! He asked his son, Peter Benedict, II, to stand in his place at the podium during the celebration, to host the event and read his thoughts and reflections.

After reading a mayoral proclamation from Hastings-on-Hudson declaring Sept. 12-18, 2004 as John E. Andrus Memorial Home

week, Peter Benedict, II, read a letter from John E. Andrus, III, who was prevented from attending because of illness. Recognizing the "strong will and great taste" of Helen Andrus Benedict, John E. Andrus, III, wrote of her efforts in establishing John E. Andrus Memorial and acknowledged the leadership of Peter Benedict, her grandson, for contributing so greatly of his time to continue her mission.

Peter Benedict, in his remarks, praised his grandmother's long-time desire to create a living memorial to her father, which she did through the altruistic vision of creating John E. Andrus Memorial, a home for the aged. He noted that in its 50 years of operation, social changes have occurred and bureaucracy has increased. In 1954, the average age of a resident was 64 years old and all were living independently and paying privately for care. Today, the average age of an Andrus on Hudson resident is 85. Only 40% still live independently, while 40% require assisted living and 20% require skilled nursing care. The payer mix, too, has changed to include Medicare and Medicaid, as well as private payers.

While recognizing capital grant support from the Surdna Foundation and the commitment of Board and family members and staff, Peter Benedict noted that Andrus on Hudson is now a thriving and strong stand-alone community that is now financially

responsible and viable. "Helen Andrus, if she was standing here today, would be proud of what has been sustained and amplified through the years," he wrote. "I believe John E. Andrus, a man who was so eminently successful on all fronts, would be proud to give opportunity to children through Julia Dyckman Andrus Memorial, and his daughter has honored his memory to give comfort to the aged by founding John E. Andrus Memorial in 1954."

Then the time came to open the package that had been tucked into a leaden container sealed in the cornerstone of John E. Andrus Memorial. The crowd was hushed as two of the 26 grandchildren of John E. Andrus--Judy Moon Aubry and Margaret Spensley--were invited to the podium to help unwrap the mysterious package encased in wax and tied tightly with string.

Time treasures were unfolding! A gold watch "Presented to the Honorable John E. Andrus by some of his Westchester friends, Dec. 22, 1911." A gold and deep red enameled pin with the border declaring "Mayor City of Yonkers 1903" was engraved with John E. Andrus' name. The program from the original dedication ceremony of John E. Andrus Memorial, Inc. from June 11, 1953. A letter from John E. Andrus, III, a grandson of John E. Andrus, on the occasion of the dedication. Many a yellowed old newspaper article from *The Herald Statesman* from the first half of the 20th century

which cited John E. Andrus as a "friend of the commoner" and lauded Andrus on Hudson as a "magnificent new Andrus Memorial" and the "finest rest home for the Aged," reporting that Andrus Memorial welcomed its first group of residents on August 3, 1953.

A copy of the dedication speech from Robert H. Taylor, a grandson of John E. Andrus and a former director of the Surdna Foundation, was also enclosed. This speech eloquently proclaimed Andrus Memorial's purpose as one "to provide a solace for the aged, a refuge for the homeless, a haven from anxiety, loneliness and fear." More and more people gathered around the podium to examine the treasures as items were unwrapped and discovered.

Andrus family and friends were touched by the items that seemed to transport everyone at the dinner into the hearts and minds of both John E. Andrus and Helen Andrus Benedict. It was as if both of these special people were in our midst for an evening--as if time stood still for a moment as they reached toward us and allowed us to express our gratitude for their influence and generosity which has been felt so very far beyond their lifetimes.

Lauren Reinertsen is the Administrator of Andrus on Hudson.

The AFF Board Experience

Frequently Asked Questions: The AFF Board Experience

This September marks the first rotation of Board members on the Andrus Family Fund. Two founding members, Ann Williams and Peter Benedict, II, will be rotating off the Board. Each forthcoming year, other members of the Board will also be cycling off. While we will miss their work and camaraderie, we are also excited about the openings available for new family members to join this innova-

tive philanthropic endeavor. AFF welcomes three new board members this fall: Angela Earley, Davis Benedict, and Laurie Stavisky.

In this column, we will feature answers to frequently asked questions about serving on the AFF Board. We hope those of you considering applying for a Board position in the future will find these useful. Peter Benedict, II thoughtfully provided these two Q&A's for the first edition of this column:

Can I really contribute to this Board? I don't have any expertise in the program areas and have never been on a board.

Yes, you can contribute! Every member of this family has a vested interest in carrying forward the traditions of philanthropy. The founding members of AFF had no common expertise and chose program areas based upon passions and not proficiencies. Every Board member will be an active learner

and will gain expertise in Board membership as well as AFF's program areas.

How much time can I expect to spend on Board work between meetings?

Realistically, a good Board member will spend a few hours preparing for a committee conference call, will spend about one hour on the phone, and will read much of "The Board Book" before each of the four meetings, often in transit.

Liz Wilson: Her First Year on the AFF Board

by Jennifer Kasoff
Editorial consultant

1. How did you become interested in serving on the AFF Board?

As a member of the Larry Griffith family and a curious-minded soul, I have sought opportunities to hear about the work of Surdna and JDAM over the years. Working on these boards had all seemed a distant "parental" thing to do, but I always appreciated Larry's enthusiasm and his intense commitment to them.

When AFPP and AFF were launched, I was in the midst of having babies, so applying for the first round of AFF seemed impractical to me, but I could sense it all was a fantastic, visionary project. I attended the 75th JDAM anniversary weekend in 2003, and I was blown away by the positive energy that coursed through the people associated with JDAM and AFF. Cameron Griffith, my brother-in-law, made a point to introduce me to Ann Williams and Mary Lowman, two other founding AFF board members, and I immediately picked up on their special camaraderie and connection.

Soon after that, I received a phone call from Sabena, the Associate Program Officer at AFPP, to ask me to write an article for *Conninity*. Sabena and Steve Kelban (aka Kelly), the Executive Director of AFPP, were so patient with me, even after I missed at least 3 deadlines, I just had to meet them face to face and see where all of this interesting stuff was happening. John and I paid them a visit on my 24-hour 40th birthday trip to NYC. I was inspired and challenged by my work and interactions with the board and staff of AFF and JDAM. I knew I would be ready to apply when the time came.

2. What were your expectations, and how have those expectations been met (or not)?

I expected to embark on a huge learning adventure. This work was completely new to me—the program areas, the role of a board member, and the inner workings of philanthropy. I attended both grantee conferences last year and that was a huge boost in my knowledge base as well as my personal connection to AFF's work. But I still feel like I'm figuring out how it all fits together, what my role is, and how to do it well.

I also expected a unique and energized group experience. Any group that was gutsy enough to put the Transition Framework into their grant making process must themselves be into taking risks.

3. What is the most enjoyable part of being an AFF Board member?

First and foremost, I enjoy working with groups in a deliberate and conscious manner to help better something. That this group is family makes our commitment to each other and our heritage that much stronger.

Amid a lot of small children matters at home, I also love getting away to a "grown-up" place and putting myself in an exciting world that opens me up to something other than my immediate family life. I appreciate the complexity of the issues involved in the work of all the grantees. I love to see their passion and creativity and know that we play a role in fueling that. The Transition Framework overlay adds great depth to our grant making because problem-solving is so rarely just about what is going on, on the outside. Attention to the inside processes are fully

as relevant and important to any change. I like feeling part of a consciousness-raising effort. It's fun to be a little radical.

4. What is the most challenging aspect of being an AFF Board member?

The challenges to me have been trying to catch up to the rest of the board's knowledge and understanding of how and why we do what we do. As a newcomer, I do not have the same ownership in the program areas, mission, and core values that the founding members have because I did not have a role in their authorship. Mine must evolve in a different way. This is going to be an interesting challenge to the remaining and new board and staff as founding members transition off over the next few years.

5. What would you tell other family members considering board service?

I would and do strongly recommend the experience to other family members. There is, of course, the time and travel commitment, and then a willingness to be somewhat personal in the work. The personal part comes from the constant effort to see the Transition Framework at work in the grants and the constant application to ourselves individually and the board's process, too.

Both board and staff share passion, enthusiasm, a willingness to be personal, humor, and openness to new ideas. The board is multi-faceted, engaged, smart, and collaborative, but also willing to disagree. Read the website, check out some of the grantees, and see if any of it speaks to you.

6. How has your board work impacted your personal and professional life?

I began on the board the same month that we moved to Baltimore from Cleveland, where we had lived for 14 years. Considering my reluctance to move, I was, as a new board member, heading on a direct path into "transition land." AFF was a new adventure, a bright spot and place of belonging amid a great upheaval for me. This prototypical change experience and saturation in Transitions brought the Transition Framework into the forefront of my life. Being able to name the place/stage that I was in and have some intellectual understanding of the emotional markers was indeed helpful. It did not take care of the pain and loss. It did normalize the process and let me and my family be in it, rather than try to suppress it or anesthetize it.

Professionally, as a coach, I always enjoyed having groups with many different talents and styles and figuring out how to help them work together to accomplish their goals. I am currently interested in exploring a way to offer tools for coaches much like there are tools for our grantees that have a similar goal: to enhance the external/physical performances by paying more attention to internal processes.

7. What are the biggest lessons you've learned so far?

Aside from the continual personal lessons, I see that philanthropy can play a very important role in generating, fueling, and supporting social change innovatively. It encourages thinking out of the box and allows for the smaller scale of individuals and groups to put their big ideas into action. I am humbled and impressed by the dedication our grantees have to creating a fairer, just, and more livable world through their work.

Joint Meeting of Andrus Philanthropies

by Jennifer Kasoff
Editorial consultant

Continued from cover

Attendees emphasized the social experience of the meeting as the highlight. The opportunity to meet new cousins, share viewpoints across generations, and learn about the rich history of the family's service was invaluable. Fred Moon, Surdna, AOH, and HABF board member, commented, "It's a grand history, and a grand opportunity to keep it all alive."

While all of the boards were involved in the meeting, Surdna and the Andrus Family Fund (AFF) were a heavy focus of the meeting. The Andrus family's new philanthropic endeavor, AFF, was the source of much discussion and questioning. Family members wanted to learn more about this new entity and its Transition Framework, communication methods, structure, and governance. Larry Griffith, Surdna board member, said he found the energy and knowledge of the fifth-generation board members "persuasive and amazing."

From the AFF perspective, Mark Bradley pointed to the individual interviews as a great experience. "Both people I interviewed were

parents of fellow AFF Board members. I was struck by the fact that they were struggling with some of the same issues that we were. They seemed genuinely interested in the way we were doing things."

While attendees welcomed the opportunity to meet new people, share history, and discuss their work, they also left the meeting with thoughts for a future joint meeting. John Hawkins, Surdna Chair, suggested that discussing differences between the boards' work—not just commonalities—would be a helpful point of discussion. Fred Moon hopes that a second joint meeting will allow for more discussion of all five philanthropies, without emphasizing the grant making entities. "When you think of a family that's embracing philanthropy from different vantage points, there's an opportunity for learning from different perspectives, a way to look for overlap and ways to collaborate," said Moon.

This first, historic joint board meeting was a wonderful experience for all involved with much promise for what joint meetings of the future can accomplish.



1 Peter Benedict, II (AFF) and Fred Moon (Surdna, AOH, HABF)
2 Joint Family Board Meeting Crew

3 David Earley (JDAM) and Ann Williams (AFF)
4 Cousins working together
5 Carol Cardon checks out the small groups' work
6 Kate Downes (AOH, HABF) and Liz Wilson (AFF) exploring the Andrus timeline

Griffith Family Reunion: 92% Attendance Rate

by Brad Abernethy

This past July, the descendants of 3rd generation cousin Margaret Dyckman Davenport Griffith and her husband, Ernest Stacey Griffith, held their family reunion in Colorado. From as far away as Australia and New Zealand, 49 of the 53 cousins came to celebrate each other's company.

The cousins met at the YMCA of the Rockies, in the spectacular beauty of Colorado's Rocky Mountains. Every four years since 1997, the cousins have come together at this large facility (it can accommodate more than 1,000 people). Designed specifically for conferences, retreats, and family reunions, this site has proven ideal for the Griffith clan. Cafeteria-style food means happy kids, no dishes, and unhurried conversations over meals. The facility offers a wide variety of activities, including swimming, fishing, crafts, roller skating, mini golf, tennis, canoeing, rock climbing, and hiking---perfectly suiting the Griffiths' wide variety of ages,

interests, and fitness levels. Rooms are available in the evenings for talent nights and sing-alongs.

For this Reunion, the Griffith clan essentially took over an entire floor of a dorm, which meant that cousins didn't have to go very far to find each other, and they also got to see each other quite a bit, even if only in passing. Parents of young kids could, after their kids went to bed, hang out with other cousins in the dorm halls and have adult conversations while still being able to hear their kids. These late-night dorm hall chats reminded many adults of their college days!

Like a *Concinnity*, the Reunion was more than just great fun. Meeting cousins face-to-face strengthened family bonds and helped new members of the clan (e.g., young children, new partners) put faces to names. It was particularly satisfying to see the younger cousins hang out together and build friendships. The 9- to

12 year-old boys were hardly ever seen apart, nor were the 16- to 19 year-old girls, who simply left their parents and moved into their own dorm room.

As usual, the talent show was a big highlight. The preschoolers put on an adorable play, and the clan's many singers and musicians got a chance to show off their talents. Some cousins even wrote and performed a skit to welcome a new partner to the clan.

Driven partly by the impossibility of having in-depth conversations with 48 other people, a quick "tell us about yourself" activity was introduced this year. The cousins all met in a room, and each person was given a two-minute opportunity to tell the rest of the cousins what they were up to, or something they felt passionate about. It was a bit like speed dating, but everyone came away feeling that they had learned at least a little bit about each cousin. Also, these brief monologues provided con-

versational openings that people could pursue in-depth later, during the rest of the Reunion.

To accommodate those who cannot take an entire week away, the heart of the Reunion is always the July 4th weekend. Fortunately, most cousins come for the entire week, and a lucky few even stay on for a second week. Holding the Reunion every four years seems to strike a good balance between everyone's competing interests and obligations.

With such a high attendance rate, each clan member knows that practically everyone else will be there in 2009, so they will, too. What a wonderful self-fulfilling prophecy! With happy anticipation of new partners and babies, our indefatigable organizers, Kate and Ken, have booked rooms for 2009, 2013, 2017, and 2021.

In the news

LIBBY ANDRUS: NATIONAL CENTER FOR FAMILY PHILANTHROPY

In 2003, I became involved with The National Center for Family Philanthropy, the only national organization dedicated solely to the encouragement and support of family philanthropy. My participation as a board member has provided me with the opportunity to engage in the larger field of family philanthropy and to work with a group of talented individuals who represent a wide range of foundations from all over the country.

In the seven years since its inception, the Center has created a remarkable list of achievements including the dissemination of information through its research, publications, web site (www.ncfp.org), seminars, and conferences across the country. We are all familiar with one of their publications, *Sustaining Tradition*, that chronicled the development of the Andrus Family Philanthropy Program and the Andrus Family Fund. Documenting the stories of individual families involved in giving has been an important teaching vehicle for people think-

ing about creating their own foundations and those already engaged in the field and dealing with issues such as succession. *The Passages* series includes a number of family giving histories.

Board meetings are held in Washington (home base) and in the communities where board members are represented. In 2003, Noa Staryk from the McKnight Foundation and I hosted the meeting in Minneapolis. We invited friends and colleagues from our area to participate in a discussion of the research presented in the Center's new publication, *Generations of Giving*. Sam and M.J. Cote were there and asked some great questions.

Board meetings are lively and strategic in their focus. Three basic imperatives guide the work of the board and staff: expand knowledge and understanding of family philanthropy; disseminate information about family philanthropy; and develop the Center as the premier organization serving family philanthropy. The Center is currently beginning a new initiative, Leadership for a New Generation. This will be the focus of our work for the next three years. Through this initiative, the Center will address the current challenges to family philanthropy and expand the

impact of its work both nationally and internationally.

In 2002, the Center published a guide to creating a family foundation. It pulls together a wealth of information and research and is a wonderful, comprehensive one-stop resource. Surdna's Statement of Culture is included, as well as a reference to John E. Andrus I and the Andrus family tradition of philanthropy! Anyone interested can order it through the website. Another publication, *Generations of Giving*, (supported in part by a grant from Surdna) is also available. Based on a study done in the United States and Canada, it is a fascinating look at the evolution of thirty family foundations across generations. The cases are varied and represent foundations in their second decade of existence to some entering their second century. This book examines the different paths that families have taken as well as the challenges common to all of them. It isn't a book for the beach but is definitely one for your library.

My involvement with this organization has been an exciting opportunity for me to serve the larger field of family giving. Look us up on the web, www.ncfp.org, and consider joining me as a Friend of the Family of the National Center for Family Philanthropy.

DAVID WILLIAMS: WATCH THE OSCARS WITH HIM IN MIND!

You watch the Oscars every year, right? So you've probably always been curious about what it's like to actually be involved in choosing the big winners. One lucky and talented family member knows exactly what it's like.

After a 20-plus year career in visual effects, David Williams was elected to the Academy of Motion Picture Arts and Sciences. He was recently inducted into the visual effects branch of the Academy, and thus is a voting member for the Oscars. Says David: "That's the end goal, and it's very exciting."

Though David has achieved a very high honor in his work, he didn't always know what he wanted to do professionally. Serendipity played a big role. After graduating from the University of the Redlands in California in 1982 with a communications major and math minor, he thought about advertising. After a few interviews that didn't pan out, he moved to Los Angeles during the fall of 1982. He hoped to find work with an animation company. But one company he visited happened to

be upstairs from a visual effects firm, Van der Veer Photo Effects. He walked in, starting talking to Barry Nolan, who ran the shop, and was told, "Sure, we'll take an intern." And so his career began.

David interned at Van der Veer for several months until he was put on the payroll as a driver for the company. During this time, the company taught him to do optical line-up, which is a part of the technical work of creating a visual effect. This work involves setting up sections of a film that need to be re-photographed to create the end product. After learning how to do this, he worked on *Dune* as his first credited feature film. Star Wars fans will be excited to learn that David also did some uncredited work on *Return of the Jedi*.

Unfortunately, in 1986, fate (and office politics) intervened and David was laid off from Van der Veer. But his good work had not gone unnoticed. A colleague from *Dune* quickly got him a job at a new company, Illusion Arts. After only a few months there, David started his own company, Perpetual Motion Pictures, at which he stayed for two years before returning to Illusion Arts full time in 1988. And he's been there ever since.

David describes his sector of the movie industry as one in which people tend to bounce around from job to job a lot. He's proud to say that in his more than 20 years in the industry, he's only been out of work for two weeks. His workaholic tendencies, talent, perseverance, and skill have helped him succeed.

Currently, David is a Compositing Supervisor, which means he puts together the shots that are actually seen on the screen. "I sit in front of a computer all day and put bits and pieces together to make a final shot," he explains for the technical novice. His company does primarily "matte paintings." That means that if a production wants to have some background that does not exist or needs to be modified (making modern Venice look like period Venice, for example), they create it. His job, as he puts it, is done well when no one knows he's done it. Recent movies he's worked on include: *Bruce Almighty*, *The Fast and the Furious*, and a Disney Christmas release called *Casanova*.

"The fun thing is to try to make the things people will see and make it so they won't think it looks terrible. Trying to do things that people won't even notice as

visual effects. We want our job not to be noticed, but we can be overlooked because people don't even think there are visual effects in the movie. *The Bourne Identity* was lauded for not having visual effects, but we had done a lot of work on it---the ultimate compliment."

A little luck, a touch of serendipity, and a lot of hard work has helped David create a successful career in the visual effects industry of Hollywood. "I'm very happy with what has ended up being my career. It was never anything I thought would happen."

In his personal life, David is proud father to Wadsworth Alexander (13), Zelpha Marie (10), and David S. Williams, III (9).

LIZ WILSON: INDUCTED INTO THE LACROSS HALL OF FAME

Liz Wilson was inducted into the Ohio Lacrosse Hall of Fame in June 2005. Liz's dedication to the sport, success as a high school coach, and tireless promotion of girls' lacrosse in Ohio earned her this distinction.

She was head coach at Shaker Heights High School in Ohio for 14 years (1991-2004). Liz too



Liz Wilson and her parents.

over the Shaker program at its infancy and quickly turned it into one of the state's perennial powers, earning 5 championships and 4 runner-ups and 11 total trips to the final four. During her tenure, Shaker's record was 201-42-3, which translates to an 81.7% winning record.

In addition to other work promoting lacrosse across the state, Liz started Ohio North Lacrosse (ONL). By 2004, when Liz moved from Ohio, ONL had grown to

encompass youth, middle school, and high school clinics, as well as a league of area high school teams playing indoors during the winter months. These programs introduced hundreds of girls to the game of lacrosse, gave experienced players in the area a chance to hone their skills and learn from a variety of area coaches, and served as important training opportunities for officials. In 2004 Liz helped found Team Ohio under the organization of ONL to respond to a need for an elite travel team in the region. Team Ohio provides some of the area's most talented players opportunities to play with each other at tournaments throughout the year.

At her induction ceremony, a fellow coach who presented the award to Liz described her this way: "Most importantly, and perhaps the reason for her consistent success, is that she understands that lacrosse and sports in general are about more than learning technical skills and winning games on the field. Liz is always focused on the process not the outcome. She is always aware of the opportunities she has to impart life lessons on her athletes: setting goals, perseverance, continual improvement, patience, commitment, focus, intensity, overcoming adversity, toughness, teamwork, self-assessment, collaboration, loyalty---the list could go on and on. She is a role model that any one of us would love to have our children exposed to."

For the fall of 2005, 550 of these individuals have been accepted to teach in New York City. So 550 young adults, many whom have never set foot in NYC before, came to New York for a week in early June to learn the subway, find out about the education system, find roommates, locate apartments, and the list goes on. My role in this orientation was to make the transition for the new corps members as trouble-free and easy as possible. This included everything from buying subway cards for them, printing out maps of New York, finding affordable restaurants, and photocopying. Photocopying. And more photocopying.

MEGAN KELLY: INTERNING AT TEACH FOR AMERICA

In about mid-March, the students at Wesleyan begin to buzz about internships. What will they do, where will they work, what city

will this incomparable internship be located in, and, most importantly, what will look reputable and distinctive on "the resume?" I decided that, like my fellow classmates, I needed to find one of these internships. I thought about what kind of job I wanted. Like pretty much everyone in my situation, I wanted a fun, exciting, and high-paced job where I was given a substantial amount of responsibility for exciting tasks, working for intellectual and interesting people. As a bonus, I hoped this unparalleled internship would be in the big city of New York, not my home state of Minnesota.

After an intense series of phone interviews, I landed "the job." Teach For America, the fastest growing non-profit in the U.S., hired me to be their Orientation Intern for the summer of 2005. What this meant was a bit beyond me at the time, but it was my internship! Teach For America is a national corps of the brightest of the bright recent college graduates. For two years, they commit themselves to teaching in some of the lowest income rural and urban neighborhoods across the country. From the Mississippi Delta to Los Angeles, South Dakota to the Bronx, these courageous graduates face some of the toughest schools, in some of the most underprivileged neighborhoods. They spend two years fighting on the front line to close the achievement gap in America, and often continue after their commitment to fight for equal education.

Summer internships are not a glamorous thing, and, as I am still learning, are full of grunt work and tedious tasks. But the reward of working for an institution like Teach For America, an organization that is actually making a difference and changing the unjust educational system in our country, is unparalleled.

AOH Celebrates 50 Years!



1 Margaret Spensley, Judy Moon Aubry and Peter Benedict, II
2 John Emory Andrus I's watch found in the time capsule
3 John Emory Andrus I's Mayoralty medal 1905



4 Margret Minor, Fred Moon, Carol Cardon, and Judy Moon Aubry



5 The Family Celebrates
6 Another Family Table
7 Judy Moon Aubry and Peter Benedict, II

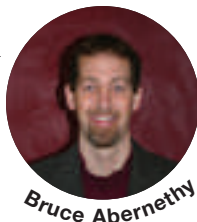


8 Peter Benedict, II, Steven Kelban, and Edie Thorpe
9 Ham Pakradooni, Carol Cardon and Richard Thorpe
10 Ann Benedict Hedlund, Kit Davenport, Edie Thorpe and Heather Sweeny

Doers

by Jennifer Kasoff
AFF Consultant

When asked about his professional and community involvement, **Bruce Abernethy** likes to joke that his dad has always teased him that he's unable to hold a job for more than a couple of years. Certainly, Bruce has a busy life, full of many professional and civic commitments in his adopted hometown of Bend, Oregon. But it's no joke that he's out there doing good work at every turn.



Bruce Abernethy

training to youth and adults, a thrift store, and a program to provide formal attire to low-income high school students. "I love this organization. It's really creative in finding new ways to provide valuable services to the less fortunate and build a sense of community. I help with grant writing, fundraising and, in typical non-profit fashion, whatever else needs to be done!"

Bruce gets most excited when talking about his latest public service role. For the past year and a half, he's been very involved around the issue of methamphetamine abuse. He helped to create and now chairs the Meth Action Coalition, an effective community response to the dire problems caused by the drug in the region. (Check out the organization's website at www.methaction.org.) In Bruce's words, "we begged, borrowed, and copied from other materials, tailored it all locally, and designed a website" to get the information out there. He's been intimately involved at every stage---creating handouts, designing the website, and writing a groundbreaking grant to the local Rotary Club for a youth awareness prevention campaign. "I got involved after attending a conference on meth. It opened my eyes to the incredible impact it has, not only on users, but family members, the environment, law enforcement, etc. I've worked in the non-profit sector, and with connections through City Hall and the local school district, it wasn't long before we got this new organization off the ground."

Talking to Bruce, however, one gets the feeling that it's his civic involvement and volunteer affiliations that truly drive him and provide an outlet for his passions. He has been a member of the Bend City Council since 2001, president of Bend's Community Center since 2004, and Chair of the Meth Action Coalition since 2004. The last activity is his latest passion and focus.

As a member of the Bend City Council, Bruce currently serves as mayor pro tem, which he describes as essentially "being the vice-mayor." "I like being involved at the local level. Positions are non-partisan, you're directly affected by the decisions you make every day, and there's always something new on your plate in this beautiful and rapidly growing city!"

Bend's Community Center (BCC) fills a unique niche in the area as both a facility and a social service provider. As a facility, BCC partners with local non-profits, clubs, and agencies to provide a flexible and affordable location for trainings, workshop, classes, and special events. As a service provider, BCC runs the largest food kitchen in the region, offers on-the-job

It would be hard not to feel at least a little lazy when listening to **Peter Benedict** describe his life's adventures. Acrobatic pilot. Long-time school headmaster. Chair and member of multiple family and local charitable boards. Triathlon competitor.



Peter Benedict

Then he describes the most hectic years of his life---the ten years from 1985 to 1995, during which he was at full steam career-wise and working on three family philanthropy boards simultaneously. "You rise to the challenge. No looking back. Go full steam ahead."

His words of wisdom and the example of his life's work and passions are ones from which we can all learn. Before retiring in 1995, he was headmaster of Saint Edward's School in Vero Beach, Florida for 25 years. During that time, he oversaw the largest expansion in the school's 38-year history, including the opening of the Upper School in 1972. When he became headmaster in 1970, the school had 150 students, and a faculty of 16. When he left in 1995, the school had grown to 810 students and a faculty of 95, and it continues to grow.

Since Peter retired from his headmaster job, life has been full of new challenges. He became a member of the board of the McKee Botanical Garden in Vero Beach, where he lives, in 1995. "It's truly an outstanding mecca. It used to be recognized only within the state, but now it's been recognized regionally and nationally in the press." In 1996, he became chairman of the board, and has made it his focus since retiring from Saint Edward's.

He's proud of the work the board and community have done to strengthen the McKee Botanical Garden. "We saved the garden from a commercial development, a commercial Wal-Mart type of operation. We were there one step ahead of the bulldozers. It was a very exciting time to be chairing the board. We're all very proud that so many people made such an effort to restore McKee. It had fallen on hard times in the 1980s when I-95 opened. The land was fallow and went to weed. It's a

prime location for development, but a group of us got together and said we didn't want a development here. We rallied the troops, and the community rallied behind the effort. We closed ranks on the projects---and we succeeded." Peter says he was drawn to working to save McKee because so much of Florida is besieged by development. He wanted to work to preserve "a very special location with a very special history."

He was personally drawn to the McKee work, too, because of the gardening connection in his family. As many in the family know, Peter's grandmother, Helen Benedict, was an inveterate gardener. Under her tutelage, Peter says, "I couldn't help but assimilate her interests and love of nature and growing things."

Beyond his professional success and involvement with McKee, philanthropy has always played a starring role in Peter's life. "I think philanthropy is the hallmark of the family. My grandmother chaired Surdna for years, so I understood at an early age the benefit of giving to others. I've enjoyed giving the time it takes and sharing my expertise. You can write a check very easily. But giving well in the local community takes time and you want to make sure the accountability is what the organization says it will be. You want to make sure the contribution is used for the project and not its administration."

Peter's involvement with Andrus family philanthropies has been remarkable. He has served on three boards: Surdna from 1976-2005 (chair, 1991-1994); AOH from 1968-2005 (chair, 1985-2005); and JDAM from 1974-1995.

His love of life is infectious, even in a short conversation. He mentions, in passing, that he and his wife lost their home to a hurricane last year, but he doesn't dwell on it. His take? "We were lucky enough to be able to move to another house. You just have to have an optimistic approach to life, no matter what happens." Peter's optimistic approach to life has rewarded him many times over with exciting professional and civic pursuits.

Remembering Mary...

by Caitlin Bogen-Hawkins & Kelly Nowlin
AFF Board Co-Chairs



Mary Lowman, an Andrus Family Fund board member since 2001, passed away suddenly from complications of childhood onset diabetes in November 2004, at the age of 38. Mary worked in elementary education and brought a great deal of both expertise and passion to AFF's grantmaking within the foster care arena. Those who worked with Mary in the Atlanta-area public schools remember her as compassionate and committed; as a friend and

colleague who was truly devoted to the children she served.

In her AFF capacity, Mary served on the Child Welfare League of America's (CWLA) advisory board focused on LGBTQ issues. In her honor, the AFF Board voted to establish the Mary Lowman Fund at CWLA. This fund will support an endowed summer internship for a graduate student to work with CWLA on LGBTQ issues. Other contributors to the Mary

Lowman Fund include the Surdna Foundation (through a board member's discretionary funds), the James R. Thorpe Foundation, and many personal friends and family members. AFF cousins and friends remember Mary's quiet, thoughtful presence on the Board and her genuine love for children. Her kind and caring spirit enriched our work as a Board and connected us even more deeply to our work and to each other.

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



Libby Andrus

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

Libby's involvement in the arts community began more than 20 years ago with her board service on the Minnesota Center for the Book Arts and the Walker Art Center. In addition to the permanent collection and exhibitions, the Walker focuses on the visual, performing, and media arts of our time. Its program for teens has been supported by the Surdna Arts Program and serves as a model for other museums.

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

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

by Tim Thorpe

To influence and affect family values can be lessons learned without the presence of a textbook, speech or 'how to' directive. They can be learned from a mere emotional exposure or connection....one a little bit easier to experience and speak about when you happen to be an offspring of **Skid Thorpe**, the person in question.



Skid Thorpe

For a minute, and for the limits of this literary diatribe, I am excluding that entire outer, non-familial world we all deal with day-in and day-out. I will speak to our own inner sanctum of family and to the Andrus family network, not a few of whom have had the chance to be in some way favorably affected by Andrus Skidmore Thorpe, aka Skid Thorpe, or 'Dad' for the remainder of this article. His contributions to family and community have been numerous. Under the Andrus umbrella, however, Dad's focus was geared toward the task of overseeing two expanses of Andrus Timberlands.

Timberlands

In a brief historical note, John E. Andrus, along with his partner, T. B. Walker (of Minneapolis museum fame), purchased California timberlands around the turn of the twentieth century. With assistance from the Manufacturer's Hanover Bank and Trust, Waland (Walker-Andrus) Company managed the timberlands for many

years. At a later point in time, the W. M. Beatty Company was hired to manage the properties---and in a sense became a COO in need of a CEO, a ship in need of a rudder. The Timber Management Committee (Dad, Fred Moon, Josie Thorpe, Mike Pakradooni, Bill Crosby, and later Bill Voorhees) was formed in the 1980s, and Dad became chairman.

The role of the committee was to represent the entire family in approving, or modifying, the Beatty recommendations to cut, harvest, plant, and subsequently distribute to the extended family any monetary benefits reaped from these forest management plan implementations. In any family, achieving the desired balance of familial and financial harmony in the same step is a daunting task. But this was one of the ongoing---and occasionally the sole---foci of the committee.

Beyond Timber Management

Taking a step back, Dad's philosophy on the Andrus fortune is one, well, of good fortune. He feels that if we, as Andrus family members and heirs, are to benefit from it, then we should also respect the long-honored tradition of taking care of it as well. "I've always felt that my great-grandfather's estate has been the beneficiary of good, family shepherdship," Dad told me during our discussion. "This is what helped fuel my interest in becoming involved with the Timber committee, the desire and chance to give back to the family part of what I've been so lucky to receive."

Speaking as a son now, and with more than just a little bias, I have seen Dad play the role of mediator, whether as parent to children or as Timber committee chairperson to extended family. So it was not without surprise, when I asked him of the highlight of his role in the committee's accomplishments, to hear that his reply was "I was

always happy to have been able to please both the unit holders and Surdna---for the most part!"

Beyond Surdna

When it comes to his approach to living life, Dad's outlook and primary focus is a simple one---the enjoyment of family. His persona generates a calming and natural magnetism to all around him. One memorable example that stands out in my mind (which a few of you reading this article may remember): At a Surdna dinner a few years back, Dad, using two canes to walk while recovering from a broken back, was listening to some showtunes cascading from a nearby piano. While some of us more timid members of the family observed, the more gregarious chose to sing along. Dad moved to the piano, like a moth to a flame, while belting out "My Way." Just as the song headed into its final crescendo, Dad, in a revival-type manner, threw down both canes in order to hit the final note! The crowd in attendance went into an uproar! How can you experience something like that and not be impacted somehow?

Speaking to his earlier philanthropic comments, Dad imparts that he hopes his appreciation and involvement in shepherdship spills over to his own children and to their children in turn.

Greatest Lesson of All

Finally, from Dad---and with Dad---we all have had, in some fashion or another, the good fortune to have learned about how to live a good life (not just the good life), and been on the receiving end of good love and enjoyed good humor.

Dad's impact on us all, though, is not in-your-face and readily visible. It instead spreads like the ripples moving outward from the small pebble that has dropped into the large pond, until all parts of the pond have been touched by the gentle waves.

What's

Happening at...

AOH

Greetings from Andrus on the Hudson (AOH). I hope everyone enjoyed their summer. The most important and, unfortunately, sad news is that after nearly 37 years of service to AOH, Peter Benedict resigned from the AOH Board in early May. The Board, and especially the residents of AOH, have missed and will continue to miss his outstanding guidance and leadership.

As of the middle of July, AOH continues to increase the number of residents. We currently average about 175 residents on our way up to between 200 to 244 residents. AOH has a fantastic team of professionals, led by Betsy Biddle, who keep the residents happy and all the systems working. This has been very important both for the Board and for the residents, as AOH has

gone through several partial structural/ownership changes in the last couple of years. Betsy has been there consistently both for the residents and for the Board throughout the changes.

We have added four new non-family board members that live in or around AOH. We hope this will help with our dealings and profile within the broader community.

AOH continues to have a very active and diverse resident population and a very active Residents' Life Committee chaired by family Board member Carol Cardon. Some of the activities that have taken place are: residents and their families attending dinners and events at AOH, generally focused around holidays or other significant events; aquatics classes at the Children's Home; art

classes; and several Helen Andrus Benedict Foundation events that occurred at AOH and included the residents. Carol and Betsy are in the process of trying to create a volunteer corps to further involve the AOH residents in the community as well educate the community about what AOH is and who the residents are.

The months ahead will be very challenging as we are dealing with a 50-year-old building that needs extensive capital repairs, and with continuing to get the resident census up to our target goal. Our general financial outlook continues to be strong, with a good mix of Medicare, Medicaid, and private pay residents. In addition, AOH has finally taken all the bookkeeping and financial matters in house. With huge assistance from Marc de Venoge,

Chief Financial and Administrative Officer, AOH is up-to-date on all the financial matters after being behind and in some disarray for the last two years.

Finally and more exciting for those of you reading this, the Board is looking for as many as three new Board members to start serving immediately. The Board position also includes a Board position on the HABF Board. You should have received a letter detailing the positions and requirements and asking for your interest in serving on the Board. Please feel free to contact any family member on the Board---Fred Moon, Carol Cardon, Mike Spensley, Sam Thorpe, Colby Andrus, Kate Downes, or me---if you have any questions about serving on the AOH Board.

by Josie Lowman

HABF

The Helen Andrus Benedict Foundation (HABF) may be the least-known within the Andrus family of the three grant-making entities, but it is making a splash in Westchester County, New York, where its significant grant-making has enriched the lives of many residents. Its unique emphasis has made it a national model, studied and replicated by foundations and communities around the nation.

Created in 1997 with the endowment of Andrus-on-Hudson, it has given grants of more than \$5 million dollars over the past five years. Grants are targeted primarily to Westchester County, with special attention to the City of Yonkers. In addition, HABF makes "field-building" grants to nationally recognized organizations for projects designed to advance policy and practice, while directly benefiting Yonkers and Westchester County. The Board is comprised solely of family members. Two new members, Michael Spensley and Colby Andrus, joined within the last year.

HABF is recognized for its place-based focus and asset-based thinking about older adults as resources to their communities. While many foundations make grants to programs benefiting the frail, needy elderly, HABF has chosen to view

older adults as assets to their neighbors and neighborhoods. Grants focus on programs which tap the time, talent, and experience of older citizens, providing creative ways for any interested older person to become engaged in the local community. Intergenerational strategies are used throughout many of the programs to help strengthen Westchester County neighborhoods and communities.

One of the many benefits of focusing grant-making in one geographic region has been the ability to easily hold regular grantee meetings. HABF grantees are invited to send two of their staff members to all-day programs featuring a keynote speaker on a topic relevant to all of the organizations. Grantees eagerly anticipate each meeting. The energy level generated by having as many as 60 participants in one room provides a wonderful support system and countless collaborative ideas.

Recent grants serve as examples of HABF's exciting work:

Intergenerational Green Teams: The Groundwork Yonkers Intergenerational Green Team conducts activities involving local elementary school children

and older residents. One project involves expanding an outdoor science garden classroom along a 200-foot vacant parcel adjacent to the school. Other projects involve intergenerational Latino and African-American neighbors working to green-up the neighborhood's vacant lots and build beautiful gardens for all to enjoy. Yet other grant money has funded an intergenerational program with Andrus-on-Hudson's older residents to beautify AOH's gardens and grounds and open them up to the public. Perhaps most exciting is a program where young and old will walk the streets of Yonkers together, identifying street-level conditions such as potholes, cracks, and other dangerous conditions. Hand-held computers allow the volunteer teams to document the data, which is analyzed to determine the responsible public agency for contact.

Center on Creative Aging: A new Westchester Center on Creative Aging has been launched, serving as a resource center for the arts and older people in the area. With United Way support, a database and directory are being created to encourage opportunities for older adults who would like to create art.

Communities for All Ages: HABF funds will be matched by the local United Way to support intergenerational programming in Yonkers and Westchester designed to strengthen neighborhoods and communities. Planning grants were just awarded to 10 nonprofits to help them design intergenerational initiatives that span whole community systems. Examples include an education program to train and place older people in childcare centers across Westchester, as well as a consortium of nine local colleges that will engage students and older adults in infusing aging-related content into their curricula.

Andrus Scholars: An Andrus Scholars program at Fordham University Graduate School of Social Service just completed its third year, in which selected students receive scholarships and benefit from an aging-enriched curriculum and practicum work experience. Many of the students have been placed with HABF-funded grantees.

Life Options Initiative: Perhaps the biggest venture HABF has launched is to plan and create a "Life Options Initiative" for residents 55 years and older who are transitioning from mid-life to a

"next chapter." The initiative will have a city-wide "campus," with multiple sites where older residents can obtain assistance with life planning, learn about new careers and enrichments, connect with their peers, and engage in

meaningful paid or unpaid roles that contribute to community well-being.

HABF has made an impact on Westchester County well beyond what the Board ever imagined at

its start. Our consultant, Barbara Greenberg, has done a tremendous job of forming and inviting challenging and exciting grant proposals, while bringing grantees together to ensure that the sum is greater than the parts.

If any Andrus family members find that they are growing older, they may want to consider a move to Westchester County, where "growing older" seems to mean "growing better."

by David Earley

JDAM

Mental health care for abused and neglected children in 2005 is in roughly the same "place" as medicine found itself after Sir Alexander Fleming discovered penicillin in 1928, and Andrew Moyer developed mass production 13 years later: we have discovered some particularly effective strategies to deal with certain mental health problems, but still have a long way to go. The 2003 Presidential New Freedom Commission on Mental Health noted that while implementation of various effective therapies and interventions is certainly beneficial, true transformation of our system of care is ultimately necessary. For instance, new and effective trauma informed care interventions for abused and neglected children are now being practiced at various locations around the country, but only a few involve system of care transformation.

Andrus Children's Home (JDAM) has not only transformed its own system of care in recent years through the adoption/implementation of the Sanctuary Model, but is now a national leader. Developed by our partner Dr. Sandra Bloom over the past 20 years, Sanctuary is literally the only model of trauma informed care (for both children and adults) that requires an organization to change its entire system.

As such, it is seeing recent wide application in residential treatment of children, in schools, and other settings. Besides the use of various specific interventions, Sanctuary requires implementation of democratic organizational principles coupled with assisting those staff members who have their own trauma histories, which may be triggered in negative ways by interaction with abused and neglected children.

Adoption of the Sanctuary Model by JDAM would not have been possible without years of strong support from the Board of Directors. In addition, Surdna has long recognized the unique value of JDAM to the children and families it serves, and provided significant support over the years. While JDAM has provided high-quality care for decades, both Boards were responsible in countless ways for nurturing an organization that could take this next step up.

Other cutting-edge educational and treatment services continue to be offered and expanded. After-school programming for at-risk youth, teaching conflict mediation skills to children, and the integration of a comprehensive music program to the existing array of treatment services are examples of recent innovations.

These programs join and are integrated as appropriate to existing services such as Residential Treatment, JDAM's award-winning Orchard School, the Yonkers Early Childhood Initiative, Day Treatment, The Diagnostic Center (for very young and severely traumatized children), the Pajama Program Reading Center, and Home Visiting and Community Support Services.

We now touch the lives of about 2,500 children and their families each year through significant expansion of JDAM services, both on campus and in the community. We have completed a merger with the Center for Preventive Psychiatry and will soon complete a second merger with Family and Community Services. Both these agencies are leading child- and family-serving entities in Westchester County providing primarily outpatient mental health and early childhood services.

Recent years have also brought expansion of the JDAM Board to 26, seven of whom are now family members: Libby Andrus, Larry Griffith, Ham Pakradooni, Phillip Andrus, Rich Thorpe, John E. Andrus, III, and myself. Larry has chaired the board for more than 25 years; Ham is now Chair of Buildings and Grounds, and the

rest of us serve on two committees each. It is both a pleasure and honor for all of us to be on this Board as part of the JDAM leadership team, joining the many other family members who have served over the years. The required time and effort is repaid ten-fold in the rewards of being part of such a progressive organization.

We encourage those of you interested in issues of children's mental health to visit our website, www.andruschildren.org, and pay particular attention to the section on the Center for Learning and Innovation. This is the vehicle through which JDAM will continue to develop its presence as a national resource for other organizations seeking to implement similar advanced treatment techniques for abused and neglected children. It's a long way from penicillin to the MRI, but with the help of JDAM and organizations like it, we'll get there. Participation and support from other family members is always welcome and rewarding. Just let us know you're interested!

Family members, Lindsay Davenport and her husband Jon Leach visited the offices of the Surdna Foundation and the Andrus Family Fund while she was in New York playing at the U.S. Open.



Those following the history of the Andrus Family Fund know that Transition is a major theme running through our work. If you are new to this concept, it can be summarized as a belief that “one vital factor in creating successful change is recognizing and addressing the emotional and psychological effects of the change process.”

As a founding member of the Andrus Family Fund, I have been excited to be a part of a new family foundation. Adopting a lens through which to look at all our work has been both meaningful and captivating. I have tried mightily to understand Transition and how it helps our work. I read Bill Bridge’s book on Transition theory, I attended and even led workshops for grantees on the topic, and I applied the concepts to my career. Through all this preparation, I should be ready for my next big change and its attendant transition—the end of my board term at AFF.

The experience has been a privilege. I am not speaking of financial dispensation or of rights, but rather the privilege associated

with an opportunity. The core of my experience begins with relationships through family and extends to life-long learning, the exploration of passions, and the chance to make a meaningful difference.

AFF began as a board with all new members, many of whom did not know each other, and no pre-determine mission. While seemingly rudderless to an outsider, my experience was more of immediate synergy, as if Andrus family members shared more in common than not. In our opening retreat, we participated in an exercise designed to explore individual passions and then melded our shared beliefs together into our mission and program areas.

We were daunted by the landscape of foundations and their work and wondered how a small foundation could make a difference. Using the expertise of our staff, we fine tuned our direction and sent ourselves into some unexplored areas for grant making. In isolation, we felt uncertain, wondering if our Transition theory would work, but we had each other. When

together as a group, everyone exhibited the highest levels of respect for each other.

In the first year, we learned much, adapting and implementing lessons immediately into our work. We were often stumped by the question, “How do we know this grant will/is making a difference?” We developed systems for evaluation and again relied on the strengths of each other.

In our second year, we hit a jackpot. We funded a community reconciliation project in Cincinnati around police and community relations. *The New York Times* noticed, as did several other foundations. We were on our way with a newly found sense of confidence. In Cincinnati, I was able to participate in the implementation of the grant, demonstrating another unique feature of board participation. Almost all board members have made site visits or served in a consultative capacity for a specific grant.

Looking back on my experience, I can say confidently that we have made a difference. Through

more than eighty grants, we have brought communities together, helped hundreds of individuals, challenged numerous agencies to look more closely at change, and have garnered the attention and support of other larger foundations. We have reason to be proud.

Service on the Andrus Family Fund has been a superb opportunity. I have developed a closer relationship with my family—its current members and its history; I have learned about relationships in communities as small as a board and as large as a major city; I have pursued my passions; and I have made a difference. I encourage every member of the Andrus family between 25 and 45 years of age to seek this opportunity. It is a pleasure and a privilege to have served.

The Community Revitalization program has undergone exciting changes in the past year, and looks toward more changes in the future. Sadly, the program’s long-time program officer, Carey Shea, left Surdna last year. In a move unique to the Foundation, Kim Burnett joined the program as co-manager with Vanitha Venugopal, who had worked with Carey. Both serve as Program Officers. The Community Revitalization program seeks to enhance the quality of life in urban places, increase their ability to attract and retain a diversity of residents and employers, and insure that urban policies and development promote social equity.

The Program Officers split the work based on a market concept created by Surdna and used as a framework in the field by academics and practitioners. They divide the cities in need of revitalization into “hot market” and “weak market” cities. Kim Burnett was drawn to Surdna’s work in the field, in part, because of the Foundation’s contribution of this framework and the impact it has had in the field of community revitalization.

The theory behind splitting the portfolio this way is that different strategies are needed in different city settings. Grouping common issues together allows each co-manager to go deeper into the issues, focus more sharply, and present the Foundation’s strategies in a more manageable way.

Hot market cities, such as Boston, New York, and San Francisco, are older cities that are already built out so land is at a premium. Growing populations in these cities demand more affordable housing despite a limited supply. These cities have strong job markets and reduced crime, but the demand for affordable housing has outstripped the supply. One challenge in these cities is to create ways for the remaining industrial/commercial lands to be cleaned up and used for residential purposes. Ensuring “cradle-to-grave” housing for people of all incomes is the key to prevent hot market cities from becoming islands of privilege for only the wealthy. Vanitha Venugopal manages Surdna’s work in hot market cities.

One example of a recent grant in a hot market city is Surdna’s grant to the East Bay Asian Local Development Corporation in the Bay Area. The grant aided the organization in buying a parcel of land, preparing it for development (zoning, permitting), and selling part of it to a private developer to gain funds to build affordable housing on the remaining land.

Weak market cities, such as Baltimore, Detroit, and Philadelphia, face the challenge of luring people back into inner cities. Population is declining in these cities because people are leaving, there are few new immigrants, and few people choose to move to them. The focus of Surdna’s work in these cities, led by Kim Burnett, is on innovative strategies to prevent further abandonment and to encourage people to move back into neighborhoods and to buy homes. Creating affordable and appealing housing in these cities will help lure middle-income families to neighborhoods in need of stability. Successful projects have built on strength by focusing on the

edges of where the market is taking off and work from there to attract new residents.

One example of a recent grant in a weak market city is Surdna’s grant to the Patterson Park Community Development Corporation, in Baltimore, Maryland. The grant supports efforts to stabilize the middle-income base in the area by buying up and renovating rundown houses on specific blocks and assembling a larger parcel of land to lure new residents.

The work of the Community Revitalization program addresses a multitude of issues from zoning policy to crime reduction, and historic preservation to over-gentrification. Paramount to this work is the core belief that cities are important. There is a larger effort in all of the program’s work to get the issues of cities back on the national agenda. As Vanitha Venugopal says, “When cities are strong, regions are strong. This is a message we need to bring out into the open. The health of cities is a reflection of the health of the whole country.”

In July 2005, three generations of the Skid Thorpe family returned to the scene of two wonderful Andrus family reunions—*Concinnities III and V*—beautiful Grand View Lodge in Brainerd, Minnesota. Sixteen of nineteen potential attendees were there.

Children and in-laws ranging in age from 24 to 48, and grandchildren spanning ages 6-25, found a wealth of activities in which to participate: golf, fishing, swimming, biking, tennis, boating, tubing, kayaking, talking, sleeping, eating, drinking and...best of all...laughing!! Humor plays a BIG role in our family, and everyone gets into the act.

While this was a purely social gathering, we all take pride in our various volunteer activities at home. Within our clan are hospital volunteers, classroom helpers, Sunday school teachers, soccer coaches, room parents, library workers, art and drama teachers, massage therapists, recycling-program organizers, and meals-on-wheels workers...as I’m sure

there are in many of yours. And there are local non-profit board members, as well as AYSP, AFF, and Surdna participants.

We learn so much from each other, continually, and find great joy in the companionship, values, and love we all share.

We would like to congratulate the following Andrus cousins who participated in this year’s Andrus Youth Service Program:

Alex Cote
Andrew Cote
Cale Cote
Kaitlin Spensley
Samantha Spensley
Molly Thorpe
Megan Thorpe
Maggie Voorhees
Sophie Voorhees
Chris Spensley
Chad Spensley.

This was Andrew’s, Megan’s, Maggie’s and Sophie’s first year in the program; for Alex, Kaitlin, Chris and Chad, their second. And we’d like to give a special congratulations to Cale, Samantha, and Molly, who have been AYSP’ers for the past three years in a row!!!

The Andrus Youth Service Program introduces Andrus youth in high school to the family traditions of philanthropy and public service. Participating youth identify their passions and interests; research

nonprofit organizations in their home communities by conducting online research, and site visits, interviewing staff, and volunteering; and select one to which they would like to make a \$500, \$750 or \$1000 grant. As of this newsletter’s publication date, participants are in the process of completing their projects, and selecting their final organizations. So please look forward to reading about their final decisions in the next issue!

2005 began most sorrowfully for all of us in the Hamlin Foster Andrus line. On January 1st, Mary Frances McGee, second daughter of Ham and Mary Andrus, known to us all as “Sis,” died. Sis had endured a long history of illness, but she never succumbed to self-pity or despondency. “Fine and dandy” was a frequent answer she would give to any family visitor who came to sit with her in the cozy kitchen in the great brick house on North Street in Greenwich, Connecticut. Sis was savvy, stylish, and fun, and we join Mary and Jack Graf and Peter and Kelly McGee in mourning.

Only eighteen days later, on January 19th, Deborah Pakradooni Miller died near her home in Florida. Debbie was the youngest of the three Andrus girls from Yonkers, and she too parted with spirit and a smile. Mother of seven children, Debbie was one

of the kindest, most loving, and merry relatives and a friend to us all. Similar to Sis, dear Debbie had confronted illness for some time and never let it get her down. She wanted to spend quality time with her family and friends, and she did right up to the end. We all mourn the death of these two great women.

Their oldest sister, Judy Moon Aubry, felt such profound sorrow. The loss of siblings is powerful in countless ways. How grateful she is that Ham, Michael, and other family members encouraged her to fly to Florida last fall to spend time with Deb. How important it was that she dropped by to chat with Sis often. Life will not be the same for her without them.

In this context, the celebration of Judy’s 90th birthday was made even more meaningful. On April 20th, her three children with in-

laws and all of her grandchildren save one gathered at The Harvard Club to celebrate this great moment. Fred, Margie, and Carol took Judy on a carriage ride in Central Park, something none of us had ever done. During the ride we asked her if she had a message to pass on to us all. “Simplicity! Keep your lives simple.” That was her theme and has been a theme throughout her life. That evening we toasted her, sang the traditional family gathering songs, and celebrated all that she has done to make our lives so rich and meaningful.

There were many wee folk who were not able to be present. So we decided to continue the 90th celebration during the second week of August in Cushing, Maine where Carol and Fred have summer homes. We called the week “Gran week” and a grand one it was. The weather was superb,

the company ready to have fun, and we abided by Judy’s wishes and kept everything simple. Once again, she spoke to the clan and this time the theme was togetherness and the importance of family bonds. She spoke to us all with affection and pride, mentioning all that each one of us was doing in our family and communities. She reached out to the future, in particular, and embraced each one of her fourteen great-grandchildren with her words and arms, in particular, little Elizabeth and Lulu who have joined us from Guatemala through adoption by Sandy and Laura Gilbert, and wee Zachary Bradley who is just starting to stride into life.

Andrus Family **Board Members**

Andrus on Hudson

Colby Andrus
Carol Cardon
Kathryn Downes
Josephine B. Lowman
Frederick F. Moon III
Michael S. Spensley
Samuel S. Thorpe III

Helen Andrus Benedict Foundation

Colby Andrus
Carol Cardon
Kathryn Downes
Josephine Lowman
Frederick F. Moon III
Michael S. Spensley
Samuel S. Thorpe III

Surdna Foundation, Inc.

Elizabeth H. Andrus
John E. Andrus III
Pamela Brill, Ed.D.
Lawrence S.C. Griffith, MD
John F. Hawkins
Sandra T. Kaupe
Josephine B. Lowman
John J. Lynagh
Michael S. Spensley
Edith D. Thorpe
Samuel S. Thorpe III

Andrus Family Fund

Davis Milligan Benedict
Caitlin Boger-Hawkins
Mark C. Bradley
Carra M. Cote
Angela P. Earley
L.S. Cameron Griffith
Kelly Davenport Nowlin
Laurie Davenport Stavisky
Timothy D. Thorpe
Peter C. Voorhees
Elizabeth M. Wilson
Shari Taylor Wilson

Julia Dyckman Andrus Memorial

Elizabeth H. Andrus
John E. Andrus III
Phillip Andrus, MD
David G. Earley
Lawrence S.C. Griffith, MD
Hamlin Pakradooni
Richard S. Thorpe

Transition



by **Steven Kelban**

Executive Director AFPP & AFF

As you may know, the Andrus Family Fund (AFF) is driven by an appreciation of the need to pay attention- in one's personal life as well as in organizational and social change - to what William Bridges calls "Transition" (see www.affund.org). His framework differentiates between change, which is something that happens at a point in time, and Transition, the process individuals, organizations or systems need to go through to effectively manage the actual change. As I look back at this last year, this framework seems particularly relevant for all of us. We have seen a lot of changes in our various family philanthropies and we are working through them.

Our most difficult change and loss was the death of AFF Board Member Mary Lowman in November, 2004. Mary is missed in so many ways. We are trying to keep alive the gentle, passionate and thoughtful ways in which she participated on the AFF board. During her tenure, Mary volunteered as an advisory board member for one of our grantees,

the Child Welfare League of America's (CWLA) Lesbian, Gay, Bisexual, Transgender and Questioning Youth (LGBTQ) project. This past January, AFF honored Mary by making a grant to CWLA to endow the Mary Lowman Summer Internship for a graduate student to work with CWLA on LGBTQ issues.

September, 2005 brought the first scheduled AFF Board rotation. Ann Williams and Peter Benedict, II, stepped down after their two, three- year terms. They both did a splendid job in helping to create and strengthen AFF. AFF has been working on this transition for almost two years. However, no matter how much we prepared, it remains difficult to lose our first two founding Board members. On the other hand, we are excited to welcome three new family members to the Board: Davis Benedict, Angela Earley and Laurie Stavisky.

The other family Philanthropies also experienced many changes over the past year. John Hawkins became Surdna's Board Chair

in November 2004. This year also saw the resignations of Peter Benedict Sr. and Kit Davenport from their various family philanthropic boards. Peter had served on the Surdna Board since 1976, the Andrus on Hudson board since 1968, and the Helen Andrus Benedict Foundation since 1997. He had also served on Julia Dyckman Andrus Memorial's board from 1974 - 1995. Kit served on all four Boards since 1987. The loss to the Boards is as immeasurable as were Kit's and Peter's contributions. And I feel the loss as well, of two gentlemen who eased my transition into my job(s), almost six years ago, and whose counsel and support I consistently valued.

In another change, Surdna recently announced the appointment of Josie Lowman, the first fifth generation family member to its Board, and by the time this newsletter reaches you will have also added its first two non-family Board members. It will be interesting to see in what ways the new mix will enrich the Board's work.

Kudos to Bob Hedlund, who volunteered his skills, time and services to help us make a huge transition from the old rickety family website to a new sophisticated one he created. The site will allow family members to enter data directly about the family, announce events and list items of interest. It will also contain a searchable database containing contact information and much more for each family member. The website is www.andrusfamilysite.net. A new password will be mailed to you. We owe a large debt of gratitude to Bob.

I wish for each of us many positive changes in the year to come and the willingness to go through the transition process with grace and wisdom. For those of us who knew Mary, her spirit continues to guide us.

Andrus Family Fund

330 Madison Avenue, 30th Floor
New York, New York 10017

Please send your email address to us at info@affund.org.

This issue of *Concinnity* was edited by Jennifer Kasoff